



MAINFREIGHT TEAM REVIEW



NEWSLETTER DECEMBER 2013

Our latest development takes shape: Brisbane, Queensland





Managing Director's Comment

Merry Christmas to you all and welcome to our end of year Newsletter, which we provide to keep our team members, customers and shareholders abreast of the activities of the Mainfreight Group around the world. Within it you will find many interesting articles, and importantly, almost every article reflects the passion and pride our team has for our company, each other and our customers.

It is certainly easy to feel very proud of our people and business when we read of these adventures and achievements.

The key for us all is to nurture this culture we have. It's infectious, it's great to be a part of and it's what makes us different – and our customers can feel it.

This period leading into December is one of our busiest, no matter which city, region or country across the Mainfreight world. It is at this time that our logistical abilities come to the fore for our customers, and accordingly the time where we are tested most to deliver on time every time.

Please be aware of the extra stress and energy that is involved – look after each other, and step in with a helping hand wherever you can.

Our latest half year result has recently been released to the market. We again have sales growth; half year sales revenues are up 1.7% to NZ\$952 million and our earnings before tax are up 3.2% to NZ\$63 million. These results are satisfactory and we should recognise them accordingly.

Exceptional performance from our New Zealand, Australian and Asian businesses boosted our performance.

In the USA, CaroTrans has found good profit improvement after getting back to the basics of container utilisation and strong margin management.

Mainfreight USA however has not fared as well, domestically or internationally. Sales growth, cost and margin management are key to finding

better profit performance. Opportunity is abundant in the US market for us and we must act on our belief that we are capable of finding more growth and becoming a significant business in this region. To do so requires all of us to understand our strategy around "everyday freight" in an LTL configuration. Defined day delivery expectations and longterm control of our Domestic linehaul are paramount. In the Air & Ocean business we must maintain our growth in LCL freight.

In Europe, the current tight economic conditions and at times our own poor performance has seen disappointing financial results. Our business is capable of far better performance and each of us must look to find improvement. Sales growth is of critical importance. Our facilities and network are equal to the best, if not better. Let us convince more customers to experience our services.

In Asia, we have found satisfactory growth in sales and profitability, however by market standards we have yet to crack the "big time". More in-country sales growth is the key factor for our success. The opening of our first Thailand operation is another step towards our ASEAN growth strategy and we welcome our new Thai team members.

In our Air & Ocean business around the world, we all need to focus on supporting our own expanding network. To do so will provide certainty for our customers and more growth for ourselves.

In Australia, our commitment to better quality services focused on freight, not parcels, has seen a return to improving service levels and profitability in our Domestic Transport business. Thank you to all the Ozzie team for believing in the changes that were needed. Our investment in new, improved and much larger facilities demonstrates our commitment to our Australian business, and the opportunities that are available to us to make a difference in the Australian logistics sector.

Our New Zealand businesses are all performing very well and are proof of what is possible when we get a lot of things right – for ourselves and our customers. Many of our New Zealand team are working extraordinary hours to deliver pre-Christmas freight volume in what is a recovering economic market. This has recently been made more difficult by the constraints we have with inter-Island freight tonnage, as KiwiRail do their utmost to recover from a disrupted ferry service. With the cooperation of our customers we are sure we will meet pre-Christmas freight delivery expectations, albeit with longer transit times inter-Island. Once again the investment in new, improved facilities is helping.

Our capital investment programme for the next two years will see NZ\$180 million invested in freight facilities, land and buildings, logistics software and specialised freight handling equipment across the world. Each and every one of these investments is part of our commitment to continuous improvement – in profit performance, in our high quality service delivery, and in safe environments for our dedicated family of 5,632 people.

We are here for the long haul. Our 100-year vision has never been stronger, and we have never been so determined to deliver on our objectives. Not only for our customers, shareholders and suppliers, but importantly for each and every one of us – a very special team of people across the world

As we continue our journey, please ensure those who join our family recognise how special it is to be part of the Mainfreight team and contribute accordingly.

Thank you for your commitment to us.

To our customers, thank you for your loyalty and support, we look forward to growing with your business.

Don Braid





NEW ZEALAND

New Zealand Forwarding - Carl George

Well it seems only the other day that I sat down to write my piece for the 2012 Christmas newsletter, and here we are a year later.

This year has certainly been a game of two halves. Our year began slowly, and by months two and three, there were a few concerned wrinkles on my forehead. How things change, with the last few months bringing some of the biggest freight volumes we have experienced for some time. Even famous Dave "Kookaburra" McLauchlan of our Gisborne branch called one morning after having loaded out of Mainfreight Auckland the previous night, saying "I have never seen so much freight in my life, and I've been around".

Things to Do Better in 2014

- Live and breathe the health and safety message; do not be afraid to speak up if you see something being done incorrectly, or you feel there is a potential hazard in your and your team mates' work space.
- Do not provide poor service outcomes to the other parts of our business; our strength is the ability we have to provide exceptional service across Logistics, Air &

Whilst it's a good problem to have – in terms of the large amounts of freight – it highlights the commitment shown by all our teams throughout the country who just keep working until the job is done, Thank You!

For the half year to September, the Domestic business has recorded increases in both revenue and net profit compared to the same period last year; a pleasing result.

Our challenge in New Zealand is how to keep growing our business... in a mature market, where we already hold reasonable market share, and with a population base that is not really growing. Certainly a large opportunity exists with our Mainfreight 2Home business, as consumer buying habits

change, and retailers are selling via on-line platforms with delivery to our doorsteps.

This year we have seen a significant improvement in our 2Home network throughout the country. We must however provide a better working environment in the larger operations, where volumes have overtaken available space, and make sure we are set up to handle the great opportunities this business has to offer moving forward.

Each year, as our business continues to develop, we must keep thinking about staying right on our game; we need to be on the front foot as our customers' buying habits and demands change.

and always lead by example in everything you do.

This has been one of the busiest periods leading in to Christmas we have seen for many years. Thank you to all who have worked beyond the call of duty to get the job done and get our customers' freight through on time. And we thank the families who have been there in support through this busy period.

Have a great Christmas this year and stay safe.

New Christchurch Site

With stage 1 of 3 now complete, stage 2 'The New Freight Terminal' is under way.

The retro-fitted Haytons Road Logistics facility, complete with a temporary rail line, will house the Mainfreight Christchurch Transport team for the next 12 months while their new terminal is being completed.

In order to get a jump start on developments, erection of the office has begun, with the old terminal to be demolished in January 2014... Exciting stuff!!





Dunedin Extension

A much needed extension over the back yard in Dunedin has just been completed. An additional 4200m² of covered canopy has allowed the Dunedin team to work more inbound rail and road units each day.

Oamaru

Paul and Natalie Johnston have recently moved around the corner into a brand new facility.

Oamaru is north of Dunedin and is an important part of our network servicing rural New Zealand.



New Oamaru Depot – looking sharp!



Kaitaia

The new Kaitaia branch, for those who aren't familiar with New Zealand's geography, is close to the top of the North Island, and is now well and truly up and running.

Our team of James Poulson (Operations), Tunney Williams

Thrupp (Local Driver), and Chris Francis (Linehaul), are representing the Mainfreight name well in the Far North.

Chris's truck now runs Auckland-Kaitaia direct, arriving 3-4 hours earlier than the previous service to Kaitaia.



New Rigs

This is the latest addition to the Auckland-Wellington-Auckland hardsider run.

Kevin Aldridge has put the latest Freightliner Argosy on the road. Driver Steve Forbes keeps this machine looking fantastic every day. Thanks guys.

Tippers in the Fleet

A specialised service that began more than 12 years ago supplying barley to the Auckland marketplace, with two dedicated units, has now multiplied into five units per day.



This is the latest unit to hit the road for John and Hayden Lilley with the latest specification 9 axle high productivity unit (HPMV), a huge investment. Thanks guys.

Rail Celebrates 150 Years

On 1 December 1863, the first rail locomotive moved passengers between Ferrymead and Christchurch. This year, on 1 December 2013, the 150th anniversary of rail in New Zealand will be celebrated with a national 'Rail' show.

"The Exhibition Express"

As Rail plays a significant role in the movement of our customers' precious cargo, our teams throughout the country supported the celebrations with a free sausage sizzle.

At the Auckland event, The Old Mack was rolled out with a new KiwiRail curtainside container loaded on the back.



Claims Performance

Outward Consignments Per Claim			Inwards Consignments Per Claim				
Branch	To Sept 2013	To March 2013	To Sept 2012	Branch	To Sept 2013	To March 2013	To Sept 2012
Chem Auckland	2332	2060	2490	Chem Auckland	4741	3283	3540
Chem Christchurch	1114	1016	1027	Blenheim	2212	1998	2388
Palmerston North	951	771	820	Owens Auckland	1991	2541	2396
MF Hamilton	861	699	833	Owens Christchurch	1957	1167	1232
MF Wellington	821	867	829	Palmerston North	1802	1711	1947
Napier	799	945	989	DF Auckland	1660	2083	2525
Owens Auckland	756	907	1006	New Plymouth	1475	1080	1264
MF Auckland	714	777	666	MF Wellington	1411	1442	1336
Mt Maunganui	699	566	566	MF Auckland	1379	1470	1276
DF Auckland	679	756	698	Taupo	1351	1254	1528
New Plymouth	678	773	706	Chem Christchurch	1350	3213	3841
Total Company	669	674	673	Rotorua	1283	980	957
Dunedin	668	840	816	Napier	1268	1084	1096
Invercargill	634	744	804	MF Christchurch	1236	1110	891
Rotorua	619	747	610	Total Company	1197	1210	1211
DF Christchurch	517	452	452	Mt Maunganui	1137	1325	1700
MF Christchurch	475	464	487	MF Hamilton	1100	1090	1368
Whangarei	444	668	729	DF Christchurch	965	1119	1175
Owens Christchurch	410	315	342	Invercargill	939	821	635
Blenheim	348	606	553	Whangarei	911	1047	1114
Nelson	336	371	276	Dunedin	596	653	643
Taupo	292	470	617	Nelson	448	483	435

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

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

- + 1% For outwards claims, over 650 consignments per claim, and 1,500 inwards consignments per claim
- + 2% For outwards claims, over 750 consignments per claim, and 2,000 inwards consignments per claim
- 1% For outwards claims under 350 consignments per claim
- 1% For inwards claims under 1,250 consignments per claim

New Zealand Supply Chain – Craig Evans

Our Market is Changing

With our increased exposure to managing retail inventory, the seasonal pressure this puts us under between September through to December also intensifies, and it has become bluntly obvious that changes are required next year to some of our key operations.

To address this new demand head on and to better utilise our building and

machinery assets, we are being forced to consider migrating a number of our operations towards crossover shifts.

How we do this is still being worked through, and all team members will have a contribution to make as to how this plan comes together for them. We envisage new opportunities and choices will emerge for existing team members as a result.

Equally we need to consider how we maintain safety, security, even battery life for the electric forklifts, and effective lighting. These are just some of the contributory issues we must address as we look to move this concept forward.

Foot on the Accelerator

Our goal to double the size of the Logistics business by 2015 is still on track.

The best way we can provide opportunities and growth for this dynamic team is to develop and improve the environment we operate within.

In September this year we saw the opening of our new Christchurch warehouse. This modern and multi-purpose facility is a showcase operation that we can all be extremely proud of. But it doesn't stop there.

A new addition to the Westney Road Auckland warehouse has been sanctioned and is targeted to open in late October 2014. This 10,642m²

addition will increase the total footprint to 23,000m² of specially designed warehousing to cater for the fast moving consumer goods market sector. It will be complemented with a separate upgrade programme for the Mainfreight Air & Ocean operation that shares this site.

To meet demand in the dangerous goods sector we are also extending our bunker capacity at our warehouses in Kahu Street Auckland, Owens Christchurch, and likely at O'Rorke Road Auckland, all in 2014. Conceptual work is also underway for developing the Daily Freight operations at the O'Rorke Road shared site at the same time.

What does all this mean? It means we

are focused on building an exciting, highly specialised business that provides our team with opportunities they have never seen before.

Speaking of the team, we thank you for the efforts and contributions made during this year. Your sweat, intellect, and professionalism fuels our confidence in this business to take bolder and more courageous steps.

Equally to the extended team, our families at home that read this note, your support for our team members is what often makes the difference and we must acknowledge this. We may not always get it right, but our focus to provide growth opportunities and choices for our people is unwavering and is often the undefinable reward.

Have a wonderful Christmas and take time to reflect, the year ahead is about to excite!

Mitre 10 Supplier of the Year

Craig Evans accepts the Mitre 10 Supplier of the Year 2013 Award



Christchurch Development

Just to recap - here's the overview of our Christchurch redevelopment. Stage 1 (red) is complete and stage 2 is underway (green).



And here's the real thing...



Mainfreight Air & Ocean – Ben Fitts

To our committed Team, thank you for the passion that you have shown for the business again this year. We're almost there! It is your dedication and willingness to go above and beyond, to do more with less that helps us to stay ahead and to keep growing. Our business is about delivering quality service consistently for our customers; without a quality Team that is dedicated to each other and to our customers throughout the country, this simply wouldn't happen.

As a quick snapshot to the end of October, we are ahead of the same period last year in terms of revenue, gross margin and EBITDA. You

should be proud of the results year to date, and if your branch is ahead of last year, well done. If not, it is important to understand the reasons why and to get on and fix them. With five months left to run in this financial year we must keep our foot on the accelerator.

We must continue to do more with less, and while this places pressure on all, this is where the power of working as a team comes into its own. Help each other to spread the work load; this is how we stay ahead. We are far more powerful working as a team than as a group of individuals.

As the Mainfreight and CaroTrans global networks continue to grow we have a responsibility to help feed that growth through sales activity, focusing on the markets where we have operations and providing excellent service to ensure that our customers and those controlled by our overseas branches are looked after and remain with us for the long term.

There will always be things in your branch that are holding it back; use your PAT's to get these out on the table, discuss, debate and most importantly make decisions and move on.

Some things that we need to stay focussed on for 2014:

1. Regional Growth

We need stronger sales growth from the regional branches. We are committed to staying close to our customer base in these markets when others in our industry are not. We should leverage off that to build sales.

2. FAK Growth

This is our bread and butter. We need to stay focussed on LCL on the trades where we have our own offices, keeping margin within the Group. Our export LCL growth has not been as good as it should have been this year, so we have work to do there.

3. FAK Utilisation

Focus on packing as much cargo into our containers as we can, 40' containers with at least 50 cbm is the minimum we should be aiming for.

4. Dry Airfreight Growth

We have seen some great gains in this part of our business this year and we must continue this momentum.

5. Help your Mainfreight and CaroTrans brothers and sisters overseas

We may be in different countries but we are one big team and very

dependent on each other to get a job done. Don't hesitate to get off the emails and make a phone call every now and then... relationships are key and our internal reputation is important.

Remember that our strength comes through the power of three, Air & Ocean, Logistics and Domestic forwarding. If we hunt as a pack, seek out opportunities for each other, and go the extra mile to help each other, we are far stronger than if we act as individual divisions.

Team, thank you again for your commitment this year. Enjoy spending some quality time with your family and friends over the break, and come back ready to hit the ground running in 2014! Merry Christmas!

Books In Homes

This year we have taken up the sponsorship of seven more Duffy Books in Homes schools; this takes us to 11 Mainfreight Air & Ocean sponsored schools in New Zealand. We welcome Southern Cross Campus and Waikowhai School in Auckland; Bathgate School, Dunedin; Holy Family School, Porirua; Rowley Avenue, Wainoni and Te Kura Kaupapa Maori o Waitaha Schools, Christchurch. Thank you to our teams who have participated in the schools' Books in Homes Assemblies; we appreciate the effort you put in.



Paengaroa School



Te Kura Kaupapa Maori o Waitaha



Wainoni School

Cure Kids Fundraiser (contributed by Gio Tabarini, Auckland)

In August our Mainfreight teams from the Auckland, Hamilton, Tauranga, Wellington and Christchurch branches all put their hands up to take part in The Cure Kids Fundraising Challenge. The branches competed against each other to raise as much money as they could for this very deserving organisation.

The money-making options were endless and everyone participating made the most of these by getting Customers and our Community involved by organising Quiz Night, a Golf Day, an American Car Night, BBQ's and many other events.

We all aimed high and the results were amazing! Christchurch won the

challenge raising \$16,000, and in total Mainfreight raised a staggering \$42,229.75.

A huge amount of effort and hours went into making this challenge so successful. A big thank you to everyone who was involved in the challenge (both by organising and supporting), you definitely made the most of your entrepreneurial and creative skills and were nothing short of fantastic.

A special thank you to Elle Nilsson, Jessica Williamson, Michael Wakefield and Sam Cooper (AKA the Cure Kids Challenge Support Team) who helped to get this off the ground and make it such a success.



P.O Box 90 907, Victoria Street West, Auckland 1142
Lindsey Building, Suite 4, Level 4
58 Grey Crescent, Grey Lynn, Auckland 1021
T: 09 370 0222 | curekids.org.nz

7 October 2013

To all you wonderful team at MAINFREIGHT!

Thank you so much to each and every one of you for your incredible efforts this Red Nose Day assisting with transporting equipment throughout the country and then the phenomenal \$42,229.75 you raised with excelling and varied fundraising events spearheaded by the Cure Kids Challenge Support Team. I wanted to personally write to you to let you know how much we appreciate your passion and enthusiasm – you've helped make Red Nose Day for Cure Kids the biggest on record!

You may remember the story of Katie Archer from Comedy for Cure Kids: Good Sports Katie's mum Lisa only recently discovered Katie is living with Batten Disease – a rare genetic condition that currently has no cure.

It's only natural to want to help Katie and Lisa – and with your donation to Cure Kids, you are. You're funding research into genetic conditions through researchers, like 2012 Cure Kids grant recipients Dr. Stephanie Hughes and Prof. David Palmer.

You're united with Lisa and all other parents who have children who live with a life-threatening illness. With your donation to Cure Kids this Red Nose Day, you're standing with them and saying that no more parents should lose their precious children to Batten Disease or any other condition.

You're making it possible for Cure Kids researchers to continue their groundbreaking research into finding better treatments and cures for the life-threatening illnesses that affect our children.

And you know that a cure for kids in New Zealand is a cure worldwide. The breakthroughs in research now mean that the lives of millions can be saved, and it's only possible because of the support of donors – everyday people just like you.

Thank you for your support of Cure Kids. We look forward to reporting back on the progress you've helped make possible.

Please don't hesitate to contact me if you have any questions or feedback by emailing me directly at vicki@curekids.org.nz

Sincerely,


Vicki Lee
CEO



Mainfreight Air & Ocean Christchurch Seafreight Team – Challenge Winners!

Back L-R: Hayden Cook, Gemma Allan, Alexandra Brook, Rachel Robertson, Alana Evans, Megan Lockie, Sonia Taylor
Front L-R: Matt Ward, Anastasia Farrakhova, Tommy Fitzgerald



Mainfreight Tauranga (Domestic and Air & Ocean)

L-R: Pauline Bettonviel, Bronwyn Gower, Abdul Abdul, Yana Heath, Courtney Stevenson, Grant Yeatman



Mainfreight Auckland

L-R: Vanessa Maxwell, Mark Brown, Mike Munns, Emma Gilman, Caitlin Wilson

Mainfreight – Freight Forwarders Boxing Charity Bash (by Mark Glover, Auckland)

In February while it was warm and fine, and not dark until 9.00pm, a bunch of "Keen Beans" from our Mainfreight family decided to put their names in the hat for the Freight Forwarders Charity Bash – a boxing event specifically arranged to raise funds for CAN-TEEN.

Under the coaching eye of Irene Richards from Mainfreight Auckland, we embarked on getting into condition for "Fight Night". None of us had even been in a boxing ring before, let alone trying to last 3 x 2-minute rounds against an unknown opponent.

By April we got used to forcing our bodies to submit to this regime designed for fitness and endless repetition of boxing drills, burpies, sit ups and press-ups. Not to mention our 4 night per week love affair with Mount Wellington, doing hill sprints, until we were physically sick.

June saw some injuries start to occur as our bodies and minds began to disagree with the training regime and doing hill sprints in the dark.

By July it was cold, wet and dark, Irene was in full voice at the base of the mountain, encouraging and threatening us to sprint or die trying. Each time we got to the top we had a few choice descriptions for our drill sergeant, who was not in earshot. By the way, Irene was by then heavily pregnant and uncomfortable, but still fully committed to making sure we were ready for the upcoming fight – she did not give an inch.

In September we met with the CAN-TEEN team and listened to some of the stories of these kids and their battle with cancer. Certainly

motivating and a dose of reality as to why we were involved.

Fight Night was upon us and tension and nerves were high, and the atmosphere was fantastic. Our Mainfreight Fighters were decked out in great uniforms and looking professional. We were all fully supported by Bruce Plested and a great bunch of the Mainfreight family and friends, cheering and yelling, as each of our fighters stepped into the ring.

The winners of the night were indeed CAN-TEEN, with over \$20,000 raised for this awesome cause.



Meeting with Canteen pre-fight

New Zealand Freeride World Qualifying Tour (contributed by Alex Brook, Christchurch)

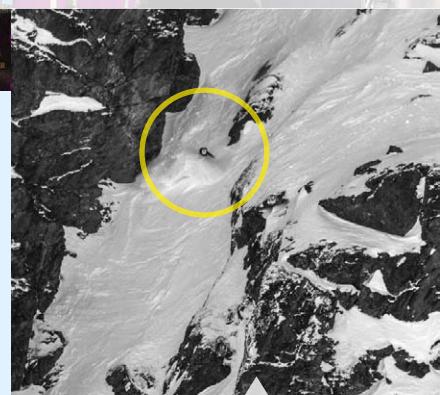
This winter was my second season competing in the New Zealand Freeride World qualifying tour. Competitors come to New Zealand every year to compete for points to qualify for the Freeride World Tour.

The first two events were held here in Canterbury at my home ski hills Craigieburn and Temple Basin. I finished up the first stop in fourth and the second in third. Although I was slightly disappointed with my own performance I was pleased to have had a podium finish in what had been the biggest field of women ever at these events, most of which had come from America and Europe.

The biggest event of the season is the New Zealand Freeski Open held in Queenstown. The open runs over one week at Remarkables Resort, qualifiers are held first to determine the field for the finals. I finished my qualifying run on my feet to qualify in third. Finals was held off for two days while a storm system passed through leaving the best competing conditions I have ever skied. Heading into finals I was nervous as this was the most experienced and difficult field of women I had competed with, the field included Nadine Wallner, current Freeride World Tour champion and many other professional athletes. Facing the best in the world I relaxed and focused on my own performance and not my competition. I finished in third place after skiing one of my best competition runs to date.



L-R: Taylor Tayley (NZL), Lotten Rapp (SWE), Alex Brook (NZL)



The back country behind the Remarkables Resort in Queenstown, the face is called Alta Chutes. If you look carefully you can see Alex



The Christchurch Seafreight team celebrating Halloween
Back Row L-R: Matt Ward, Hayden Cook, Rachel Robertson
Middle Row L-R: Alana Evans, Gemma Allan, Elaine Wong
Front: Alex Brook



Shane "Ramsey" Douglas and Steve "Oliver" Hendry cooking up a monster breakfast of bacon, eggs and hasbrowns for the wonderful team at Westney Road, Auckland. The team are hard out in the peak season and a refreshing surprise breakfast was a great way to start the day.

I Chose to Look the Other Way – Don Merrill

*I could have saved a life that day,
But I chose to look the other way.
It wasn't that I didn't care;
I had the time, and I was there.*

*But I didn't want to seem a fool,
Or argue over a safety rule
I knew he'd done the job before;
If I spoke up he might get sore.*

*The chances didn't seem that bad;
I'd done the same, he knew I had.
So I shook my head and walked by;
He knew the risks as well as I.*

*He took the chance, I closed an eye;
And with that act, I let him die.
I could have saved a life that day,
But I chose to look the other way.*

*Now every time I see his wife,
I know I should have saved his life.
That guilt is something I must bear;
But isn't something you need to share.*

*If you see a risk that others take,
That puts their health or life at stake,
The question asked or thing you say;
Could help them live another day.*

*If you see a risk and walk away,
Then hope you never have to say,
"I could have saved a life that day,
But I chose to look the other way."*

Owens New Zealand – Kevin Babbington

A big thank you and a Merry Christmas to all our team members' families wherever you may be; you must be wondering what has happened to your loved ones over the last few months!

The record volumes going through our facilities on a weekly basis could not have been achieved without our wonderful team members and their families at home supporting them and allowing us a bit more of them at this crucial time of the year, so thank you so much.

A fairly ordinary start to this financial year saw us needing to take a big step back and rethink our assault on 2013. Mistakes made at the end of 2012 were back to haunt us and the usually confident red machine was starting to backfire. Some fairly fundamental things had not been covered in the background and had caused a flowon effect through our business. These were identified, sorted and we moved on very quickly to concentrate on getting back on track, to the point as at the end of September the business is ahead of last year!

It has been an interesting year; this one seems to have passed more quickly than others, there have also been more changes around the branches:

Tankers have had a makeover with their tanker wash and gangway sporting a new paint job. This is a crucial part of Tom Davis' business so must be maintained and certified on a regular basis. Don't forget to call in if you're in Wiri to learn about our Tanker business, Tom and his team would love to show you around.

Tony Inia and his team at Metro have also moved – onto the site at our Neales Road Logistics facility; this positions them perfectly for their biggest customer, Mitre10. The benefits for the customer from day one were 100% KPI's on a weekly basis, and it has also put the Metro team in a great position to reach their profit pledge this year. A great turnaround for a very dedicated team.

In Christchurch, Owen Donald and his team just go from strength to strength, a great example of a team doing more with less (not always having a choice) and performing week on week. Yet again this is a great team with a Branch Manager that leads from the front and is also very passionate about his business.

Paul Tolson and his team in Auckland started breaking volume and profit records in October, I'm not allowed to give out figures yet as he says they are not far off the all-time record for the site, suffice to say great things are coming!

Things to do better next year:

- Branch visits (we have seen huge benefits from these this year) – get out and about
- Morale is everyone's responsibility (if you have a great idea get it out there)
- Show up! (In full, on time, in spec)
- Be good to each other

Enjoy your Christmas break away with your families, come back rested and ready to protect our patch in 2014! Merry Christmas and a Happy New Year!

This year saw the first of our tipper units hit the road in the North Island. Owner Driver Andrew Tautari servicing our Palmerston North lane ex Owens Auckland with LCL down and bringing grain back to be tipped at DB Breweries where it is turned into the Amber Gold Liquid!

Our Rig 1 ex Owens Auckland to Wellington has also had a makeover with this brand spanking new Mach Superliner hitting the road in September; Eddie Tuhakaraina is the Owner Driver.



BBQ Season in Christchurch

The Owens Transport Sales Team has hit the ground running this BBQ season, taking our Owens BBQ out to our customers for a good old kiwi lunch. This has proved a big hit and is a big talking point with all our customers. As much as the BBQ leaves people feeling full and wanting to have an afternoon nap it also builds existing relationships and creates a sense of fun. It's been a long loved tradition of the Owens team to get out amongst our customers and give some appreciation for their constant support and loyalty.



Owens Christchurch Sales Manager, Alicia Coles, doing the hard graft on the BBQ for some of our valued customers. Well done AC!



10 Year Anniversary

It is now 10 years since Owens became part of the Mainfreight family. The first week in November saw all the Owens branches around the country celebrating their 10 year anniversary with Mainfreight by having a morning tea celebration for their teams.



Kevin Babbington cuts the Owens Auckland 10-year Anniversary cake

Auckland IDEA Day

Another successful day was run by Owens Auckland recently for the IDEA team in Auckland – a very worthy charity. This is such a great opportunity for the team to give back to the community and it is appreciated and enjoyed immensely by all those who attend.



Owens 10th Anniversary

L-R: Paul Tolson, Don Braid, Carl Howard-Smith, Kevin Babbington



AUSTRALIA

Australian Group – Rodd Morgan

Our Christmas newsletter comes at the time that we have just completed the first half of our financial year that runs from April to March. We are again pleased to advise that when comparing to the same six-month period last year, overall Australian profits have improved by more than 8% and revenue has grown by over AU\$18 million. Although we are never satisfied with our performance, it is nice to go into the Christmas period with the knowledge that our business is continuing to improve its standing year on year. This simple philosophy of striving to better every corresponding period whether it be the previous week, month or year, has served us well over many years and helps to ensure that complacency is not a word in our vocabulary.

For this we want to thank our team across Australia for contributing to our improvement – a team who, in our view, are collectively the most talented and focussed that there is.

The close of the calendar year is also a good time to reflect on all of the things that our teams around the country are doing to ensure that we will be able to surpass the challenging growth targets we have set ourselves in terms of profit, sales and the standard of service that we give to our customers. With these targets uppermost in our minds, in the later pages of this, the Aussie section of our Group Newsletter, we are pleased to bring to the Mainfreight community some of the productive and fun things our teams are doing across all areas of the business being Air & Ocean, Owens wharf cartage, Logistics and Transport.

However, in the meantime, we would like to take this opportunity to remind each and every team member of a few of the components of "the way we like to do things around here". In other words, some of our Mainfreight culture:

- We can only be successful long term if we each do our jobs better than the people at our competitors are doing their jobs. Providing a high quality of service to our customers is our first responsibility
- The way we present ourselves, our branches and our vehicles is everything – we have no chance of success if our presentation is not breath-taking
- We aim to have an ambition and expectation of getting it right the first time
- We work hard to remove unnecessary costs from the business
- We strive to make our customers' reliant on what it is that we do for them.

In summary, if we each work hard at having an upbeat, truly customer-focussed attitude our objective of having a very long-term successful company will be achievable.

Naturally enough each of our businesses has areas of priority that need to be better. For example, we really need to accelerate the rate of improvement we are starting to see in the quality and consistency of service that we provide to our customers in Transport. Air & Ocean must find ways to increase our rate of growth to ensure we more rapidly become the biggest international freight forwarding business in our region. The Owens team needs to generate the profits needed to enable greater investment in better facilities. Logistics continues to show quite good profits, but we need to work hard to find the right mix of customers to benefit the Group along with greatly improving the standard of presentation of many of our facilities.

The point mentioned above about finding the right type of customers that will benefit the Mainfreight Group both locally and globally, highlights the other key difference that we believe we have over many of our competitors; that, although our businesses operate in slightly different areas of the supply chain, we are very definitely part of exactly the same team. We must continue to realise the key strength of being One Mainfreight. It is our ability to act cohesively, in a united way and ensure we strive to maximise every single new customer opportunity, that will see us take on and overcome all challenges that come our way.

In our last report we mentioned the large amount of investment that we are making right across Australia to ensure that we have the best facilities available so that our team is able to achieve the high quality service standards expected, at the same time as finding the efficiencies needed to keep our operating costs down. An update on where we are at with some of these projects is as follows:-

1. Adelaide – refurbishment and extension that has doubled the size of our depot is completed
2. Brisbane – construction of two new buildings for our Transport and Logistics teams is almost complete (May 2014)
3. Brisbane – new purpose built depot including temperature-controlled facilities for our Perishable air freight operation is well underway and will be complete for occupation by our Air & Ocean team in January 2014
4. Sydney – extension to our Prestons freight facility and the doubling of our Logistics warehouse space onto 3.6 hectares of adjoining land is also well underway and will be completed in February 2014

5. Sydney – construction of a purpose-built facility in Botany for the Owens team is well underway and will be completed in February 2014
6. Melbourne – redevelopment and extension of our Perishable air freight building in Tullamarine for our Air & Ocean team has been agreed. Completion of these works will be mid-2014
7. Melbourne – we have conditional agreement on the purchase of 11 hectares of land in Melbourne's north for the immediate construction of a major Logistics and Transport operation that will also house our training team
8. Perth – we are actively seeking a suitable site where we can construct a purpose-built facility for all of our businesses in Perth.

There are other projects that we have underway but this list gives everyone a taste of the things we are doing to help us cope with the growth we have coming at us.

Finally, thank you to each member of our team for helping the business to take important steps forward this year. We certainly head into the New Year with plenty to do, but with enormous confidence.

Merry Christmas



Mainfreight Transport Australia – Bryan Curtis

At the time of writing, results for the first half of the financial year have been announced and show a mixed picture for the Transport business, with revenue up on the same period last year (although below target levels) while gross and net profit are down.

On the positive side, gross margin is showing signs of recovery as a result of the removal of parcels and "smalls" from our business, as well as the excellent work by our Owner Drivers, Transport and Operations teams at improving the efficiency of our

cartage. Likewise, profit levels are increasing and we expect to match last year's level by the end of November, leaving us four months to finish up at our expected 10% ahead at the end of the financial year in March.



Upgrade at our Adelaide facility is well underway, extending the dock and canopy...

Five Things to Do Better in 2014

1. Be thinking about the expanded role you play in our business that now operates on a global basis
2. Ensure our business is presented in the best possible light – ourselves, our buildings, our vehicles
3. Think about how you can help to improve our ability to win large supply chain customers and accelerate our rate of growth
4. Be alert for risks in our business that may threaten the safety of our team
5. Ensure our workplace behaviour, habits and attitude make us easy to deal with and the best we can be.

If you are lucky enough to be having a break at Christmas, we hope that you have a relaxing time and thank you to those team members who might be working through.

As at the end of September we have nine branches that have either lost money in the first six months or are down substantially on last year's figure. Four of these branches are regional and are vital to the Mainfreight network, particularly for the suppliers to Bunnings stores.

It is imperative that each and every team member in those branches understands the reasons behind why we are in a loss situation and that the

whole team, including Owner Drivers, work at turning this around.

In all cases, the solution is finding more quality revenue.

For branches such as Melbourne, Sydney and Brisbane who tranship freight from these regional branches, please treat every consignment you receive as if our lives depend on it because the livelihood of other team members depends on us. We must do all we can to ensure that we provide

the best service possible to their existing and new customers.

On another note well done to Jesse Gray-Morgan and all our Perth team members who have turned around a significant loss into a profit, with hard work and focussing on "doing it better today than we did it yesterday".

In our June report we tabled the following points to focus on for the remainder of 2013. These still apply for 2014.

Things to do better for the rest of the year and in 2014...

- Ensure that our PAT meetings are held weekly and are focussed on positive actions the participants can control
- Load our challenging freight onto our first linehaul units out, rather than leaving till last
- Use more electric and manual pallet jacks to move freight around our depots rather than forklifts
- Housekeeping: Ensure our facilities, team members and vehicles are spotless at all times
- Keep the safety of our team members front of mind at all times. Do not compromise our team members' safety by accepting insufficiently packaged freight or with irresponsible behaviour
- Focus on achieving a 99% DIFOT

(Delivery in Full and On Time)

- Do not assume that our team have been trained fully – review what training they have been given and go about filling the gaps.

Lastly remember the following:

1. Quality first
2. Morale will improve
3. Profit will follow.

Thank you for all your efforts and hard work over the last year, we will make a difference next year and beyond.

Merry Christmas and a Happy New Year to you and your family. Be safe.



Mainfreight Logistics Australia – René van Houtum

It feels like the year has just started as I commence writing this Christmas 2013 newsletter. "Time flies when you are having fun" and having fun is assured when we make progress and keep up the momentum! Making progress in improving service performance and our financial results and progress made by individual team members, being able to develop themselves and get themselves to a higher level. It is no secret that these facets are strongly related to each other!

A lot has happened in the second half of the calendar year. We were able to gain and implement a couple of new big customers and recently we took over the warehouse activities of a big pharmaceutical company with extreme complex warehousing processes. The implementation changed the lay-out of the Noble Park branch in Melbourne dramatically.

We have also opened new branches in Melbourne and Brisbane, which has brought the number of Logistic branches in Australia up to ten and increased the warehouse footprint by another 11,000 m² and the number of pallet spaces in Australia to almost 90,000! On top of that we have opened an overflow location in Adelaide to facilitate the growth in this area and to enable us to open a stock location for one of our beverage customers. It is very exciting to see with how much enthusiasm the team is working on the development of our business.

In Sydney we are finalising the extension of the Prestons Branch, creating an additional 15,000 pallet places in that site. In Brisbane we are building a new supersite, where the warehouse also offers space for more than 15,000 pallets.

The quality of the processes in our branches is definitely improving, which flows on to our customers in a positive

All the best for the New Year and please make sure that you have an amazing Christmas time together with your family and friends!

We have another great year behind us. However, we should not forget that we obtain a lot of extra energy when

Things to Do Better in the New Year:

1. Health & Safety: we cannot spend enough time on this topic! The health and safety of the team is our priority and OH&S meetings must be held every month – exceptions are not tolerated
2. Presentation of the branch: make sure that housekeeping becomes and remains a part of the daily routine of the team!
3. Performance: we must make sure that we are on top of every service failure that occurs! The first time you make a mistake it is a mistake, if you make the same mistake again, it is a choice...
4. Continuous Improvement: our customers do not only expect high service levels, but also an attitude that encourages improving their supply chain every day. Our Positive Action Team meetings are a very helpful tool to involve the entire team!
5. IT: make use of the IT systems we have in place! A lot of time and money is being invested in the development of our systems and these developments enable us to achieve quality and efficiency improvements.

way. The use of Radio Frequency has improved dramatically and the majority of the branches have exited paper-based processes completely!

However, we have to perform every day of the year and make sure that we are on top of every quality failure that occurs in our branches and make sure that the same failure is not happening again. It is like playing sport at the highest level: if we do not deliver the highest possible performance every day of the year we are going to win some matches but we will never be the champion that we want to be...; delivering best-in-class logistic services to our customers remains our goal!

Closely related to this is the presentation of our branches. Although we have made an improvement, this area needs more attention on a continuous basis. Too often, we see branches where presentation is not at the level that we want it to be. Our warehouses are first class and our customers deliberately choose to store their goods in a professional and clean warehouse environment. On top of that, our sales team must be able to show a spotless warehouse to potential customers at any time. The presentation of the branch affects the prospect's first impression about Mainfreight and remember: "you never get a second chance to make a first impression"!

Reading through the latest internal audit results, it is great to see that all the branches have achieved a score of 89% or higher! This must be a result of the increased morale score with 3 of the 8 branches scoring 5 points out of 5 and 4 branches scoring 4 points out of 5.

I would like to thank the entire team again for the tremendous job we did this year. I look forward to further working with you and improving our business!

we are able to do things better than we ever did before!

Sydney Road (Melbourne)

The Sydney Road team has gone through a challenging time in the second half of the calendar year. In total 2,500 pallets from existing Melbourne customers were moved in and out of the warehouse, changing the customer profile of the branch dramatically.

For one of the customers, supplying all kinds of gift cards nationwide, Colm and his team processed 1,800 orders in one day, which may be a record in Mainfreight's history! The revenue growth year to date is sitting at 60% (!) resulting in the number of team members growing to 14.



Empty racks just before and full racks just after the move...

Laverton (Melbourne)

This 5,800 m² branch was opened at the beginning of September to facilitate further growth in the Melbourne area and create space for one of our new customers. The branch also offers cross-dock activities for our Melbourne Air & Ocean branch. Tony Henderson, Patrick lese and Rod Douglas have done a great job setting up the branch and have offered high service levels to our customers from the beginning!!



The Laverton team, with Tony Henderson on the left,
Patrick lese and Rod Douglas

Noble Park (Melbourne)

It is an understatement to mention that the branch has undergone an "extreme make over" in the second half year! In October, Wayne Harris and the team implemented a new customer, operating in the pharmaceutical industry. The Logistics processes are complex and include management of batch and serial numbers of almost 10,000 different SKU's.

Storage takes place on pallets, but also in a newly built mezzanine shelving storage area, a cool room with a capacity of almost 100 pallets, and even in freezers that store product at a temperature of minus 80 degrees Celsius! For shipping we use specialised packaging and dry-ice to make sure that the temperature of the products remains way below zero during transport.

It took the team four full weekends in a row and a lot of evenings and even



Cool room and mezzanine storage in Noble Park

nights to finalise the move and to start up the inwards and outwards processes! Well done and a great thank you to the entire team!!

This is definitely a new showpiece for Mainfreight Australia!

Prestons (Sydney)

The Prestons team works hard, but also likes to give back. Aaron Valley recently shaved his head for the "Biggest Morning Tea", supporting the Cancer Council. He raised over \$160! (The hair was a funky colour so we all agreed it was time for a change.)

Brooke Moretti organised cupcake day for RSPCA. Over 250 cupcakes later, made by the team, she raised close to \$500. Two great causes led by two great team members. Awesome work Aaron and Brooke!



Aaron Valley before and after... and Brook Moretti's cupcake sale!

Hemmant and Murarrie (Brisbane)

A lot has happened in a short time!

In Brisbane, Paul Fraser and the team opened a new branch in Murarrie, mainly to accommodate the implementation of a couple of new big customers. The branch offers an additional 6,000 m² of space.

In addition, the team is preparing itself for a big move, in this case to the new Mainfreight supersite in Larapinta. According to current plans, this move should be finalised in May next year.



Larapinta under development

After some additional training and adjustments to the warehousing system, MIMS, both Hemmant and Murarrie are now operating 100%

on Radio Frequency, lifting service performance and stock accuracy! Well done team!

Regency Park (Adelaide)

Kendall Anderson recently opened a 2,000 m² overflow location in Adelaide. The branch is growing and growing, and service to its customers is consistently at a very high level. This high level of performance was reflected in their most recent audit score, 97%, which may even be a Mainfreight record!

The branch recently obtained a bonded storage licence which was a requirement to open an additional stock location for one of our major beverage customers. A perfect example of the Mainfreight continuous improvement program, enabling our customer to reduce lead times of shipments for delivery addresses in South Australia, creating additional work for our Transport branch in Adelaide and saving money across the customer's total supply chain!



Kendall and Scott, the Logistics Adelaide team, responsible for the amazing audit result of 97%!

Kewdale (Perth)

Mainfreight Logistics Perth started 2013 with a new focus, new energy and a positive can do attitude! The team is striving higher than ever before, channelling their efforts to achieve a future of growth and wealth for all team members involved! New racking has been built in the Kewdale 1 warehouse to accommodate one of our new clients.



New racking in Kewdale 1

Hi Rene - a small contribution for the newsletter

"I started my apprenticeship in domestic, international freight forwarding & logistics in 1969. I keep changing my mind about how long the apprenticeship is! Maybe a few years, maybe then twenty as I once thought...not so.... I am up to more than 40 and now I am beginning to hope that my apprenticeship won't be cut short. There is still a lot of work to be done and I now feel that with every new challenge my journey has just begun. To my mentors, coaches and fellow team members, thank you for your guidance and support over the years. Kevin Bradley"



Mainfreight Air & Ocean Australia/CaroTrans Australia – Steve Thorogood

We come to the end of 2013; wow how quickly we are moving through the years! This past year has been one of many challenges, and our compliments go to all our CaroTrans and Mainfreight teams around the country for their continued passion and dedication to the cause – without your efforts we would not be able to achieve what we do each year.

It is pleasing to see all our branches at time of writing reporting positive figures for this financial year. A quick glance at the results up until the end of September both show revenue and profit up on the same time last year. This has been achieved despite Asia to Australia sea freight rates being as low as a third of what they were last year, which affects not only revenue but also margin.

We will continue to be innovative in our service offering to our customers to ensure our worth to those customers. We must continually challenge the way we do things and always be alert to better solutions.

Our team continues to develop and take on opportunities as they present themselves, not just within our business in Australia but also overseas. One of those opportunities will see Jessica Hayes, our current Air & Ocean sales executive of the year (from our Perth Branch), head to the



Artist's impression of the new Mainfreight Air & Ocean/CaroTrans Brisbane Facility
– January 2014 here we come.

USA Air & Ocean team in a sales executive role in Los Angeles. We wish Jessica all the best and thank her for her commitment over the years.

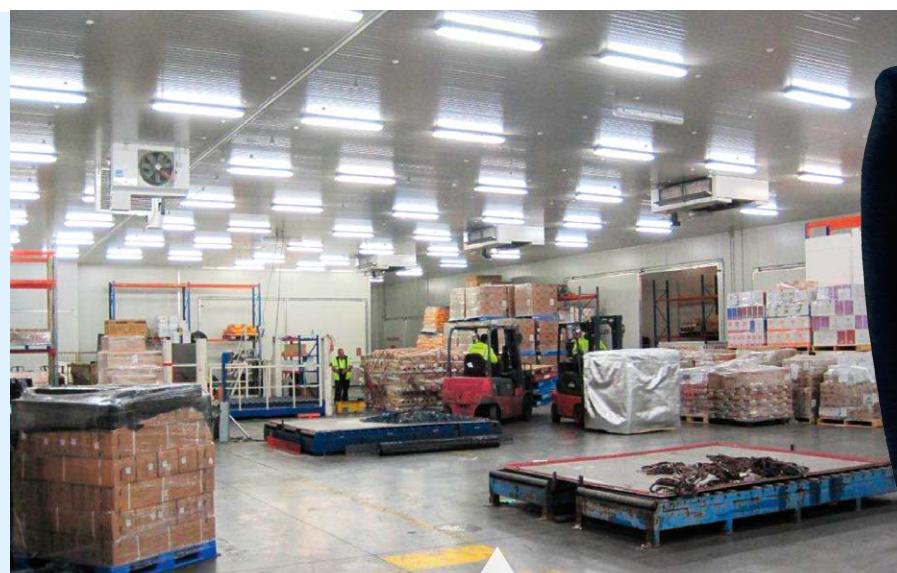
At the beginning of 2014, our Brisbane branch will move to their new home in Eagle Farm. We look forward to being able to offer a greater range of services in our new home to our customers, both existing and potential, as well as our overseas offices.

Our sales teams around the country, including our account managers and customer service team (as we are all sales people!) have had a strong start to this financial year and we have seen some significant customer gains across our branches. The resulting effect has been to increase our volumes across all products over last

year, which should put us in a good position if the revenues increase on sea freight as mentioned earlier, and also the global market improves. Well done team!

During the year many of our sales team travel to our operations overseas on sales trips to generate more business. Jade Fogwell (our present CaroTrans Sales Executive of the year) recently completed a successful sales trip to CaroTrans USA.

In the second half of 2013 we have expanded our Perishable facilities in Sydney and Melbourne, to accommodate this growing part of our business. This will be complemented by our Brisbane facility when completed.



Melbourne Perishable facility offers a total "cold chain" warehouse, comprising freezers, chillers and temperature-controlled handling area



Jade Fogwell catching up with Rita O'Reilly in the CaroTrans Chicago Branch

During the course of the year our team will visit ports, airports, shipping lines and airlines as part of our understanding of these important parts to the operation of our business. Some of our Brisbane team had the experience of an Air New Zealand tour at the terminal. It is all part of wanting to ensure our team gain a fuller understanding of how things work.

It is important that our branches although working hard also have time to enjoy certain events. One such time was September's "International talk like a pirate day". Our Brisbane branch got into the spirit of the event.

Things to Do Better Next Year:

- We must continue to be aggressively selling in the marketplace and grabbing those opportunities
- Quality improvement across the business, operationally, financially and in customer relations so as we get it right and are "easy to deal with"
- We must continue to focus on holding margin in our business at acceptable levels. We must ensure our service levels are beyond reproach and therefore our margins justified.
- We must be looking for innovative and proactive ideas to deliver to our customers, to enable us to continue to improve our relationship with the customer at all levels.
- Continue to internally train in many ways to enable our teams to grow throughout the business. This will help our team to continue to enjoy working for Mainfreight.



Members of the Sydney Perishable team look over the perishable facility below



Deanne Lingard and Peng Zhou – members of the Brisbane Sales team in the Air New Zealand cockpit



International Talk like a Pirate Day, Brisbane Team getting into the spirit.
Back L-R: David Hall, Sara Payne, Laureen WhiteCain, Kiki Londy
Front L-R: Penelope Tumai, Karen King, Deanne Lingard, Emily Vardy

To the Mainfreight/CaroTrans team in Australia a big thank you for your dedication, passion and drive during this year. We look forward to an enjoyable, relaxed and safe Christmas and New Year.

To our Mainfreight family globally we take this opportunity to thank all of you for your support and wish you all a peaceful, safe and relaxing Christmas period and hoping the New Year brings happiness, health and rewards to you all. May your goals be reached.

Owens Transport Australia – Cameron Clode

Our new site in Sydney is well and truly underway. The foundations have now been laid and the warehouse walls are up. We are looking to move into our new home early next year. It will be a wonderful New Year gift for our Sydney team and will deliver improvements across the board for our customers. If you wish to see the progress of our new Sydney visit <http://southgate.goodman.buildcam.net.au/gallery/> where you will find regular updated photos.

We continue to push into new locations across Australia. Our Brisbane team now delivers break bulk into North Western Queensland whilst our Perth team delivered a container to Karratha in the far northwest of Western Australia, some 1,600 kilometres from Perth. We will service any part of Australia.

The look of our Melbourne office has recently improved with all internal walls being removed, a fresh lick of paint and new carpet laid. Gone are the dark and gloomy offices replaced by an open-plan, fresh and inviting work area. We have welcomed the

Logistics team onto our site at Laverton North. In a positive move for the group, Logistics now controls the Laverton warehouse. We still offer depot services in Melbourne continuing our full service offering for our customers.

Our financial performance in recent months has not been up to expected levels. Soft volumes in all states coupled with aggressive competitor activity have resulted in some tough months. We are confident that with our can do attitude and ever improving infrastructure around the country, strong results will be achieved.

We continue to work very closely with Air & Ocean and have recently seen some significant new business gains. These have been achieved by various branches and team members working very closely together. This has been a credit to all involved and proves that when we all work together we can achieve fantastic outcomes for the Group.

We are striving for improved property infrastructure in Brisbane and hope that we will consolidate our two sites

into one close to the Port of Brisbane. This will be a significant next step in continuing our growth in the Queensland market.

Being one of less than a handful of container transport operators offering national coverage, we need to harness and use this to our advantage, by continuing to grow our national customer base. We need to be far more strategic with the type and volumes of work we require. A lot of energy has been invested in our sales and management teams to ensure we stay focused and best utilise our strengths and energy in areas that deliver the best results for our business.

All team members need to be innovative and continue to bring fresh new ideas to ensure we remain ahead of the game. Ideas such as 'A' doubles, super B doubles, higher mass limits and new equipment should continue to be discussed. Remember to focus on solutions rather than the reasons why we can't action some of these innovative ideas.



From everyone at Owens we wish you, your family and friends best wishes for the festive season.



Artist's impression of our new site in Sydney



Mainfreight USA – John Hepworth

It has been another full on year with many changes as Mainfreight celebrates its 6th birthday in the USA.

This year has been a tough one for us as we continue to restructure, expand our network, grow our sales force and improve the products we have at our disposal. Amongst other things we have:

- Expanded our branch network this year with new branches in McAllen, Texas and Vancouver, Canada
- Refurbished offices or moved location in Los Angeles, Charlotte, Norfolk, and Portland. Our Newark team is finally back in their office after being devastated by Hurricane Sandy last year
- Split our sales force as well as launched a brand new domestic software system, Mainstreet.

There have been other distractions, especially with a government that can't seem to work together for the betterment of this great country, but for Mainfreight USA it is all about keeping our eye on our targets and goals.

So as we head into our 7th year, it is vitally important to focus on the basics and ensure we get them right. We need to settle into our new sales structure and it is imperative that we become specialists, not generalists, in our core products of Domestic and Air & Ocean. This will create a stronger and more focused sales force. Most importantly, our branch managers must pride themselves on running

their branch like it is their own business, with the strong Mainfreight culture there to assist in development of both our team and the branch's profits.

For 2014 calendar year, it is all about consolidation and sales focus. It is critical that everyone in our team understands our vision and strategies as we continue to:

- Grow our owner drivers program
- Develop our line haul interstate and inter-country
- Continue the expansion of our airfreight consolidations to our sister companies globally, and
- Start building our own sea freight groupage containers where it makes sense for us to do this.

The only way this all will happen is to have our teams focused on developing "everyday freight". Mainfreight USA has been successful over the years because of roll-outs of large projects and reliant on a few branches for its success. This has worked well, and probably will continue to do so, but if we are going to grow the business of our dreams, we must develop a strong backbone of "everyday" freight that is not reliant on one off's and we must have all our branches in profit.

To our USA team, enjoy the holidays! Rest up for another big year next year. Thank you for all your hard work and support throughout 2013.

To the Mainfreight family around the world, Mainfreight USA wishes you a Merry Christmas and a prosperous New Year.

Mainfreight Domestic - contributed by Barry McLemore

Mainfreight US Domestic Transport has gone through some tough restructuring and the introduction of our new technology, Mainstreet, into our business lives. Now we need to put those distractions behind us and get back to focusing on the business at hand.

Things to Do Better in 2014

- Utilization of our Domestic IT system
Mainstreet became the US Domestic IT platform in June 2013. Mainstreet's initial implementation difficulties continue to recede daily. Feedback from our Domestic team is channelled into enhancements which are released every six weeks and we are close to achieving Mainstreet's optimization which will eliminate double handling and lead to greater efficiencies.
- A stronger commitment to grow our local Owner Driver program
Our goal in 2014 is to have a minimum of one Owner Driver with a painted truck in every US branch brick and mortar location. A strong Owner Driver program ensures that Mainfreight business is picked up and delivered by a uniformed driver who represents our interests. This is the experience that we strive to provide to the client and Mainfreight.
- Line-Haul commitment from our large branches
A strong Owner Driver program ensures the first and final mile of the shipment is picked up and delivered literally by Mainfreight. The Line-Haul portion is generally the largest segment of the shipment's life in both dollars and travel time. As we increase density and our commitment then Line-Haul will progress in 2014.

- Increased focus on Safety and Compliance
This area of our business tends to go unnoticed until an issue arises. The recent appointment of a Safety and Compliance position will create standards and uniformity for our US team members, and ensure that we all become more aware and safety minded in 2014.
- Domestic Training
We must continue to provide both business and Mainfreight training in 2014. In the US, there are many options for moving freight via air and ground. We must continue to tell the great Mainfreight story to both our team members and all of our customers.
- Future Team Members
Our best and most valuable asset is our people. We must strive to promote from within at every opportunity for existing and new career positions as we continue our growth. As our team member numbers increase, we must make sure we continue to employ the best-in-class people who will love Mainfreight like we all do.

Thank you to each and every team member for your efforts this calendar year. As Christmas is fast approaching along with 2014, take time to reflect on the many positive aspects of the past year at Mainfreight. This is the time of year to create those treasured moments with family and friends, along with that one infamous question that we all ask ourselves each year. “What can I do to improve in 2014?”

Mainfreight Air & Ocean – contributed by Tom Donahue

As we approach the end of another year, we look back at some of the highlights in the Mainfreight Air & Ocean business:

Air

Mainfreight Chicago continues to build their air export with mid-week and weekend consolidations to Australia using Qantas. It is a combined selling effort between the USA and Australia and we are expanding to include Dallas and LAX.

Ocean

In October, Chicago and Newark have begun loading their own direct consolidation boxes to Rotterdam by offering an expedited service from the Midwest thru New York and onto Rotterdam. This service reduces the transit time from Chicago by 8 days and is being sold as a premier service. Success!

Customs House Broker (CHB)

Since 2008, the Mainfreight USA CHB Team has used a web-based CHB program for import clearances, as Cargowise didn't yet have their US Customs module ready when we began operations. We recently made the decision to move over to the new Cargowise US-Customs Brokerage module and will soon begin our transition to using Cargowise!

The US Customs Team spans six offices throughout the USA, and all team members have been diligently learning how to file entries in Cargowise and use our global platform to its fullest. This exciting move is expected to be completed as soon as US Customs signs off on all the legal paperwork needed for each office – and will have the added benefit of automatically toggling our Import Declaration milestones – always a plus for our customers!

We're thus looking forward to joining our Mainfreight Brothers and Sisters around the world in using Cargowise for our Customs Brokerage processing!



Tom Donahue and Mike Redden with a mid-week lower deck airfreight consol



Rosauria Candelario (Mainfreight New Jersey) putting the final touches on our consolidation to Rotterdam

Mainstreet at Mainfreight USA

It's been just over 150 days in the implementation of Mainstreet, (at the time of writing), and we appear to have broken through the fog and found land again! We started with a strong and positive start, but it is fair to say we lost momentum which led to some frustrations and struggles. That said, the business has worked extremely hard to adopt Mainstreet, and the IT team continues to work hard at responding to problems and questions.

No software rollout is easy. It doesn't matter if it is purchased software (Cargowise) or developed software (Mainstreet). The challenges are different, but the emotions & frustrations for the team are just the same.

To recap the history of Mainstreet; despite being written by Sandfield in New Zealand, Mainstreet is not a New Zealand-based product. The Mainfreight USA champions provided the feedback, reviewed prototypes and worked with the Mainstreet team to ensure that the product met the requirements of the business here in the USA. We spent many days in Los

Angeles, locked up in windowless meeting room fleshing out concepts and ideas. In the end we believed we had a product that met our needs perfectly! We involved branch managers, team leaders, franchise offices and operations team members – and felt we had a good mix of your peers helping us with the design.

We certainly acknowledge that there were things we could have done better, and we sincerely thank everyone for their patience and forbearance as we addressed the issues that came up. One big thing we should have done is to step up our training after the rollout, rather than just switching to Go Live support.

We are now continuing to provide ongoing training (thanks Debra Johnson & Bob Andrews), support & site visits. Draw on these resources as much as you can and don't be afraid to ask for help at your branch!

How do we go forward & make this a great success?

For many of our branches, it is already a great success! Thank you for embracing the product, dealing with the changes and having the flexibility

to deal with the issues as they arose.

For those of you that are struggling: The saying "be the change you want to see in the world" applies to our 'Mainfreight world'. Challenge yourself, and your team: Are you utilizing the control boards, updating shipments realtime, keeping the invoicing up to date, getting POD's in the system as the driver calls them in, utilizing the dispatching and so on. Use the PAT meetings in your branch to brainstorm how you can get efficiency out of Mainstreet.

There are many new wonderful features coming – loads of EDI interfacing with TMS/Carriers & Customer, DIFOT reporting, driver scanning, QBR reporting, new routing options – but they are all for naught if WE, as a business, have not adopted the basics.

Thanks again for all your hard work, patience and willingness to adopt our new product. It is great to see so many people willing to provide feedback, eager to utilize the new features and willing to work to take Mainfreight USA to the next level.

Mainfreight Opens New Offices in McAllen, Texas and Vancouver, Canada

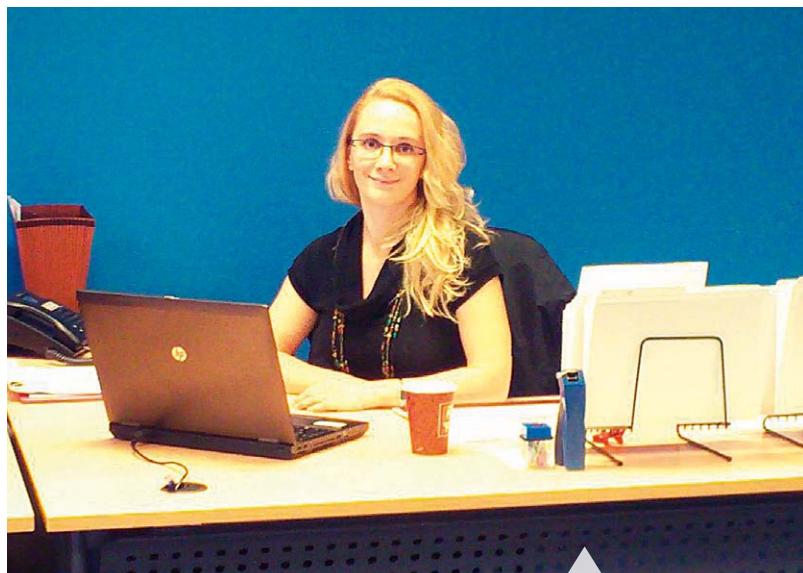
Mainfreight is excited to announce the opening of two new branches – in McAllen, Texas and Vancouver, British Columbia.

McAllen is a strategically important trans-border location for US/Mexico trade. Mainfreight will service this market with a world-class 2,800m²

logistics facility. There are over 300 manufacturing facilities (Maquiladoras) in the McAllen service area, including Fortune 1000 and multi-national



Ralph Garcia, District Sales Manager, Mainfreight McAllen



Nina Salindrija, Branch Manager, Mainfreight Vancouver

organizations with major business lanes throughout the US, Canada, Mexico, ASPAC (Asia and Pacific) and EMEA (Europe, Middle East and Africa). This is the fastest growing market in the US (Rio Grande Valley) and our McAllen branch will specifically assist in driving strategic growth in the automotive and medical vertical markets.

Vancouver, our second Canadian branch, in the world's Most Livable City, is a strategically important

gateway for the Pacific and Western Provinces of Canada, with direct air and ocean links to key trade lanes of Australia, New Zealand and Asia. Port Metro Vancouver is Canada's largest and most diversified deep water port that is serviced by key carriers and partners. With the opening of Vancouver, Mainfreight's Canadian footprint is extended to the two largest markets and this will strengthen our supply chain abilities across the entire country. Vancouver will service British Columbia, Alberta,

Saskatchewan and Manitoba Provinces and Yukon and North Western Territories.

Both branches will provide the Mainfreight network, agents and customers with the following services:

- Air & Ocean
- Trans-border – USA and Mexico
- Domestic
- Warehousing
- Customs Brokerage

Mainfreight San Diego Team Show their Soul in the SoGlow 5K run

Mainfreight San Diego participated in the SoGlow 5K Scavenger Hunt, which took place in downtown San Diego. The 5K was for Cancer Awareness. The objective of this run was for the groups to light up the night, working together as a team, to solve 12 clues and to return back to the finish line after the 2 hour time limit was up. It challenged the mind, body and team collaboration. From running, to walking to acting out scenes, the Mainfreight San Diego Team worked hard and came in 3rd place.



MF San Diego race participants (L-R): Antonio Lucio, Karen Amador (gal in front), Brenda Rensfield, Melissa Garcia, Matt Halpin

CaroTrans – Greg Howard

As we prepare for the festive holiday season, the CaroTrans USA team is encouraged by the solid half year results which have seen improvements across gross margin, return on revenue and profit before tax.

Sales revenue remains flat due to the global oversupply of shipping line capacity. This has created a noticeable drag on our full container load (FCL) revenue, which is off by more than 9%. On the other hand, modest revenue gains were realized in our LCL export and LCL import segments with each posting increases of 4.4% and 16.3% respectively. Over-capacity will remain an issue, which we will need to contend with; our attention remains focused on strengthening carrier relationships and our procurement process.

Freight volumes remain strong and continue to grow. In the first six months, container volume increased 5.2% and the number of consignments handled increased by 6.8%. This trend has continued through the months of October and November and is expected to remain steady through the end of the year.

Nearly all of the USA branches have improved profitability in the first half and many are tracking well towards achieving their profit pledges. The momentum from the strong first half has set a solid foundation for the second half of the year. The improved performances from our branches haven't happened by chance. They have happened thanks to the teams' hard work, passion and never-ending dedication. A Big Thank You goes out to each team member in this category and for those of you who are not at peak performance, please make the changes needed for improvement. We can only achieve our targets and continue to grow if each team member and each branch is at peak performance level.

Development of import services continues to strengthen. We recently added new weekly services from Hong Kong to Atlanta and, within a short time, the new service has exceeded all expectations. The

frequency of service between Shanghai and Los Angeles was increased to twice weekly. The market response has been so overwhelming, that we will soon expand this to three sailings per week.

Our teams have done well in getting the CaroTrans service recognized in the China to USA trade. There is still plenty of work to be done, but we have come a long way since starting the service five years ago, literally from scratch. Well done to the US and China teams!

Focus will remain on the development of the import services from Asia, but we will turn attention to develop the import sales in the European market where we share a strong market position with several key partners. Our involvement in the USA-Europe began in 1984 and it is one of our largest trade routes. Our network of agents have well-established operations, strong market recognition and are connected to nearly all of our branches with services in either direction (import or export).

Since the launch of our export consolidation services to the Baltics earlier this year, the results from the trade have exceeded all expectations. The services were recently expanded to also include direct services to the port of Riga in Latvia and plans call for further expansion to include services to the port of Tallin in Estonia. The broad service coverage we offer has helped establish market recognition as a leading operator into the Baltics.

Alexander Kosachev, our Russia/Baltics trade development manager, recently returned to his home town in St Petersburg to put the final touches to the start of our export consolidation service from New York to St Petersburg, Russia. He spent five days there with Julia Shevkalenko and the St Pete's team and visited many customers to discuss potential support for our new service. The client responses were positive and we learned that currently, no direct services from the USA to St Petersburg exist and that the market is leery of LCL consolidation due to the inherent problems

encountered from the poor service, excessive fees charged at destination and inefficient cargo release.

From this feedback received, we have launched our fortnightly service based on 4 key elements:

1. Fixed sailing date with reliable transit time
2. Shipment visibility through online tracking
3. Pricing transparency – no hidden fees
4. Efficient cargo release in St Petersburg

Our competitors have failed in the above areas and our success will be defined by our ability to deliver where others have dropped the ball. We know this will be a long, hard undertaking by our USA and Russia teams, but once we successfully establish our capabilities for the USA/Russia consolidation market, we will be well positioned to offer similar superior service between Asia and St Petersburg.

For Alice Macgregor (originally from Christchurch), it seems like yesterday that she and her partner Brendon were packing up and saying good bye to New Zealand, to be later greeted by welcome banners and smiles from her new team mates at CaroTrans LAX. After nearly four years, she is moving off to Atlanta where she will take on the opportunity to lead the team as the new Branch Manager. Alice has a proven track record for getting things done as evidenced by her success in



Alexander Kosachev (left) and Marius Jankevicius (right) from Baltic Consol Line at Vilnius Airport



(L to R) Brendon Belesky (Mainfreight Air & Ocean), Alice Macgregor (CaroTrans LAX) and Nathan Thomas (Mainfreight Air & Ocean)

New Zealand and Los Angeles. Having been part of the CaroTrans USA branch of the year team for two consecutive years, she brings this winning attitude to Atlanta where she and the team have set their sights on winning "Branch of the Year". Best of luck to Alice and the Atlanta team!

Encouraging development within our graduate program has introduced a number of very talented new team members across several branches. New grads have joined us in our Boston, New Jersey, Miami, Houston and Chicago branches with a couple transfer exchanges with Mainfreight. At a recent grad training session in our New Jersey training center, the calibre and promise of the young talent joining our Group was impressive. Grad development is so important for us and Rae Glamuzina is doing a fantastic job with the efforts she has put in, together with the branch managers, for the recruitment of these new grads.

Our operation in Santiago, Chile continues to strengthen with much

improved results for the first half of the year. Revenue, gross margin, return on revenue and profit before tax are all showing good increases on the same period last year.

The Chile team has done a remarkable job of delivering these good results through hard work and close collaboration with the teams in USA, China, Australia and New Zealand. I wish to thank each team member for making every day count and for doing so with your wonderful smiles.

Development of the import services from China has had a noticeable drag on the results due to the losses incurred as we build these services. As the losses on the inbound China trade continue to narrow, the team sees this as an investment in our future and remains focused on turning the trade into a consistently profitable service.

Revenue growth in the China-Chile trade has been strong and container volume is up 65% for the year as compared to the same time period last year. The number of inbound consignments from China increased 61%, shipment count from the USA increased 18%, and the number of shipments from intra LATAM increased 19%.

These are all positive signs that the investment in our sales team is helping to deliver improved results. In addition to investment in our sales team and sales leadership, we have introduced the Chile version of the grad program following a similar set of objectives as we have established in



Celebrating Chile Independence Day in September
(L to R) Yasna, Crisly and Raul from CaroTrans Santiago branch

the US. Thank you Team Chile!

Progress continues to deliver improved results at the CaroTrans Le Havre operation. Within the past six months, our mighty team of four has introduced a new way of doing things in France and the response from clients is solid. Our export service from France to New York started with no cargo and has been such a success that we are looking to establish a second export service to either Charleston or Chicago. Our client base has come to appreciate the superior customer service, attention to detail and proactive approach from the team. Our game plan remains to dominate the services between North America – France and expand our footprint within France by having team members/operations in Paris and Lyon within the next 12 months.

Things to think about:

1. Make the changes necessary to achieve better results
 2. Work together as a team so we all look good
 3. Nothing happens till you sell something so make something happen!
 4. Get tough on the competition and take everything you can away from them
 5. Improving container utilization will do wonders – shoot for 55 cubic meters or more
 6. Demand superior quality in everything we do – don't settle for "just okay"
 7. Learn about our new markets and understand how to develop them
 8. Stop and think before using the "REPLY ALL" button
- Team, with the first half of the year under our belts, you should all be proud of our accomplishments. There are plenty more opportunities out there for us to capture and there is no limit to what we can achieve so long as we work together as a unified TEAM. We set out to make 2013/2014 our defining year as we continue to build on the lessons learned and the successes from the first 6 months. Thank you all for your energy and passion; let's put these to work and make every day count.

Wishing all a Merry Christmas and Happy New Year!

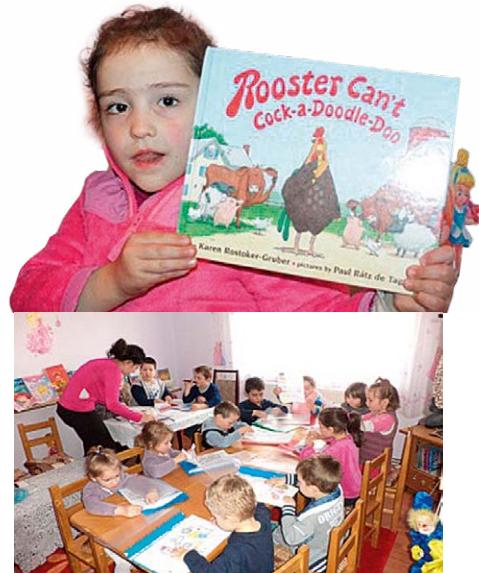
Duffy Books in Homes Outreach to "My Learning Room" in Romania – contributed by Alin Arsenov

My Learning Room is a community library where school-aged children come together to share the love for books, to read, learn and interact (www.mylearningroom.org). Earlier this year *Duffy Books in Homes USA* (www.bihusa.org) donated 525 books to the pilot program of *My Learning Room* established in Arad, Romania. The transportation of these books from the US to Romania was a good example of collaboration and synergy between team members within the CaroTrans, Mainfreight and Wim Bosman family.

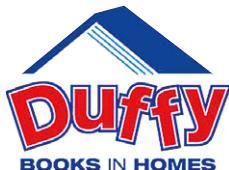
My Learning Room provides educational materials to foster

learning in a playful atmosphere. Our educational center aims to complement family, educational institutions and other organizations committed to support children's development and to enhance learning.

My Learning Room offers English courses, reading and discussion sessions, school tutoring (English subject), mentoring, community involvement, outdoor play – all with true care and affection. It is of great satisfaction when children are fully engaged, and develop a strong sense of belonging. For some children *My Learning Room* has become a second home for a few hours each week.



Thank you Duffy Books in Homes for your donation. We thank you from the bottom of our hearts for assisting us with shipping the books to Romania.



CaroTrans



Outward Bound – contributed by Alin Arsenov, CaroTrans Los Angeles Branch

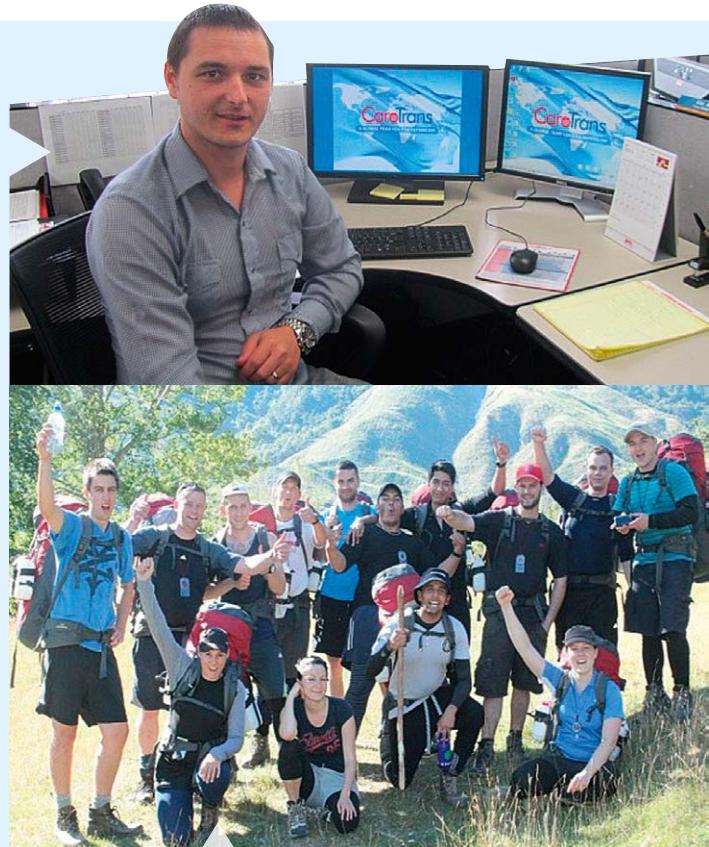
What does it really mean to be a Grad within the Mainfreight Group? It means being a person who is ready to take on new challenges, learn and understand all aspects of the business, who is honest and gets involved even when outside of her/his comfort zone, one who respects team members and customers, she or he surely has a pretty good shot at developing a great career as a graduate.

The beauty is that you can consider yourself to be a Grad even after being part of the Group for 20 years since you are continuously learning and developing.

Mainfreight invests in the future of its team members. I had the chance to learn the Logistics and Domestic Transportation operations with Mainfreight Los Angeles and today I still remain part of the Mainfreight family at CaroTrans.

There are many aspects I learned to appreciate as part of the Graduate Program at Mainfreight. Among the most important are: the team atmosphere, flat organizational structure, flexible decision making, clear vision, promotion from within, freedom to be part of the decision making and all within a supportive environment. Speaking from personal experience, these are not just theoretical principles, but actual practices within our business.

Recently I was fortunate to participate in Outward Bound in February 2013, I am sharing here what it meant to me and the lessons I brought home.



Back row (L-R): Chris Carmichael Air & Ocean Hamilton, Aaron Bond Training Team Melbourne, Michael Baldus Air & Ocean Chicago, Will Young CaroTrans Dallas, James Bennett Mainfreight Transport Melbourne, Chris Donaldson Daily Freight Christchurch, Marcos Cazares CaroTrans Houston, Bram Schouteten Wim Bosman Belgium, Floris Proost Wim Bosman Netherlands, Alin Arsenov CaroTrans Los Angeles

Front row (L-R): Erica Jaffray Training Team Auckland, Nicole Oncescu Logistics Sydney, Kaushik Balan Logistics Westney Rd Auckland, Rebecca Macrae CaroTrans Melbourne

Outward Bound provides experience-based outdoor leadership programs linked closely with classroom learning tools. The program taught me how to believe in my capabilities, become a leader by taking initiative, and set goals and measure these via reflection. The program also helped me to embrace "the passion for the blue."

There is no free ride to the top! Hard work pays off with time. Getting the small things right is the key to gaining trust and respect. And as we follow through with our ambitious goals to a bright career with Mainfreight, I invite you to reflect on one of our Board Member's vision on key aspects of leadership: Clarity of purpose; Passion; Convey the message to the team; Speed of action; Encouragement and motivation of the team; Communication – listen and respond (Emmet Hobbs).

New Partner in Korea

CaroTrans has appointed Molax Line Ltd as our new partner in Korea. Molax, the number one consolidator in South Korea, loads multiple times per week to New York and Los Angeles and also weekly to Chicago, Seattle and Miami (they even show Miami on their sailing schedule!!). Together with CaroTrans' strong position in the USA to Korea market, this new partnership will also create synergies for our already formidable Japan services.

The partnership between CaroTrans USA, Molax Line Korea and Seino Logix Japan will allow for greater penetration of areas like Western Japan that are better served by a fast and efficient hub in Pusan. CaroTrans looks forward to forming a strong and robust partnership with the Molax Team.



India

Recent strengthening of our coverage in India includes expanded service offerings between the main cities of Delhi, Chennai, Kolkata and our US gateways in Los Angeles and New York. Previously, service was only offered to/from Mumbai. The addition of these cities to our service portfolio significantly improves our market position in a country of nearly 1.2 billion inhabitants.



Our USA-based reps for Seino Japan got into the Halloween spirit, and dressed as Elvis (Yuzuru Onishi) and Austin Powers (Takahiro Arima)



Our Los Angeles team at the Long Beach Marathon
Siamack Heshmati, Nelson Mendoza (head just visible), Giovanni Napoles, Nina Pese, Grant Morrison, Oliver Aldana, Carol Rebollar, David Duyao, Trisha Maahs, Nancy Silva, Mark Taitingfong (head obscured), In front: Rowina Tauanu



Mainfreight Asia / CaroTrans Asia – Michael Lofaro

Five countries down and we are not stopping there... since our last Team Board Report in June, we have had the great pleasure of announcing the opening of our operations in Thailand. Mainfreight opened its doors in Bangkok, the Capital of Thailand, on 4 November 2013. This new operation represents our second office (after Singapore) in the ASEAN region (a geographic and economic block that covers 9 countries from the Philippines, thru to Myanmar, and includes some of the most dynamic economies in the world at the moment).

To say we are excited at the opening of Mainfreight Thailand (our 12th location in Asia) is too mild a statement. But then again, we do tend to let our actions speak louder than our words in Mainfreight... part of our DNA!

Please join me in welcoming the new Thailand team to the Global Mainfreight Family.

You may recall from the June report that we also opened our Taipei office in Taiwan, in March of this calendar year. We can report that this branch is progressing very well and in fact is producing very satisfactory results. Our business in Taiwan is strong and we are looking to open a regional sales office in the south of the Island in a city called Kaohsiung, so before the end of the financial year we will have not one, but two locations in Taiwan operational.

Our sincere congratulations and a great big WELL DONE, to the team in Taiwan.

Two new business activities in two new countries in less than eight months. Now that's the Mainfreight 'Move at Pace' philosophy in full swing.

If you are not quite sure where we are located and the extent of the coverage we offer, have a look at the map on this page. Now, remember this map, and let's revisit it in a few years' time.



Our new team hard at work with Ange Quedley (in red) and Jennine Cosgrave (green) from Mainfreight New Zealand. A very big thank you to you both for your support and coming all the way to Bangkok to help out!





Singapore Branch 3rd anniversary

Left to Right: Peggy Yeo, Stephanie Goh, H Y Goh (Branch Manager), Shawn Lim & Simon Song Chao

We can assure you all, that there will be a lot more "dots" on the map and they will all represent locations where Mainfreight has its own branches.

Traditionally the core business activity of our team in Asia has been in the International Air and Ocean services sector. Supplying support to our Group's activities and growth around the globe, for both imports and exports. Over recent times, we have expanded this to include services in the transport and logistics fields and we have focused on developing a business that complements our Group's Global Supply Chain offering.

Just to indicate the pace of change that has occurred here in our Asian family, our team numbers have tripled in just the last 4 years, all achieved through the passion and dedication of our local team, solid and aggressive organic growth, and very much thanks to the valued support from our global brothers and sisters.

The most exciting part of our day-to-day lives here in Asia is that we are now actively involved with a large mix of trades... servicing Group activities in countries as far and as diverse as Canada, Mexico, Chile, Russia, Poland, Romania, and not forgetting our traditional playgrounds of western Europe, Australia, New Zealand and the USA. New horizons, new challenges, new opportunities.

On the Supply Chain side of things, we now have infrastructure in several major centres where we operate our own branches. Our Hong Kong team



Hong Kong Logistics Team

Left to Right: Judith Law (Logistics Coordinator), Mr Yau (Mainfreight Truck Driver), Fox Tse (Logistics Manager), Patrick Kwok (Logistics Coordinator), Nam Wu (Warehouse Operation)

have been particularly successful in setting up logistics and ground-based services adding value to our international freight services.

As more and more of our customers around the world seek Logistics and Supply Chain services in the greater Asian region, we will continue to provide such services and expand our network of operations.

This year we also hosted one of our New Zealand customers, Ezibuy in our Shanghai office. We offered them access to our meeting and training rooms, with all of its facilities and technology where they hosted a Supplier Information Day. Suppliers and business associates of Ezibuy from around China attended the event. Feedback from both our customer and their customers was that the whole event was a great success and a significant factor of that success was Mainfreight's support of the event. Well done to the

Shanghai team for doing something a little different and special for our customers.

Of course, all this growth requires a dedicated and quality team to fulfil the needs of our clients. Grace Mu from our Tianjin office recently opened up a small warehouse operation for one of our very important US customers, and she decided it was time to broaden her skill set!



Grace, where are your Mainfreight "Blues"? We certainly hope you have got your Forklift Licence fully accredited before you tackle cargo handling full time



Promotion from within is an integral part of our culture, and in Asia we have been fortunate to have been able to provide career opportunities for many of our team over the past few years as we continue to grow our business in this region. Recently we had two very exciting development in this area.

Burt So, moved from our Hong Kong airfreight team, where he was responsible for the handling of our USA clients, to take over the running of our Taiwan airfreight operations. A big step for Burt but one we know he will tackle with great passion and energies.

Recently we also promoted Mr Gary Lau to the role of Country Manager for Mainfreight Hong Kong. Not wishing to let him have a simple road into the role, the Hong Kong team is also moving office... expansion and growth of the Hong Kong business means we need to get a bigger location to work from.

Bringing youthful energy and talent into our company is critical to maintain our continued growth. We strive daily to create a working environment where opportunities exist for young people to join us and to use their skills to help develop our business and themselves.



Well done to Burt So for taking up the opportunity to lead the airfreight team in Taipei

In our Shanghai office, the team has decided that the younger we get them into the Mainfreight lifestyle the better! Seems we have a very "fertile" environment for growth in our Shanghai office.



Future Mainfreighter's being groomed for success

Back Row (L-R): Martin with his daughter 琪琪, Elaine with her daughter 沈诗云, Queen with her son Flynn, Joanna with her son Matteo, Matt with his daughter Momo, Kelly with her daughter Penny, Frank with his son 辰辰

Front Row (L-R): Dolly (Rody's daughter), Jimmy (Lily's son), 张艺航 (Billy's son), 胡承礼 (Lillian's son), Jane (Aren's daughter), Thomas (Joan's son), 奚寰杰 (Cindy's son), Felix (Suzy's son), Seventeen (Linda's son)

With this we would like to take this opportunity to wish everyone in the Group a Peaceful Christmas, and the wish that the New Year brings you all great prosperity and good health.

To our dynamic, diverse and multicultural team in Asia, our sincere thanks for all your dedication and efforts throughout the western calendar year of 2013, and may YOUR New Year (whenever it may commence) bring you all peace, health, happiness and great fortune. - Bring on 2014, we are ready and raring to go!!



EUROPE

Wim Bosman and Mainfreight Europe – Mark Newman

In the last few months we have taken the opportunity to brand our newest transport vehicles in Europe with Mainfreight livery. What a delight it has been to see the colours, so familiar to the rest of the Mainfreight world, paraded proudly through the highways and byways of Europe. This is an important step in raising the awareness of our Air & Ocean brand here. Our Transport team reports that the new trucks and trailers get very little rest as our drivers take any and every opportunity to show off the new gear.

One of the fascinating features of our entrance into the European market place is the sheer scale of our operations and customer opportunities. Over the next pages you will see some examples.

Our new customer Heinz is ready to pump over 80,000 pallets of food into our German distribution network in the

coming year. Also a highlight, our relationship with Chep in Romania where we currently store and maintain over 100,000 empty pallets at our main hub in Romania.

In the next months we embark on the challenging task of implementing a new technology system for our Transport and Forwarding teams in Europe. Due to the relative complexities of partner relationships and other differences in the forwarding landscape our project team chose not to build our own system, as we have traditionally done in Mainfreight, and we have formed a relationship with Kewill who will provide an "off the shelf" system. We expect the transition to our new system to be an important catalyst in improving our efficiency and customer



relationships across Europe. Having Cargowise, Marc-CS and Kewill standard across the group here will provide great "plug and play" expansion possibilities as we open more branches across the continent.

We continue to face difficult times across the business; the importance of unity and of communicating effectively between brands and countries has never been more important. We are a group of special people and that is a powerful differentiator in a crowded logistics marketplace. We encourage you to use your personality and personal commitment positively to ensure a bright future for us all.

Best wishes to you all as we approach the upcoming festive season.

Things to Do Better

- Respect each other's cultures, but not as an excuse for poor performance
- Understand that profit is necessary in the short and long term
- Quality is only real if it is measured and perceived by our customers
- Unity is our most potent weapon in our pursuit of business performance
- Always be alert to potential hazards, and guard each other's safety

Mainfreight Customs in Saint-Petersburg

On August 9th Mainfreight in Saint-Petersburg received their Customs certification. They are now ready to provide customs clearance services in Saint-Petersburg (all terminals and customs posts), in the North-Western region, also in Smolensk, Pskov, Moscow, Novorossiysk.

What a huge increase in the services we can offer in Russia, good luck team!



Mainfreight Customs Team (L-R): Dmitry Pashkevich, Ekaterina Shumkova, Alexandra Blyudikova, Evgenia Solovyova, Sergei Shumkov, Valentina Khokhrina and Julia Shevkalenko

New Customer H.J. Heinz

After an intensive tender period we are very proud to announce that we have been selected as the Forwarder in Germany for H.J. Heinz products!

Over the last 10 months the tender teams of Logistics and Forwarding have been working on the H.J. Heinz project that had a scope for warehousing of German products and distribution in Germany. H.J. Heinz has decided for strategic reasons that the warehousing of the German operations will be integrated in the Dutch H.J. Heinz warehouse of Nabuurs in Wijchen.

Forwarding will work in close cooperation with Nabuurs to pick-up the shipments in Wijchen and distribute these across Germany.



For this solution we will make use of our existing partner network for groupage in combination with LTL and FTL services. On a yearly basis 13,352 groupage and 4,976 LTL/FTL shipments, in total 80,000 pallets, are subject to this contract.

In the feedback given by Heinz they have mentioned the overall professionalism in operations,

eagerness and accurate answering of questions as the success factors for Wim Bosman in this process. Together with H.J. Heinz we will aim for further expansion of activities including the collaboration with other companies in the FMCG segment. By implementing this distribution concept we will be able to further reduce the carbon footprint of H.J. Heinz. Reduction of this carbon footprint is one of the major corporate goals of H.J. Heinz.

We like to thank and congratulate all team members involved in this project and especially, Hubert, Edwin, Sjoerd, Hannelore and Steven. The implementation of the project has started for go-live in January 2014. Sjoerd van den Bos will be the project leader from Wim Bosman side.



L-R: Filip Cremer, Rudi Debras, Andrea Steinmeier, Mark Newman, Paul Looman and Marilou Looman

Walk of Death 2013

Early in August, six of our team members went on the Walk of Death – a walk of 100 km.

Filip Cremer, Rudi Debras, Jurgen Lecluyse, Paul Looman, Andrea Steinmeier and Mark Newman attacked the walk together.

23 hours later – with blood, sweat

and tears aplenty – Paul Looman, Andrea Steinmeier, Jurgen Lecluyse and Mark Newman each made it to the finish! And although they didn't reach the end, Filip and Rudi both made very respectable attempts (39.87km and 50.26km respectively)!

Fantastic achievement team!

Drivers' Day 2013

The 2013 Drivers' Day was held recently, for the drivers of Wim Bosman in the Netherlands. Bertil ter Maat opened the day announcing our Driver of the Year, Paul Dieker. Paul had driven himself, together with his wife, to the site. He earned the title because he has been an exemplary Wim Bosman ambassador for 35 years. Paul is flexible, customer-oriented and always seems to have a smile.

As a surprise the driver of the year has been picked up at his home with four of the new Mainfreight branded trucks to escort him to the Driver's Day in 's-Heerenberg. The day finished up with a barbecue and a beer.



Driver of the year, Paul Dieker, had the opportunity to drive himself to 's-Heerenberg in a new Mainfreight truck.

Summer Camp

This year's summer camp for the children of the team members of Wim Bosman Polska took place in the Masurian Lake District. The summer camp program was focused on staying fit and active. Besides swimming and paintball, the kids had plenty of time to build castle grounds and make jewelry and costumes. The kids went home with unforgettable memories!



Happy kids during the summer camp for the children of the team members of Wim Bosman Polska

New Mainfreight Trucks and Trailers for Europe

Recently we added 25 new trucks and 25 new trailers to our fleet.

The new trucks are all fitted with a EURO6 engine to comply with the latest and future environmental emission rules. This latest addition will significantly help to reduce our carbon footprint.

In order to promote the Mainfreight brand in Europe, these new trucks and trailers have been fully branded with Mainfreight markings, which makes these vehicles the first Mainfreight vehicles on the European continent.

The main reason to use Mainfreight branded trucks is to promote the Air & Ocean branches, already operating under the Mainfreight brand since 2011.



Showing my skills during a marketing video for John Deere Australia



Lucy Partridge - another kiwi export (left) and Gabrielle Fage enjoying Düsseldorf (DE)

The World of Wim Bosman – Gabrielle Fage

Two months into my European exchange experience and the differences far outweigh the similarities and everything is in a language I don't understand! What we do in the Mainfreight Group isn't rocket science, but the way in which we do it is vastly different from how it's done from country to country. It is these differences that I am most excited to explore!

So far I have participated in everything from a marketing video for John Deere (still waiting for the call from Hollywood) to supporting the Sales Team with the implementation of OnSale in the Netherlands. This experience so far hasn't always been easy but learning and growth only begin outside your comfort zone.

To go from working in one country to another and have key themes and ideas still identifiable really exemplifies everything that Mainfreight is to me – a global network of people, working together towards one goal, a shared vision. Everything has its own unique spin on it, for example it's the weekly here as opposed to the P&L, but it's Mainfreight nonetheless.

There are definitely a lot of differences but I think it's these differences that make the Mainfreight blood all the stronger. Being able to take weekend trips to France, Belgium and Germany (to name a few) isn't such a tough spot to be in either! – Gabby

The World of Wim Bosman – Andrew Coulton

Nearly two months at Wim Bosman; a very exciting and enjoyable crash course of what is going on here, the challenges and the significant differences from the special Mainfreight culture in New Zealand.

It's been a steep learning curve where I feel like I am chasing a train which I need to jump on as soon as possible,

just need to swing myself up! My second Dutch lesson down, I now have the ability to pick up 0.01% of what's going on with office chat – small steps.

Having a chance to contribute to building Mainfreight's network globally, helping increase the awareness of the Group's global footprint and taking

advantage of our synergies is quite special to me. The learning to be gained here, at this stage of my career, is a unique feather to have in my Mainfreight cap, and one I will work hard to make the most of.

Loving the experience so far! – Andrew



Andrew Coulton in front of the 'We are Wim Bosman' trailer



Andrew Coulton during his visit to John Deere in München (DE)

And the Winner Is: Wim Bosman Belgium!

Wim Bosman Belgium has received the Corporate Sustainability Charter for our local hubs in Genk and Ostend. In doing so, Wim Bosman Belgium has pledged itself to working proactively within the framework of the 3 P's (People, Planet, Profit), to which, every year, concrete actions are linked.

Wim Bosman was also one of the first transport companies in Belgium to sign the Truck Safety Charter. Those who sign the charter commit themselves to adhere to several points of action of their own choice in the field of traffic safety. Those who prove they have really implemented these commitments, receive the Truck Safety Charter.



Laurent Janniaud – Putting Outward Bound Experiences into Action

I have had the great opportunity and honour to join the Outward Bound Program in New Zealand earlier this year. I remember entering a room with 11 other participants coming from around the world. After 2 days and a few challenges that took us outside our comfort zone, we realized that we were able to achieve much more than what we thought, we were no longer the collection of 12 individuals but had become a Team. Another 5 days, a bit of mud, tears and sweat were enough to turn our team into a High Performing Team able to make progress towards our goals with speed and efficiency.

"South Day"

On 17 October it was time for "Zuiddag" (South Day), a day when Flanders students are not in school but go to work. The wages they earn go entirely to young coffee growers in Peru. Some students served in a restaurant for one day, but I did something special! I went on a daytrip with one of the drivers of Wim Bosman Belgium. An experience I will not soon forget.

Frank, a friendly man who has worked in the company for 22 years, gave me a crash course in 'how to become a truck driver': tail lift open, tail lift close, pallet jack, and strap all shipments... Understood everything? Good! Let's Go!



Tony Thuys,
QESH-Manager Wim Bosman Belgium

Like a real truck driver I got in the truck dressed in company uniform, including the steel work shoes. Elegance doesn't matter, safety first! By noon we had delivered everything and we were ready to get the new deliveries. It occurred to me that shipments are not just put down inside the truck. Wim Bosman really thinks about the order and settlement of all the shipments to make sure it is efficient and quick. At the end of the day I was exhausted but I had a great experience!

Clara Looghe, Flanders Student



Beyond the commitment, energy and passion of all of us as individuals, the superior performance of our Team was even more importantly due to the key value that we all shared from the very beginning: there is no "I" in the Mainfreight culture. Have an Ego for our Team, not for Yourself.

Back from New Zealand, and as a gift back to Mainfreight I wanted to make sure that this specific value that made us such a special Team in Anakiwa, would be reproduced as a key element in forming even stronger Teams in France.

Late Configuration Centre for John Deere

John Deere became a customer of Wim Bosman in 1998 when they consolidated 5 Regional DC's into 1 European DC at the site of 's-Heerenberg. Over the past 15 years, the relationship with John Deere has grown into a true, long-term partnership now operated by 70 team members.

Over a warehousing area of 40,000 m² a total of 155,000 order lines are handled on an annual basis supplied through 4,000 container and truck shipments from John Deere's global suppliers. The final distribution to John Deere's dealers throughout Europe is operated by Wim Bosman as well as the inbound transport of containers.

Since 2005, Wim Bosman has managed a Late Configuration Centre (LCC) for John Deere where specialized engineers take charge of technical revisions and assembly

activities. Based on customer order, parts such as tyres, rooftops, front- and rear-lights, seats, dashboards and windscreens are assembled. The LCC of 4,000 m² is set up and operated according to John Deere's production and quality standards and has been extended significantly over the past 8 years, currently being operated by 30-40 team members.

Wim Bosman is selected by John Deere to take part in their achieving excellence program and has been awarded partner status (highest status) for the past 4 consecutive years. Moreover, Wim Bosman was awarded 'global supplier of the year 2010' and expects to be awarded its fifth consecutive partner status, allowing us to enter the highly renowned 'Hall of Fame' at John Deere's headquarters.



Chris Striekwold is working on a John Deere Gator in the LCC



Bertus van de Pavert is assembling a Utility Tractor at the John Deere LCC

Specialized

Wim Bosman has operated a DC for Specialized (bicycle brand) since 2001, storing and handling high-end bikes, spare parts and accessories for the European market. Next to the warehouse operation, Wim Bosman takes charge of the inbound container transport and European distribution characterized by many small deliveries to distributors and 'bike shops around the corner'.

In the warehouse, 25-40 team members handle 800,000 order lines on approximately 15,000m². The Specialized products are stored in a bonded warehouse which Wim Bosman operates under simplified administrative control allowing for monthly declarations to the authorities.

As part of the Continuous Improvement Program, Wim Bosman has designed an automated zone-picking solution which is planned to go live by the end of November 2013. The solution specifically focuses on spare parts and accessories and



Logistics Team in front of the automated zone-picking solution.
Back row L-R: Remon Weerwag, Hannie Bulten, Karlijn Brouwer, Chris Besselink
Middle row L-R: Aleksandra Piechotta, Patricia Epskamp, Joel te Dorsthorst
Front row L-R: Simon Schürmann, Barbara Tkocz and Andrian Bobowski

consists of a combination of storage methods such as flow racks, shelves and an 'intelligent elevator' storing about 2,000 SKU's on 6m² while picking productivities are improved. All zones are connected by conveyor

belts linked to 'packing stations' and chutes for sorting the parcels per destination. Operators will be supported by voice picking systems allowing for a maximum output of 8,000 order lines per day.

New Multimodal Transport Management System for Europe

A new multimodal transport management system (TMS) has been selected to replace outdated software and will be operational from next year. The project team investigated the development of a Mainfreight solution to replace the current in-house developed Trex software, however based on the scorecard with the following elements: company fit, vision match, functionality, total cost of ownership and implementation, the steering group has unanimously selected the solution of Kewill.

The software, which is part of the Kewill MOVE™ platform, a comprehensive end-to-end solution for managing the complexities of transportation, logistics and trade compliance, will enable us to increase automation, improve visibility and optimize efficiency across high volume operations. The implementation has started and by April 2014 the first teams will go live, followed by a further roll out in Europe.

CaroTrans Le Havre

Since April 2013, Le Havre has been focused on developing the CaroTrans brand in France. Our strategy from the beginning has been simple and to the point. We wanted to become known in the market for our services between France and USA. CaroTrans has 14 USA offices, 22 export receiving stations and more than 80 inland destinations serviced via the USA IPI network.

CaroTrans USA offers weekly direct services from our three primary USA gateways to Le Havre: New York, Houston and Charleston. CaroTrans USA is loading 3 to 4 containers per week from USA to Le Havre. We are competing aggressively in the FOB/ex Works market with the goal to load

a consistent volume of 4-5 x 40' containers per week from USA.

We started our export services on April 22 with 1 x 20' container to New York and to our great surprise, by the time we reached the summer holiday season in August, the service had quickly grown to 2 x 40' containers per week.

To achieve these results so quickly was a great achievement by the team.

With the support of CaroTrans USA, we are now working on launching new



Mark Newman and Bob Farrell, CEO at Kewill



The CaroTrans Le Havre team (L-R): Sophie Le Garrec, Marie Fohet, Chris Wilson and Ophelie Decure

services direct from Le Havre to Charleston, Chicago or Los Angeles. The goal of course is to have these new services up and running sooner rather than later.

CHEP in Romania

We have extended our collaboration with CHEP in Romania, going to phase 2 of our partnership. Our collaboration started two years ago, providing logistic services of collecting the blue pallets from major retailers, storing, manually inspecting and then distributing the pallets to production facilities. As of November 2013 we have built and will operate an automated inspection and repair center with a capacity of 5,000 pallets inspected and 1,600 pallets repaired per day.

To have an impression about the overall size of the business: there are 20 trucks delivering or collecting pallets on a daily basis and over 100,000 pallets in stock. This means there are enough pallets to build a tower higher than Auckland's Sky Tower or create a surface 13 times bigger than the playing field of Camp Nou, FC Barcelona's football stadium (the biggest stadium in Europe)!



Team members making the CHEP Romania project possible (L-R): Rosu Adrian, Maria Cristian, Catanescu Constantin, Paraschiv Silvestru, Golea Neacsu, Iorga Ionut, Popescu Titi, Dorobantu Dorel, Dan Constantin, Catanescu Ioan, Stoica Puiu, Florescu Iulian, Marinescu Alexandra, Daniel Joita.

Special People, Special Company – Liane Petersen

Two months into my new job as European Sales Director, and off to Australia and New Zealand to learn from and meet with our team members down under.

First stop Australia. Catching up with my 'mate' of 16 years René van Houtum. René is responsible for Logistics in Australia and has turned into a true Aussie. Cheers mate, no worries.

The warehouses are filled to the roof and new warehouses are being built with even some Dutch design details. The Air & Ocean business is some years of experience ahead of us. Good to discover that everybody is more than willing to support Europe with its growth ambitions. Big impressive trucks are being loaded from the side. Only time will tell which loading method will be the worldwide standard!

Meeting my new sales soul mates, Nic Kay (National Sales New Zealand) and Dave Scott (National Sales Australia) has been really beneficial. Sharing experiences regarding prospecting, cross selling, sales conferences and last but certainly not least customers. Makes you realise what enormous potential we as a true global company have!

Next stop New Zealand: home sweet home. Seeing a Penguin in the sea: just another day at the beach in New Zealand. In the Netherlands we can learn a lot from the hospitality in New Zealand. I was welcomed into homes and met with the families. It gives you a new perspective on tough business men: they all have a soft spot for dogs!... Meeting 40 of our graduates and sharing experiences was inspirational for me too (see Martin Devereux's report for more details).

Many thanks team members in Australia and New Zealand for making me feel special!



Liane on her first day in the new office...
the welcome is very emotional and overwhelming!

"Does the fridge always make such a noise?
Can hardly hear myself think about new strategies" - Liane ☺



Liane Philipsen and René Van Houtum at one of the new construction sites in Australia. The headpiece couldn't be more fun!

Group Training & Development – Martin Devereux

Movember is in full swing as this newsletter is under construction and every branch will have some Mo Bros doing their best to look manly with facial furniture of various designs on display and most, if not all, with a distinct tinge of ginger, or strawberry blonde, to them.

Just as there are well established, clearly defined and visible moustaches across the month of Movember, our training teams are all different with varying degrees of depth, diversity and contact points with their regions.

Our NZ and Australian teams could be likened to the moustaches visible from

far away with thick and lustrous slugs. These teams are rich in depth, cover the breadth of the business and are mature and well established in their regions.

Across Asia, Europe and the USA, however, our teams are younger, less defined and less visible. Not too dissimilar to some of the moustaches that almost make an appearance during Movember. That said, these teams play a crucial role in building foundations for larger training teams in years to come.

We are incredibly fortunate to have such diversity in the training space as it allows new paradigms to be

Asia – Suzy Zhou

I have been lucky to spend time in Bangkok, Thailand setting up our new office and training the new members of our family. Thank you to my sisters Angela Quedley and Jennine Cosgrave from New Zealand for their assistance too!

This year as a new team we have worked on assisting the set-up of new branches and providing them with go live operational support and also developing training plans for new team members.

Most of our attention this year has been on systems training but next year we will focus more on development training for team leaders and operational managers. We will also introduce sales training and other external training for dangerous goods and English language. Our team in Shanghai and Ningbo have participated in a 3-month preliminary Business English program and early next year our Shenzhen team will attend also.

USA – Raewyn Glamuzina

Our American operations includes both CaroTrans and Mainfreight USA. Throughout the course of this year our training and developmental efforts have been delivered to team members from both brands and it has been fantastic to see relationships being fostered across branches and across brands.

With a significant amount of time invested into learning our new Domestic operating system the majority of non-system training has focused on our culture and our style of leadership. Team Leaders training has taken place in Los Angeles and also Chicago, with similar material to that offered by our training team in Australia and New Zealand.



Jason "Smudge" Braid, Mainfreight Air & Ocean USA

explored, new technology to be adopted and new teaching methods to be learned.

Below are some of the excerpts from the training efforts around our business.



Judy from Guangzhou enjoying an al fresco kiwi meal of "fush'n'chups"



USA TMS Course

Back Row (L-R): Peter Robinson, Tailor Solbrack, John Dunn, Riyaz Jordan,

Tim Reich, Mark Stowell, Nathan Thomas, Grant Morrison, John Richmond

Front Row (L-R): Bryce Hicks, Aaron Nash, Brian Culver, Bill Agnos,

Andrew Weiss, Kika Veiga, Shane Michalick, Sean Osborn

Missing: Jeff Meese – photographer

Our first TMS leadership course for Branch Managers was conducted in Long Beach, CA aligning our language

of leadership with that used in New Zealand and Australia. Europe will also use this training in future.



Keen Mainfreighters before the start

Finally, in October the Mainfreight / CaroTrans families got together to participate in the Long Beach Marathon which also includes a half marathon option and a 5km run/walk. The turnout was tremendous with 25

CaroTrans and 52 Mainfreight team members registered for their preferred events. We were lucky enough to have several Board and Executive Team members in town for their upcoming meetings. As is our way, we

included our family members to join us for our team BBQ afterward; what a sight to see; 230 of us in our Mainfreight and CaroTrans tshirts - an awesome sight!

Europe – Anke Caspers

Our European Training & Development team members are based in Holland and Belgium at present. As a team our mission is to empower leaders in Europe building high performing teams that deliver outstanding results.

Our year has involved many challenges but our focus has been strong on ensuring we continue to hire people better than us; that we continue to invest our time and energy

into developing quality people and quality people practices and lastly, as a training team working together to service the diverse interests of our European business.

One of the key initiatives for our team this year was the delivery of regular training modules for those in leadership roles. Each month we have delivered one day 'management essentials' covering topics such as

"How to work with passion", "How to develop and review your team members" and "How to manage time and delegate".

Whilst a day in a classroom does not make a leader it has been excellent to see the commitment our managers have made to being better leaders, not managers.

Australia – Shona Taylor

2013 has been a year of challenges and opportunities for the Australian Training Team.

Courses offered to the team for personal development and also process training has been varied this year and attended with great enthusiasm. The value of meeting peers from interstate still proves to have a lifelong positive impact on the team.

Gabby Fage was accepted for the Europe exchange opportunity leaving us in September; we look forward to her return for her overview on the differences in culture and all of the new ideas she will bring back. With Gabby in Europe, Rachel Gallo has taken on the opportunity to work with our Graduates. Again we successfully worked with the Australia University Games event sponsoring the volunteer programme with participants called "Mainfreight Volunteers".

In August we were invited to attend the Craigieburn Careers Fair in the Hume Council, Melbourne which was aimed at school leavers and anyone in the community looking for new opportunities in the workforce. It was a very successful event with over 1500 attending between midday and 8.00pm.



Tired but happy... CaroTrans team after the event



Mainfreight Australia trainers, Rachel Gallo and Steve Kay work the crowd

This year we rolled out our new online training system, which we call "Aus E-Learn" which is accessed via Connect. This system has many functions from Induction training, Health & Safety training including forklift safety to any refresher process training with assessments performed online and records kept in the background. The system will also hold all licence records for team members and owner drivers allowing us to quickly access important information and alert us to expiry times. We are finding it to be invaluable to assist with compliance matters.

New Zealand – Rachel Hustler

Like every year our team have been fortunate enough to be involved in an incredibly diverse array of projects and challenges. Some highlights below:

Mainfreight Team Blog

This is an exciting venture to boost Mainfreight's Google ranking by using Google words to drive people to our website and educate the public as to who we are and what we do.

Contributions for the blog have come from team members all over the Mainfreight business and it has been fantastic to read so many different stories and viewpoints.

Numbers to the website have directly increased from the blog and we have been commended for our innovative way of delivering information in a timely fashion.

Recruitment Drive in Christchurch

Post-earthquakes, Christchurch has become an incredibly competitive job market with construction related businesses involved in the rebuild



New Zealand Olympic rower Mahé Drysdale (3rd from right) with Mainfreight grads

working aggressively in the recruitment space.

We have been actively recruiting in Christchurch to get more team on board to share the load and ensure our team can go home to their families' safe at night. We have found excellent support from the University of Canterbury, Lincoln University, the Youth Shop, and lastly the Limited Service Volunteer program (LSV). Together we have run speed interviews at the Universities, a

careers fair at LSV, interviews at the Youth Shop and radio and print advertising to increase our potential pool of candidates. We already have a number of potential team members who are going through the interview process as this goes to print. Something we have learned from this process is that this won't be a one off. Christchurch is a competitive environment and we need to be at the forefront of finding and keeping the right team.

Driving Force – Women in Leadership

'Women in leadership' is not a new topic nor is it one which is likely to fade from its current focus. We recognise there are few women in leadership positions in our business and are constantly looking for avenues to focus on addressing this imbalance.

With this in mind it was timely that we were able to host Liane Philipsen (European Sales Director) for a recent Driving Force meeting. She spoke to 40 Mainfreight women about her career and what drove her to be so successful. Liane's words highlighted that in order for women to help fulfil their own leadership potential we need to push ourselves forward for various roles. We need to replace words like "I might", "I'll try", "I'm not good enough" with "I can", "I will" and "Look at me". As women we need to be clearer with our intentions and more confident in driving our career progression.



Liane Philipsen (far left) with Mainfreight Women in Leadership group in Auckland



Emerging Branch Managers Course – July 2013

Technology – Kevin Drinkwater

Change – is high on the list of the things which we like the least!

Yet those of us in the Mainfreight Technology teams around the world are constantly creating and implementing change. Keeping things the same is not what happens in our world and if it was then our businesses and customers would stay still. Now, maybe many of you may say that standing still is not a bad thing; however we couldn't do that for long as we would be left behind as an organisation and as individuals.

Your IT teams have certainly brought about some significant changes, the majority at the request of the businesses, since the last edition of this publication.

Many of these changes have had minor impacts to the way you do your job, however there have been some changes that have almost turned the world upside down for many of our team members.

The most recent example of this has been the introduction of Mainstreet for Mainfreight USA. Although this system was, by global standards, a successful implementation it still caused disruption to the business and team members as they got used to the new business processes and methods that were introduced. In fact some team members are still having difficulty adapting to some of the changes introduced. None of these changes were made lightly, in fact there was a huge amount of thought put into the changes needed to position Mainfreight USA for its long term future – when the number of shipments and customers have increased at least tenfold.

One of the key changes in concept with this new system, and of systems to come, is the push to use online control panels, or dashboards, as the

key tool to manage your job and branch. So rather than using stacks of paper and/or manually produced lists that only a few people, at the most, can see and understand, we give everyone a view of what is happening, anywhere, anytime. Some relate this type of technology to the aviation sector and call this the control tower view.

It is in this area that the biggest resistance to change has occurred as team members continue to use the old manual methodologies to track what is happening with their shipments. This effectively starves the new system of a person's knowledge and prevents us from taking that knowledge and making it information for everybody.

Not only is the business starved of the information about the freight, but so too are our customers. Even with the excellent online monitoring tools we give them they still need to ring us if the most current data has not been input. We need to make sure we make the most of this new technology and the benefits it presents. If there is any one critical aspect to aim for is to ensure that the system is updated almost simultaneously with the physical event ie it is entered in the system as it happens. Do this and your dashboards will sing and your branch and business will be in harmony.

Not changing to this new world will inhibit our growth and profitability.

Overall, 99% of the change that our IT teams bring you are to make your jobs easier and the customer happier, whether we are bringing you improved software or replacing equipment to allow your computers to run faster. Several examples of this are found in the stories from our IT team members in this publication including the advancement of Mainchain for Europe, where all parts of the European business have been connected to Mainchain to give their customers a

full view of the supply chain. Of particular note is the way that the EU team have taken the core Mainchain system and added improvements, such as their ability to show an expected delivery window for their road transport freight.

The changes to the MIMS Mobile dispatch module are small, in the overall scheme, but a very valuable enhancement that saves an incredible amount of time for our Logistics operations.

Improvements in our Book In capabilities for Australasian domestic freight gives significantly more visibility to our team and dramatically decreases the possibilities of very costly errors in this process.

The replacement of our core central computer hardware in 's-Heerenberg means the European team can rest a lot easier now they are off the very old hardware that came when we bought the business.

Another change that enhances our business is the large improvement in the number and percentage of domestic consignment notes received electronically in Australia and New Zealand. This makes it much easier for our teams to deal with the increased information flows that come with increased volumes of freight.

Then there is the 1% of the times when change is forced upon us by external parties such as government bodies. The introduction of Carbon Footprint calculations and the need to show these on freight invoices in France is an example of this. It is also has the potential to spread throughout the rest of Europe and perhaps the Western world.

So change is what our IT teams are all about. And all of it is created on the basis of improving what you can do for your business and your customers!

Thanks to all our IT Team Members throughout the world for enabling our businesses to improve through change. Thank you also for another big year, yet again another in which we can say "it was the biggest ever!" I wish you and your families an excellent Christmas and New Year.

Mainchain: Integrating Road European Transport Information – Peter Derksen

The IT teams of New Zealand and Europe, together with DesignerTech, are currently working on connecting our TMS systems, TREX and Navision to Mainchain. Team members working on this project are: Nilesh and Alistair from IT New Zealand, David from DesignerTech New Zealand and Michel, Chiel, Mulugeta, Devlin and myself from Wim Bosman Europe. We started with the project in May of this year and are now about to finalize the first release.

For our customers Mainchain will be the perfect tool to track their logistics orders. All details of air, ocean and road transport shipments will be available on this website. Mainchain will therefore be actively deployed and promoted after the live release, so we can also deactivate all old tracking systems we currently have in service. This will not only give us a better system but save us a lot of Euros!

In addition, the EU instance of Mainchain will get an overhaul by installing Netscalers to speed up response time and server performance. Testing with the Farmtest-server in New Zealand, we have seen some great results. For example, a 30 second query without Netscalers became an 8 second query with Netscalers.

A very cool feature we have created in our TMS and have added to Mainchain is the calculated time frame window for delivery in the Netherlands and Belgium. Based on information from the planning system and real time information from the on-board computers in our own trucks, we calculate an expected delivery time. This time is not displayed as an exact time, but as a timeframe window. For example: Delivery between 10.00-13.00.

Where the calculated time from the planning system is still good, we will show this message with a light green background. If the on-board unit sends us information that a delay has occurred and the calculated time is not valid anymore, we will send an updated timeframe window with an orange background.

As soon as Mainchain EU is ready to display data from TREX and Navision, we will start deploying Mainchain in stages. The first stage is migrating those EU customers who are currently using Mainchain with Logistics and Air

& Ocean freight services. These customers are already familiar with Mainchain and adding road transport information to Mainchain will give them maximum visibility.

The second stage is our top 100 key accounts who will be migrated to Mainchain and the third stage is getting two to three thousand medium to smaller customers onto Mainchain. Having an integrated information tool like Mainchain across all services will improve our service to our customers and give us a perfect platform to build on in the future.

This screenshot shows a shipment tracking page for a domestic shipment. It includes fields for Sender (VB AIR SUSPENSION BV) and Receiver (VISSER CARROSSERIE). Detailed shipping information such as Order Number (133152), Shipment Date (05 Sep 2013), and Total Actual Gross Weight (kg) (209.00 KG) is provided. A prominent orange box highlights the 'UPDATE Current Time window' button, indicating a feature for real-time delivery status updates.

An example of a shipment including the time frame window information in orange

This screenshot displays the EU Dashboard of Mainchain. It features a central dashboard area with a 'European Shipments' grid showing recent activity, a 'Watchlist' table for monitoring specific shipments, and a 'Weather' section for the current conditions in Amsterdam, Netherlands.

An example of an EU Dashboard

NEW MIMS Mobile Dispatch Module – Bhavesh Patel

What is Mobile Dispatch? It is the ability to finalise a Logistics pick (completed by another team member) using MIMS Mobile. All the user needs is to ensure their default printers are set in MIMS to receive their paper work. This means you can finalise an order from wherever you are in the warehouse.

What does Mobile Dispatch look like? You navigate to Dispatch via the Outbound search screen.

Not only can you dispatch a single order using MIMS mobile, you can finalise multiple orders (batch dispatching) at the same time, as long as all selected orders are the same package quantity, weight and cube values.

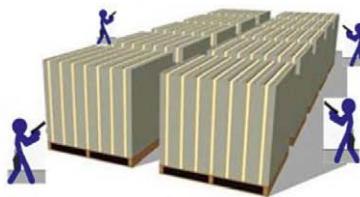
With the introduction of the mobile dispatch module, the team at Sydney Rd were able to finalise over 500 orders, in less than one and a half hours with an estimated time saved in the region of 5 hours!

MIMS Multi User Inwards

Multiple users can now access an inwards. Previously, if a user began unloading an inwards, no other user

could access it. This process has been changed to allow more than one user to access, unload and place units off an inward.

The inward can be finalised by any team member as long as no other users are active in the inward.



CO2: Carbon Footprint Calculations – Michel Engel

The governments in Europe are working on new regulations regarding the Carbon Dioxide (CO2) emissions during transport services. Not all governments are on the same level yet which means for one country we have to deliver the CO2 emissions and in other countries they still do not know how to implement the European regulations.

In Europe, Wim Bosman is member of the System Alliance Europe (SAE) network. SAE is a co-operation of leading, medium-sized groupage freight forwarders. Within this group we have started to use a calculation tool.

You need to supply the tool with information about the modality (Road, Train), the start country and postal

code, the end country and postal code, the utilization percentage, the empty trip part percentage, the truck type and emission class as well as the weight of the shipment. The tool comes back with the number of kilometres and the CO2 value in kg.

We are working to make this tool also function for non-SAE shipments as well as Cargowise shipments.

Maintrak: Book In Project – Paul Woller & Andrew McLeod

Background

When freight has to be delivered to a receiver within a defined timeslot, our Transport teams ensure the consignee is flagged as a 'Book In' within Maintrak so the timeline can be tracked and managed.

Failure to adhere to a Book In timeslot can result in the delivery being refused and even a customer's order being cancelled by the receiver. This can be the case where time sensitive freight is concerned such as with FMCG – eg supermarket deals that are only on special for a short time. Over time, an increasing number of large customers have moved to the Book In model to manage their freight delivery process and ensure a minimum of disruption to their operations.

One of the significant software projects in Maintrak for Australasia this year has been focussed on improving our team's ability to manage Book Ins. Previously, a lot of Book In management and communication between our teams involved the use of manually generated spreadsheets and e-mails. These manual tools were time-consuming to maintain, and did not fully leverage the Book In detail available via Maintrak.

We recently deployed a large number of changes in Maintrak to streamline the Book In process and make it easier for our teams to more efficiently manage our customers booked in consignments.

Book In Labelling

Many of our teams had been manually writing out Book In details on labels to

identify booked in freight. This was a time consuming process that was taking some teams hours a day to complete.

- Maintrak now generates a specific Book In label directly from the consignment detail, which complements the existing freight labelling.
- This has been a huge timesaver for the team, and helps to make Book In freight more visible to everyone involved.



Better Book In Detail throughout Maintrak

Overall, our ability to capture important Book In information and the visibility of these consignments to our team has been improved by adding new fields to the consignment note, delivery receipt and highlighting Book Ins on our key operational reports. Additionally Site Pulse KPI dashboard now features outstanding Book In detail on the home tab with a full drilldown to Book In reports on a standalone tab.

Supporting Changes in FremanWeb & EDI

Encouraging our customers to provide Timeslot and Book In information when consignments are initially created is the best way we can assist our teams in managing Book Ins. Getting more complete information on a connote as soon as possible is a huge aid in our teams forward planning.

FremanWeb functionality has been updated as part of this project to make it easier for customers to enter and provide more complete Book In information. They can now enter flag full Book In date, time and reference against a connote.

Asia Update – Wing Lam

Mainfreight is continuing its growth and development in Asia. Although the Taiwan Branch and Mainchain are strengths in the Asian business, "Growth" is no stranger to the Team in Asia. MIMS has been used in the Hong Kong warehouse since the end of May 2013. At the same time, a new team member has joined the Mainfreight IT family, to make sure each branch grows with stable internal IT support.

MIMS in Hong Kong

In May 2013, MIMS started to be used in the Hong Kong warehouse. Now the Hong Kong warehouse team has the same technology system and facilities as New Zealand and Australian warehouses. This facility will strengthen our customer service in Hong Kong, and let Mainchain have full functionality in Hong Kong. This is because a customer can do logistics ordering, outward ordering and stock on hand checking via our Mainchain with LIVE data. Let us cheer for our Warehouse team and MIMS in Asia.

Pulse now highlights Book Ins

Freman now allows entry of and shows Book In details

Our EDI interface now also supports the addition of a custom Book In reference field.

Summary

Overall, the changes to the handling of Book Ins in Maintrak and the detail provided through FremanWeb and Full EDI solutions have meant that our team now has better access to more

consistent and meaningful information in a single location.

The need for previous manual workarounds for labelling and reporting have been sharply reduced, which has not only reduced the time and cost involved in managing Book Ins, but also improved our level of service and responsiveness to our customers.

Thanks to Nilesh for his support in warehouse too.

New IT Team member - Seven Zhang

To make sure we meet the IT support needs of our growing branches, a new member, Seven Zhang has joined Asian IT team to carry out internal IT support over different branches...

On the other side, the Asian IT team wants to use this chance to say thanks to the New Zealand IT Team for the full support they give to the Asian Branches. And we are looking forward to working more closely with them on the Asian IT infrastructure in the future.



Kevin was one of the Asian IT Team from 9th to 13th September.
From left: Wing Lam, Kevin Drinkwater, Seven Zhang.

SERVICE ACHIEVEMENTS

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

Kevin Bradley	45 years	Mainfreight Logistics Australia
Jan Coenen	40 years	Wim Bosman Logistic Services Geleen
Toon Berntsen	35 years	Wim Bosman Logistic Services 's-Heerenberg
Don Braid	35 years	Mainfreight National Team Auckland
Paul Derbyshire	30 years	Mainfreight IT Auckland
Hans Groothuis	30 years	Wim Bosman Forwarding 's-Heerenberg
Gordon Jackson	30 years	Mainfreight Training Team Auckland
Harrie Lucassen	30 years	Wim Bosman Forwarding 's-Heerenberg
Rob Rutten	30 years	Wim Bosman Forwarding 's-Heerenberg
Tim Williams	30 years	Mainfreight National Team Auckland
Joan Brink	25 years	Wim Bosman Transport 's-Heerenberg
Yvonne Chissell	25 years	Mainfreight NZ National Admin
Bill Clark	25 years	Daily Freight Christchurch
Rau Cooper	25 years	Mainfreight Transport Perth
Emilia Cox	25 years	Chemcouriers Auckland
John Dash	25 years	Mainfreight Port Operations Auckland
Lili Devriendt	25 years	Wim Bosman Ostend
Geoff Heard	25 years	Mainfreight Transport Sydney
Russell Jackson	25 years	Mainfreight Christchurch
Paul Lowther	25 years	Mainfreight Air & Ocean Auckland
Glen Matthews	25 years	Mainfreight Auckland
Doug Melrose	25 years	Mainfreight Dunedin
Rudi Rietman	25 years	Wim Bosman Holding 's-Heerenberg
Patty Anderson	20 years	CaroTrans Charleston
Brian Aspinall	20 years	Chemcouriers Melbourne
Deborah Blackburn	20 years	Mainfreight Christchurch
Larry Coulter	20 years	Mainfreight Auckland
Peter Darroch	20 years	Mainfreight Palmerston North, Owner Driver
Theo Engelen	20 years	Wim Bosman Cross Dock 's-Heerenberg
Cindy Jansen	20 years	Wim Bosman Forwarding's-Heerenberg
Paul McCracken	20 years	Owens Sydney
Arjen Meijering	20 years	Wim Bosman Logistic Services 's-Heerenberg
Michelle Mikara	20 years	Mainfreight Wellington
Brian Mueller	20 years	Mainfreight Air & Ocean Melbourne
Rick Ngatai	20 years	Mainfreight Mt Maunganui, Owner Driver
Greg Piper	20 years	Mainfreight Wellington, Owner Driver
Darryn Scurr	20 years	Mainfreight Napier
Geert Steltjes	20 years	Wim Bosman Cross Dock 's-Heerenberg
Cindy Suggs	20 years	CaroTrans Charleston
Sandy Teddy	20 years	Mainfreight FTL North Island
René van Houtum	20 years	Mainfreight Logistics Australia
Mark Vincent	20 years	Mainfreight Transport Sydney
Rémon Weerwag	20 years	Wim Bosman Logistic Services 's-Heerenberg
Henri Winters	20 years	Wim Bosman Cross Dock 's-Heerenberg

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

Bereavements

Barry Douch – Mainfreight Hamilton, Owner Driver

After a lengthy battle with illness our old mate Bazz finally found his resting place in August this year. Always the battler, Barry is very much missed by the Team here and his loyal customers.

We miss his cheeky grin but know he's in a better place.



Leo Geurts – Wim Bosman Logistic Services 's-Heerenberg

Leo Geurts, a team member of Wim Bosman Logistics passed away 23 September 2013. Leo was 54 years old and worked for our company for more than 12 years.

We have lost a wonderfully happy, loyal and energetic team member, who always had a smile on his face. Leo will be sadly missed by all of our team members. We wish his wife Tanja and sons, Leo and Johan, a great deal of strength and fortitude in coming to terms with this great loss.



Erik Hoftijzer – Wim Bosman Transport B.V.

We are deeply saddened by the sudden death of our colleague Erik Hoftijzer. He has worked for Wim Bosman for two and a half years. We have known Erik as a highly skilled and motivated driver, who loved his work and fulfilled it with great commitment. Erik was a loyal and a very fine team member that we will miss.

We send his wife Karina, children Jelle and Lotte, family and friends our sincere condolences.



Dion Huisman – Mainfreight Hamilton

We unexpectedly lost one of our key members in October this year, we miss Dion's bubbly personality and sense of humour here immensely.

Although our mate has gone he will never be forgotten.





Joseph Maertens – European Freight Services Belgium

On Wednesday 16 October, Joseph Maertens, a much loved and respected colleague, passed away in a traffic accident while performing his job as truck driver. Joseph was 61 years old and had been a driver with Wim Bosman for over 10 years. Joseph will be sorely missed. We wish his wife and family much strength in this difficult period.



Torsten Rüsch – Wim Bosman Transport 's-Heerenberg

Torsten Rüsch passed away suddenly in July this year, aged just 48. He had been an international driver with Wim Bosman Transport since September 2011, one of three drivers stationed in Lübeck.

He is missed not only by his team members Sjakir and Christian, but by all who knew him. We have lost a committed driver and a fine fellow who fought not only for his own interests but those of others.

Our thoughts are with his family at this sad and difficult time.



Jan Paine – Mainfreight Legend, Christchurch

Jan Paine passed away earlier this year after a brief illness.

Jan worked with us here at Mainfreight Christchurch from 1984 and was a valued part of our team for more than 20 years.

In the early years of our company Jan instilled a great work ethic in those around her; because of this and for so many other reasons she was always admired by all who knew her, and has left a lasting impression on all of us who were fortunate to work with her.

Our thoughts are with the extended Paine family.



Logistics and Metro – friends when they're sharing premises at Prestons, foes on the field! Logistics successfully defended their championship in the rugby tournament against teams from Transport, Air & Ocean, Chemcouriers and Metro.



Seen on the streets of New York...



As the days get cooler in the Northern Hemisphere, things are warming up down under – weather-wise and freight-wise!

Matt Thompson, Owner Driver at Mainfreight Rotorua, enjoys an ice-cream at the depot – a shout from branch manager Wayne Ellis to thank everyone for the extra efforts leading up to Christmas



Mainfreight Legend, Neil "Grumpy" Graham receives the New Zealand Order of Merit from the Governor General, Lieutenant General The Right Honourable Sir Jerry Mateparae (awarded in the June 2013 Queen's Birthday Honours)



Ogi Vuksanovic lost a bet with his Brisbane Branch Customs/Cartage team – still he managed to get the penalty reduced from 3 days in the hair colour of their choice to just 1 – smile Ogi!



Just everyday freight for Wellington...



September's Dam to Dam Run with our 's-Heerenberg team taking part:

L-R Frederik Gielis, Maarten Mol, Astrid van Acker, Angelique Stefas, Dick Betlem, Ivo du Plessis and Frans Zuidgeest

The New Zealand Trade Mission to Thailand, led by Prime Minister John Key was an auspicious occasion to announce the opening of our new business in Thailand

L-R: Don Braid; Hon John Key; Thai Minister of Commerce, His Excellency Niratthamrong Boonsongpaisal; Withanya (Mo) Ceetantivech - Thailand National Manager



Feedback

From: S Builders Ltd
Sent: Tuesday, 5 November 2013 13:50
To: Online Booking
Subject: Re: Mainfreight - Your Online Booking Invoice (Q000176427)

Hi there

I would just like to express my appreciation and congratulations to Mainfreight for delivering great service.

It was very easy to use your online bookings and then the follow up service was exceptional. Received an extremely polite and well detailed message on my phone regarding collection details. The staff at Otahuhu were very polite and pleasant when I arrived for the collection.

Thanks for again, please pass on my thanks to the staff.

Kind regards

Lynn S
S Builders Ltd

From: Michael S
Sent: Monday, 25 November 2013 09:54
To: Don Braid
Subject: Congratulations on exceptional service

Don Braid

I would like to relay my experience with your company. Having never used your company before I was extremely impressed.

Last Monday 18.11.13 I delivered a pallet to the Otahuhu depot at 12.15 to be sent to Cromwell. I parked in the Star of the Month car park, entered the building meeting a man on the stairs, told him what I was after, he took me upstairs and introduced me to another man who could help . I think his name is B Martin?, he took me downstairs and showed me to the rear of the building where he would meet me. I arrived there before he did, however 2 other men asked if they could help . The pallet was forklifted off my trailer and taken away .

I said to Mr. Martin "Thanks, I appreciate your help and making it easy"

he replied "Not a problem" "**Thanks for using Mainfreight**"

Exceptional service and the pallet arrived 3 days later, even with the Ferry carry on.

P.S. I phoned on Sunday to get your email address and got Security, once again a team member who was very helpful.

Great team!

Regards
Mike

From: Gray, Tony
Sent: Monday, 4 November 2013 10:22 AM
To: Kristen Cameron
Cc: Bryan Curtis; Gavin Douglas
Subject: Go live on Friday 1st Nov

Hi Kristen,

I would just like to thank you for your patience and understanding in the implementation of our changeover of Transport providers for our Sydney to Brisbane metropolitan route to Mainfreight.

You resolved issues, answered questions and helped us through a potentially difficult time with little warning or time to prepare.

Thanks you very much and I know it gave our Sydney team great confidence in Mainfreight.

Regards,
Tony Gray
National Transport Manager

From: Bill Agnos
Sent: Thursday, 7 November 2013 04:44
To: Nikki Cooper
Subject: RE: Mainfreight Group Team Newsletter - Bereavements, etc

Hello Nikki

Accolade sent to Brent Fletcher ATL Domestic from one of our clients.

Greetings,

I am taking the time to make you aware of one of your employees working out of the Atlanta branch. His name is Brent Fletcher and he has been my main contact for all shipment related activities (as well as other) for going on 3 years or so. This guy is so dedicated to his job it is almost scary. He is always available, responds to correspondence I send to him quickly and follows up with everything he and I have going. If we have special requests for shipments he goes beyond ensuring they are met. Without fail. If a problem comes up and he needs to let me know, he does. Nothing, I mean nothing, gets by him. I cannot recall any problems with any shipments Mainfreight has made for us. If there was, I am betting Brent was behind in correcting them without my knowledge. The guy is awesome.

He is a true professional in every sense of the word. We have a great working relationship both professional and personal. We talk about things outside the workplace. I consider him a friend even though we have only met once.

If my company gave out awards to individuals within our supplier chain, Brent would get one from us. He is a special part of the Mainfreight family.

I hope you share some of my appreciation with Brent in a manner you find fitting.

Regards,
David H



Feedback on facebook.com/mainfreight

like · comment · share

Richard Sy

2 hours ago



Received 2 pallets of bottled water and used clothing's from Chris Carmichael of Mainfreight Hamilton. Special thanks for Mainfreight for delivering this relief goods for the typhoon Haiyan victims to our location for free. Again thank you very much.

From: Marilyn B

Sent: Wednesday, 2 October 2013 09:35

To: Nikki Cooper; Juliet Kippenberger (MFT Timaru)

Subject: Bequest from Timaru

Dear Nikki and Juliet

Thank you so much for all your help and assistance in making this delivery happen.
All the boxes have arrived safely and in perfect condition.

Our beautiful donors want to help the children at Starship, and sometimes with the very best intentions, they bequest possessions that are close to their hearts. In this case her friend Miss Ellis found it impossible to sell the goods on our behalf.

I could not have undertaken this without your assistance and I appreciate your willingness and amazing efforts in making the transfer happen.

Warm Regards

Marilyn



From: A.J.Chiodera

Sent: Wednesday, 23 October 2013 19:20

To: Don Braid

Subject: Entertaining handicapped people from IDEA

Good afternoon Don,

My wife and I do congratulate you and your team for the compassion shown towards the handicapped people from the IDEA group in South Auckland.

Being a long-time resident of Auckland, managing several large companies as an independent engineering consultant, my wife and I decided some 25 years ago to retire to the Sunshine Coast in Queensland. We left our 3 children behind, two doing really well in business, but our youngest son has a mental and to a lesser degree physical handicap and is being cared for by IDEA.

We just had our weekly phone-session with our son Phil, he calls himself "mad dog Chiodera" and is apparently known to your team by this name, telling us about the wonderful time with your staff last Saturday.

Rambling on ecstatically about a ride a lady gave him in a burgundy Ford Mustang, and getting rides in other cars, he talked about nothing else!

We think you people deserve a medal for what you are doing to the less fortunate, thank you so much.

Alfred and Jeannette Chiodera



From: H Flooring
Sent: Thursday, 8 August 2013 15:42
To: Brynley Riches (OCW CHH)
Cc: Dianne Franks
Subject: People who Just Can't Wait.

Good afternoon,

On two occasions this week, I've got myself in to a bit of a corner - stuck between a Customer in a hurry, and Our system on both occasions.

I've only been here 4 months or so - and I still have a lot to learn about how to outsmart said system to the Customer's advantage - but on both occasions this week when I have needed someone to "make it happen", rather than "explain why not" I have had the good fortune to deal with the Artist known as Frankie.

She has been cheerful, helpful, enthusiastic - and artful in pointing out she doesn't need me doing this every day (or month for that matter!)

All the things people here told me were impossible she made look quite commonplace and effortless.

It was great to deal with somebody who understood how commerce functions - thanks for all your help - most impressive.

Kind regards,

James Thompson
Flooring Dept

From: Julia B
Sent: Friday, 27 September 2013 11:29
To: Tony Martin (Mainfreight Transport NPY)
Subject: Feedback

Hi Tony,

I just wanted to touch base and give you some feedback. I was working with the Taranaki schools last week regarding the roll out of the Milk for Schools programme.

The two schools I visited in Opanaki already had their fridges delivered and both schools commented on how wonderful the delivery people had been.

One school had quite a challenging path to get to the final location of the fridge due to a massive project going underway yet the guys still got the fridge in, unpacked and turned it on making nothing too hard or difficult.

As an on boarder this makes it very reassuring to know the fridges are in good hands and being looked after.

So thank you for the great service not only the product but friendly drivers who are willing to go out of their way. People like this are hard to find these days so please pass my regards on.

Kind regards,
Julia B

School Liaison Field Representative, Fonterra Milk for Schools
Fonterra Co-operative Group Limited



From: Jenny S
Sent: Friday, 4 October 2013 10:18 AM
To: Ruth Mercer
Cc: Bryan Curtis
Subject: RE: Mainfreight Delivery Performance Report - September

Hi Ruth

I am so excited about the DIFOT, clearly the monthly chats (whether there are problems or not), your hard work on the various states to get them to better understand our requirements, and simply your commitment and loyalty to getting know myself, my team and our expectations have definitely moved your performance to purely excellent.

A massive change from a year ago. Greatly appreciated.

Regards

Jenny S
Managing Director

From: Bradford S
Sent: Tuesday, 1 October 2013 1:53 p.m.
To: Andrew Smith (CHEM AKL)
Subject: Re: Battery Test Results

Andrew,

Good news indeed.

We would be happy to have Sarah bring the batteries up with her and drop them off early Thursday. Although we will miss seeing you, it seems less trouble all around. I'll alert the folks here to be at the ready with their forklift to unload.

Thank you very, very much for your fine handling of our batteries. We are gratified and will recommend Mainfreight and Chemcouriers at every opportunity. We are completely satisfied customers, and very happy we chose Mainfreight.

If your travels bring you to Whangarei during the next 6 or 7 weeks, do call. We would love to have you come by, to show you our boat (and her new batteries, installed) and to feed you.

Kind regards,
Brad and Gloria S

Issue details history	Created	Created by
Request Description: TODAY MY FRIEND'S TRAILER CAME ADRIFT FROM THE CAR AS A RESULT OF A BOLT SHEARING FROM THE TOWBAR. THE INCIDENT OCCURRED ON THE HUME HWY IN CRAIGIEBURN NEAR BUNNINGS. WHILST MY FRIEND WENT TO BUNNINGS TO GET WHAT WAS NECESSARY TO FIX THE PROBLEM, A MAINFREIGHT DRIVER, SEEING THE PREDICAMENT WE WERE IN STOPPED TO RENDER ASSISTANCE. EVERYTHING WAS FIXED AND READY TO GO BY THE TIME MY FRIEND RETURNED. THE DRIVER, WHOSE NAME WE DID NOT GET, WAS VIETNAMESE. THE INCIDENT OCCURRED JUST BEFORE 10.00. YOUR COMPANY IS SO FORTUNATE TO HAVE SUCH COMMUNITY CONSIDERATE WORKERS. IF YOU CAN, PLEASE PASS ON OUR GRATITUDE TO HIM... TERRY RYAN	22 August 2013 11:15:33	WebsiteUser

(Driver: Tony Nguyen)

BIKE ON | NEW ZEALAND CHARITABLE TRUST

1st November 2013

Dear Don,

I would like to publicly acknowledge and thank Mainfreight for the exceptionally generous help and support it recently provided a local Hawke's Bay Bikes in Schools project.

Bikes in Schools aims to enable all New Zealand school children to receive the positive impacts of riding a bike regularly within the school environment. We do this by helping schools implement a complete biking package within the school that includes, bikes, helmets, bike tracks, bike storage and cycle skills training.

The measurable impacts of Bikes in Schools include better health and fitness, improved VO2 max levels, increased confidence and self-esteem as well as increased biking skills and safer road behaviour.

The Mainfreight Napier office staff supported Bikes in Schools by not only delivering the 80 new bikes to both Bridge Pa school and Pakipaki school, but they also took care of the transporting and skilful placement of the converted

40 foot shipping containers that are used to store the school's bikes.

Our Trust is extremely grateful for Mainfreight's support in enabling the children at these two schools to experience the joy of riding a bike on a regular basis.



Yours sincerely,

A handwritten signature in blue ink that reads "Paul McArdle".

Paul McArdle
The Bike On New Zealand Charitable Trust
www.bikeon.org.nz



ASIA



AUSTRALIA



NEW ZEALAND



EUROPE



AMERICAS



www.mainfreight.com



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WE KEEP RAISING THE BAR FOR HOUSE-KEEPING!

Daniel Sharma vacuuming the floors at Manu Street Auckland



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