

MAINFREIGHT

NEWSLETTER DECEMBER 2016

MAINFREIGHT TEAM REVIEW



*It's all about our people
Always has been. always will be*



Managing Director's Comment

Welcome to our end-of-year newsletter, a publication which is primarily produced for our team members around the world, but also shared with our customers and shareholders.

We live in interesting times! Our UK and USA teams now live in very different geopolitical environments, with Brexit in the UK, and in the USA a Republican government led by a maverick who is hell bent on re-determining world trade under his watch.

Add to that mix the recent Kaikoura earthquake for our New Zealand team members, which has redefined how we may ultimately have to move freight inter-Island for a long time to come.

All of these are challenges – but also opportunities for our people across the world, as we come to understand the implications and develop logistics strategies to suit. Be it a simple domestic freight consignment from one end of New Zealand to the other, or management of our global customers' supply chains as changes in duties, tariffs, taxes and customs barriers add complexity to the international trading arena.

For Mainfreight and our people, these are exciting, challenging times, and a chance for our businesses to be showcased on behalf of our loyal customers.

The call to action and performance of our New Zealand teams to counter the effects of the Kaikoura earthquakes are a reflection of the energy and commitment our teams have. To each and every one of you who has worked tirelessly to re-open the supply routes to and from the South Island, please accept our gratitude and thanks for a fantastic response to what has become a very difficult logistics situation.

It is clear to us that the supply routes into and out of the South Island will be in a state of flux for a long period as reconstruction of the road and rail network gets underway. Our team of professionals is exploiting every alternative, and we are looking for both industry and central government support to ensure that New Zealand's supply chain remains effective and competitive. The support of our customers during this time has been nothing short of exceptional.

By communicating daily with our customers, we have been able to keep them informed and abreast of how they are able to assist by altering their own ordering patterns and transport requirements.

In amongst these small challenges and disruptions, we released our half-year financial results to the market. These saw our sales revenues improve 2.5% to NZ\$1.14 billion; our EBITDA up 20.6% to NZ\$86.35 million; and our net profit at \$42.33 million, which was an improvement of 27.7% over the same period last year.

Whilst sales growth has been impacted by declining ocean freight rates, our profit performance reflects the ability of our businesses to better manage overhead costs and gross margins. We should not underestimate the influence each of us has had in managing our costs better and the efficiencies we have made to improve our freight and logistics margins. To all our team members around the world, thank you for these efforts.

These results of course are only for the first half of the year, and we have high expectations to finish the financial year with increased momentum and improvement, giving us a very solid base from which we can continue on our journey of growth in size and scale around the world.

Through travelling and having the chance to visit many of our customers and prospective customers, it is clear there are many more opportunities where we can extend the range of services we provide to them. Often these customers are of significant size, and have a need for high quality logistics services with a partner who is responsive, energetic and who has people who are charged with the responsibility to make decisions.

We are sure there are many more of these customers in each region; we just need to find them. This responsibility lies with us all. As a clear example, our leadership team in each region has committed to making more sales calls to help invigorate our sales effectiveness and importantly, win more business.

Let's keep our "pedal to the metal". Our basic disciplines of quality measurement, regular Positive Action Team (PAT) meetings, and the use of white-boards in every branch showcasing our statistical and operational performance are non-negotiable. Please make sure your branch is doing so. If not, speak up.

Christmas is upon us. Please take the time to enjoy the festive season. Be close to family and friends wherever possible, and recharge where you can.

Please remember, we are part of something special, and your efforts mean a lot to us all.

Merry Christmas





Wim Bosman and Mainfreight Group Europe – Ben Fitts

Team, firstly thank you for the commitment and passion that you have shown for our business throughout 2016 and for the lengths that you have gone to, to ensure that we continue to strengthen and grow our business here in Europe.

We will end the year with each of our divisions ahead of last year, and each with strong foundations set for further growth. Thank you for the part you have played in this.

We have seen a number of changes made and decisions taken this year that further assist us in setting a solid platform for continued growth and importantly ongoing quality improvement as we head into 2017. Some of these decisions relate to the development of new facilities.

We have a new warehouse emerging from the ground in 's-Heerenberg which when complete in April/May 2017 will provide much needed relief from some of the operational pressure that comes with managing a growing number of customers' products over an increasing number of sites.

In Ploiesti, Romania the 5000 sqm warehouse extension is close to completion. Again the need for more space here is driven by growth in customer demand, and the additional capacity provides the ability to handle this.

In Genk, the construction of a new cross dock is underway, with completion scheduled for June/July 2017. This new building will not only provide our team with a wonderful new facility, but importantly will allow us to achieve much-needed operational efficiency and quality improvement.

There will be more building projects to come as we progress into 2017. Decisions to embark on these projects are not taken lightly and carry a certain degree of risk, however they serve to demonstrate the strong belief that we can and will continue to

strengthen and grow here in Europe. We must now deliver on this potential.

In our Forwarding business, we have caught a glimpse of what is possible with the right focus on the right areas. It is just so important that we don't take the foot of the gas as we close the year out and head into 2017. Thank you for your efforts Team, it can be a challenging road at times and while there is still plenty to do, progress is certainly being made.

Our Air & Ocean division has strengthened as the year has progressed; now up and running in London, with positive results achieved well ahead of expectation, thanks to a great team and plenty of network volume support. Along with this, a new branch in Antwerp focused on sea freight adds to our Belgian solution. With the country network now set for the meantime, focus for the year ahead remains firmly on sales growth on the key network tradelanes. The addition of more group cargo for Germany will give us the ability to further invest in this key European market.

Growth from existing Logistics customers has combined with the addition of a number of new customers to place a significant amount of pressure on existing operations across a number of European sites. This growth will continue as new customers come on board in the New Year. This is a great problem to have, and our growth is a credit to the Logistics teams throughout Europe who have managed to hold onto quality despite the scarcity of space. Well done on a very strong year Team, the challenge ahead is to continue to grow profitably as we take on the necessary additional space.

As always, it is important to continually challenge ourselves to find ways to improve, so some areas of focus for 2017 include:

People – be fussy. Hire only the best, and invest in their development to enable succession.

Quality – let's make sure that the measures we use give good insight as to the quality of our operations. Remember our customers are the ultimate judges of our quality. If you were your customer, would you be happy?

Efficiency – is there a better way? Just because that's the way it has always been doesn't mean that's the way it must be today.

Actions speak louder than words – let's continue to see those proposed changes and improvements either implemented or crossed off the list. The 90 Day plans are a great tool for this.

Sales focus – so much begins with activity, and currently our call numbers are well below where they should be. We need to improve in this area.

Supply chain – we have a strong supply chain offer, with significant infrastructure to back it up. Let's be sure to look for every opportunity to introduce our customers to other parts of our business.

Last but not least, toward the end of this year we will change our name to Mainfreight throughout Europe, you may have noticed a few new signs in your neighborhood. Having been a part of the Mainfreight family for almost six years we feel that the time is right to start referring to ourselves as Mainfreight and to carry a single name in the European market. The fact that you, our team have been asking for this for some time now reaffirms this. Let's use this opportunity to instill the disciplines that combine to make Mainfreight, Mainfreight.

Team, again, thank you for the contribution that you have made to our business this year, it is greatly appreciated. 2017 promises to be another exciting one!

Wishing you and your families a very Happy Christmas and a safe and prosperous 2017.

We are Proud to be Mainfreight!

Since April 2011, we have been part of the Mainfreight Team. In the last five-plus years we have opened new branches in Bergen op Zoom (The Netherlands), Cluj-Napoca (Romania), Frankfurt and Gelsenkirchen (Germany), Lyon (France), London (United Kingdom), and Katowice and Poznań/Lubon (Poland). Beside expansion of our branches in Europe, we also changed addresses at our

Air & Ocean branches in Rotterdam and Antwerp and already re-named the existing Wim Bosman branches in the countries of France, Poland, Russia and Ukraine to Mainfreight.

It's time to focus on our future, time to focus on delivering outstanding quality and service to our customers under a single name. As of December we will be changing our name from

Wim Bosman to Mainfreight in Europe. We are Mainfreight, so let's be known as Mainfreight.

We still have a very exciting road ahead and with everyone's commitment and dedication we can make it happen! We are proud to be Mainfreight!



Christmas Card Competition Launched in Europe

We are bringing more and more of the Mainfreight Culture to Europe. For this year's European Christmas card, we have introduced the tradition of the Kids' Christmas Card Competition – open to the children and grandchildren of our team members. In New Zealand, a similar competition has been in place for several years. We are excited to have

it also sent to all our European customers. We received a lot of positive reactions to this tradition, wonderful and creative drawings were received! It was a tough job for the judge to decide who had won the competition. The winner of this year's Christmas card competition is Ana-Chiara Janniaud, daughter of Laurent Janniaud. Congratulations!



Ana-Chiara Janniaud together with Ben Fitts

New Vans Ostend

Two new vans have been introduced in Ostend, Belgium. With these vehicles, we want to attract young enthusiastic drivers to be part of our Mainfreight team. People with the right attitude and commitment could move on to become truck drivers.



Truckersrun Kalkar On Wheels

Recently, the Kalkar on Wheels 2016 Truckersrun was held, as 147 trucks have made a tour through The Netherlands and Germany with seriously ill children and the mentally handicapped on board. Our contribution this year consisted of 12 Mainfreight vehicles. We have only seen happy faces and heard so many positive messages about our massive commitment. Thank you for the organisation and hopefully we can come back in action next year!



(L-R:) Bobby Timmermans, Gepko Jonker, Joop Wassink, Gijs Ruiken, Arno Broekhuizen, Lars Mennink, Jeroen Wierbos, Theo Schuurman, Sander Korten, Jos van der Zwet, Marcel ter Heerdt, Mischa Koster

New Building for Cluj and Opening of our UK branch

We are proud of our new building in Cluj (Romania). The building has 1,500 m² of warehouse capacity, 3 dock levelers, 2,000 kg forklift capacity for in- and outside operations, side loading and unloading of trailers and high vertical adjustment

for loading and unloading of small vans.

On 1st August, we opened our UK branch. This new branch provides a full range of Air & Ocean services and provides additional trade lanes for us

to develop, and reduces our exposure to agents. Our UK branch is located near London Heathrow Terminal 4 and includes a high-spec 8000sq ft warehouse. We have a great team with old and new Mainfreight team members. We wish the UK team good luck!



The new building at Cluj



London Team

(L-R:) Colin Crowhurst, Matt Kibbler, Emma West, John Lane, Matt Ward, Brad Russell and Mike Wakefield.

Urbation – Romania

On 11th of June, Wim Bosman Romania was one of the main partners of the run fest Urbation for the third year in a row. The event was held in Bucharest at National Arena where our team joined the race. The race was composed of nine athletic challenges with a great obstacles course set along the 5 km run, like maze running, taking over the Arena, stuck in traffic, run for shopping, happy moves. Our team members joined forces amongst over 700 participants.

(L-R:) Alexandru Panait, Ana-Maria Cretu, Georgiana Tudorache, Constantin Butoi, Mihai Ardeleanu, Sorin Plaesu, Rares Dragan, Tiberius Necsuleu



Mainfreight Poland Supporting Nepali Children

In April of this year Vital Voices approached Mainfreight Poland about joining their initiative "Give Nepali Children a School". This initiative is about rebuilding a school destroyed by the earthquake in the Sindhupalchok region and also supporting children's needs with teaching aids, sports equipment and rebuilding the school's football field. Mainfreight Poland offered transportation of the cargo free of

charge. What's even more amazing is that the children and families of Mainfreight team members joined forces, organised talks and fundraisers at their schools. During one such event the volunteers manage to raise over PLN 9.000 to help the school in Nepal. We hope that we truly helped to make a difference and change kids' lives for the better and giving them a reason to smile.



(L-R:) Paweł Rutkowski, Piotr Dejtrowski, Łukasz Wyszowski

Well Done Team SystemPlus!

In June this year, the headquarters of SystemPlus Europe were audited.

On the first day we have gone through a lot of questions about our outgoing

process and the auditors had a look at our cross-dock facility. The next day was started in the cross-dock facility to examine the incoming processes of our shipments.

The overall conclusion was that we scored 10% better than our last audit which was in 2013. A very good result thanks to the total SystemPlus and cross-dock Team!

Expansion for Logistics

In 's-Heerenberg (NL) we continue to expand our facilities. Due to growth we are experiencing, we will develop a state-of-the-art distribution centre. Construction of the facility is well underway, with completion expected in May 2017.

The distribution centre will be approximately 26,000 m² which will bring our European footprint to over 320,000 m² of warehousing space. The new facility will be used to provide services to multiple customers.

The Genk Forwarding Branch is also looking forward to the move to a new building in July next year. The 8000m² cross dock with 60 dock doors will support the organisation to achieve necessary growth.



Dick Betlem, Business Unit Director Logistic Services, looks forward to the new warehouse at 's-Heerenberg.



Beata Krawczyk Receives Award

In August a meeting of the Program Leader of Vocation 2016 took place at the Warsaw School of Economics. During this meeting the best leaders of few categories were selected, one of the selected leaders was Beata Krawczyk, Managing Director of Mainfreight Poland. And at the finals on 28th September she has been awarded as best leader in the innovative management category. Congratulations Beata (the 8th person in the picture)!



Mainfreight Ukraine Celebrates 4th Anniversary

On 30th August 2016 Mainfreight Ukraine celebrated its 4th Birthday. The Ukrainian branch started as a freight forwarding company, providing services for corporate customers and with growth became a full supply chain operator. Today our team consists of twelve enthusiastic professionals, who have ambitious plans for the future and an unshakeable confidence to form a strong link in the Mainfreight network.

New Groupage Line for Mainfreight Ukraine thanks to The Netherlands and Poland

Mainfreight Ukraine provides International FTL, part loads, groupage and multimodal deliveries from and to Europe, customs brokerage services, Air & Ocean services and warehousing. Together with our



First row (L-R:) Anastasiia, Catherina Lakhonina , Irina Petrenko, Irina Murashko, Olga Marikutsa, Oksana Dzyubenko , Anna Litvinenko, Julia Polishuk
Second row(L-R:) Maxim Moshkovsky, Andrey Lubchenko, Sergii Khrystych, Vladislav Goroh

branches in The Netherlands and Poland we launched new groupage lines to Ukraine.

Due to the customers' demands we developed an integrated logistic solution which includes delivery of consolidated goods from the Baltic

countries: Latvia, Lithuania, Estonia to Ukraine on a weekly basis and customs clearance.

We are looking forward to new challenging joint projects with other Mainfreight branches!

Sales Events in Poland and Belgium

In Poland sales competitions were organized with the objective to promote sales orientation within all departments.

Together with our partners in Portugal and Spain at the same time we decorated our offices with Portuguese and Spanish motifs (Polish in partners offices) and announced the competition, the main goal was to gather biggest number of companies which import and export products to those countries. The winner of this competition went to Transport Manager Agnieszka Raunmiagi who found almost 300 companies.

Team Belgium on the other hand organised a meeting to strengthen the contacts and cooperation between the branches. During an exciting "after-work" murder dinner – known as the game Cluedo, we worked in two teams to unmask the killer. The next day we took the time to brainstorm on various topics such as the announced re-naming, marketing tools, Main Sale, Main Move, USPs, SystemPlus and certain challenges faced by the sales



team in their path to the customer. One of the main outcomes was an expressed desire to establish a point

of cooperation between the branches Road and Air & Ocean. Both events were great with lots of fun and energy!

Building Supply Chains of the Future

In September, at the University of Economics in Katowice, Poland the Building Supply Chains of the Future conference was held. Mainfreight was invited to present, in recognition of the modern culture of our organization. During this conference we were able to present our company and culture of New Zealand to Poland. The title of the presentation was KIWI – Culture (**K**ultura in Polish!), Integrity, **W**orldwide, **I**nnovation.



Ben Fits presenting the Mainfreight story at the conference

Drivers of the Year!

On 29th October our annual drivers' day was held. On this day it is tradition to announce the Driver of the Year. This year we had not one but two drivers of the year. Rene Wissing may call himself "Driver of the year 2015" and Gert Cornelissen earned the title for "Driver of the year 2016". Previously, we had the driver of the Year day in January, but this year the day was held halfway through the year and so we congratulate two team members Rene and Gert on their well-deserved title!



Rene Wissing & Gert Cornelissen



Back (L-R): Herben Dimmedal, Nico Sewalt, Erik Jan Ruesink, Mischa Koster, Mark van Wessel, Geert Kupper
Front (L-R): Toon Bod, Gert Jan Bulten, Bobby Timmermans

Branch Managers European Forwarding and Transport Team Meeting

Our European Forwarding and Transport Branch Managers met recently, and were set a challenge by the Dutch cross dock team: an Ultimate Cross Dock experience. Part of this experience is a set of exercises driving with a forklift, stacking pallets, maneuvering and loading a truck. Furthermore the team was challenged on their Dangerous Goods handling knowledge. Just one piece of the array of knowledge all our cross dock team members need to have when handling dangerous goods during their shifts.



Very nice experience and always good to be present in the center of our operations where our dedicated team loads and unloads over 200 trucks a night. Well done team!



New Equipment Mainfreight

Here in the workplace in 's-Heerenberg, we are busy preparing 46 new vehicles for Mainfreight Poland, Romania, Belgium and the Netherlands.

We are working hard in order to have all of these vehicles on the road before the end of this year. There will also be new trailers and containers for Mainfreight Poland, Romania, Belgium and the Netherlands. There are a total of 80 units, also this will also be on the road before the end of 2017.



Leadership Development in Europe – Anke Caspers (T&D)

We have a great partnership with TLS who yearly provides professional leadership courses for upcoming and existing leaders. These courses include theory as well as many action learning and always have an individual Job priorities and Personal development action plan as an

outcome. In October 90 leaders from all our branches in Europe have joined one of these courses on a top sports venue

The courses are very well received by the participants, below feedback we received:



I would like to give you (as the EU training and development manager) feedback on the training I had last week.

The training was really great.

I went away with a lot of information, and I'm still digesting the information.

This was by far the best training I had in my professional career: great trainers, good content, very structured and never a dull moment.

The mixture of theory, activity, exercises and reflection in an inspiring environment made it a very well balanced and intensive course.

What I perceived as special: going to a training with, "strangers", team members that I met for the first time and after the first day it felt like being with "friends", creating such an atmosphere and area of trust is unique. Well done Pete and John!

Sales Development in Europe – Carola te Grotenhuis (T&D)

Development of our sales force is an area of high importance in Europe. Therefore we support our sales teams in providing them with Professional Selling Skills training. In this course, sales team members are taught to approach the sales process in a structured way which will lead to the best results while using consultative selling skills.

One of the key conditions to achieve that – after finishing this training course – the sales team members need to apply their newly learned skills, with coaching by their direct manager on the job. E.g. through sitting together and preparing sales calls, and then joining sales calls including providing constructive feedback afterwards.

Another tool is the **Real Learning PSS Workshop**.

We experienced that the Real Learning PSS Workshop is very effective:

- the sales team member has prepared sales calls and applies the consultative selling skills on the job;
- the sales team member receives directly feedback of an experienced and skilled trainer;
- the sales team member can learn from other peers / sales team members, because they do calls together;
- the sales team member experiences the positive effect of applying the skills e.g. get leads, make appointments.

We are delivering these workshops more frequently to improve and sustain the sales skills of all our sales team members.



The Americas – John Hepworth

Merry Christmas to the Mainfreight World from Mainfreight USA and CaroTrans USA. I am not sure what is going on but it feels like I was typing this message only a few months ago for last year. Need things to slow down a bit, but in the world of Mainfreight nothing is half pace so I should know better!

This past year has seen plenty happening within the USA and we have a genuine excitement as we head into 2017.

Transport, with its new leader, Shawn Roach, has been busy establishing our structure to ensure we will have a solid platform to grow both our line-haul and PUD fleet for years to come. We have re-established many of the basics this year, such as our re-weigh and measure program, better management of our fuel adjustment factor, better utilizing our quoting tools, improving load factors in our line

haul, strong focus on our KPI's, and starting to introduce scanners across our network. We have seen CaroTrans move to support our line-haul program, as we are now offering the high quality service they need to reposition their cargo to load ports.

Air & Ocean is building more air and sea freight consolidations as our volumes grow. Nathan Thomas, our leader for the Air & Ocean in USA, has been developing a strong sales team made up of external and internal candidates that has seen good volume growth with our two main focus areas of Asia and Europe. We have developed Key Account Managers, as well as started an inside sales program, all focused on growth and maintaining strong relationships with key customers.

Logistics, under René van Houtum, has established three stand-alone facilities. As we head into 2017, we have customers signing up and we

expect to see these sites all make money and be well established to expand as the year unfolds. Our expectation is for all customers that utilize our Logistics centers to support either or both of our two other divisions, Air & Ocean and Transport.

CaroTrans has established a new sales program with a focus on weekly commitments from the branch managers and their sales team. Greg Howard, President, and Chris Wilson, VP of Sales, are seeing some good results from this initiative. The market is tough with deteriorating rates but with the Hanjin bankruptcy behind us we are hopeful of seeing sea freight rates increase, which can only be good for the shipping industry including CaroTrans. CaroTrans is introducing nationally a focus on load factors at the operational level to ensure all parts of our business maximize every opportunity to improve our margin.

What we need to focus on next year;

1. Develop our future sales team internally through our development of our graduate program. This has started but we need to see this increase significantly this coming year.
2. Get all four business units focusing on sales growth at acceptable levels. We are in the biggest market in the world and we must set our sights very high and expect to achieve these targets.
3. Strengthen our succession planning for the future with good training and innovative learning programs for our teams. We are placing more importance on training at branch level. We need to see the depth of experience increase in every branch.
4. Establish strong KPI's across all businesses and ensure these are the driver to improve our performance to our customers.
5. Keep our business focused on our business plan and not be distracted by short term opportunities. We have large targets to achieve and must keep our focus on meeting these expectations.

Enjoy the Christmas and New Year holidays and let's look forward to another exciting year in 2017.

Mainfreight Logistics North America – René van Houtum

Logistics North America is not the largest division within the Mainfreight family ... but we are definitely in the race for becoming the fastest growing one! With almost 45% growth in the first six months of

this fiscal year, we have kept ourselves pretty busy and this is an understatement. Exciting moments have been alternating with moments of stress and sometimes frustration. At the same time, we get a lot of

satisfaction from moving in the first pallets of a new customer and sending the first shipments out!

Several new customers have joined us recently and it is good to see that many of our longer-term customers

show significant growth. Without taking the credit for this growth, we do realize that we are a critical part of their business. We can create a win-win situation by delivering excellent service to our customers in order to allow them to grow their business, resulting in more business at our end.

More and more it becomes clear to me that we are placing, or should I say have placed, ourselves in a unique position in the North American 3PL market. The quality, functionality and presentation of our buildings are far ahead of our competitors' and this is confirmed by customers and potential customers when they visit our premises. This, in combination with the enthusiasm and intelligence of our team, our most valuable asset, creates tremendous opportunities.

In June of this year we officially opened our new Transport and Logistics branches in Dallas. Many customers and potential customers attended the ceremony, in a typical Texan environment with bulls, beer and barbeque, and it was a great time for the team to have a chat with the Mainfreight Board.

Only one day later, we celebrated the opening of our new branch in Newark on Sullivan Road, which gave the team an opportunity to celebrate what we have achieved in such a short space of time. Our customer Shake Shack provided the visitors with amazingly good burgers!

In September of this year we started an internal audit program, similar to what we do in Australia and New Zealand. These first audits have revealed some shortcomings and areas for improvement, however the feedback from the team has been very positive and in addressing the issues we are going to make a big step forward during the next round of audits. Thanks to Liz Moore from the Training Team for driving this!

As we all know, Mainfreight is proud to support Duffy Books in Homes in New Zealand and Australia. They are also in the USA, where the organization has grown rapidly and is currently mainly active in the area around New York. Jake Moller and Andrew Coulton recently participated



Opening of Dallas Branches

(L-R:) Richard Prebble, Yette Campos, Kyle Evans on the lift, Kathy Campbell, Bruce Plested, Eduardo Marengo, Karina Guzman, Chanel Epperson, Carl Howard-Smith, Don Braid, Bryan Mogridge, Simon Cotter, Edwin Lopez, Dallas Wymes, Rene Van Houtum, Nathan Chaney

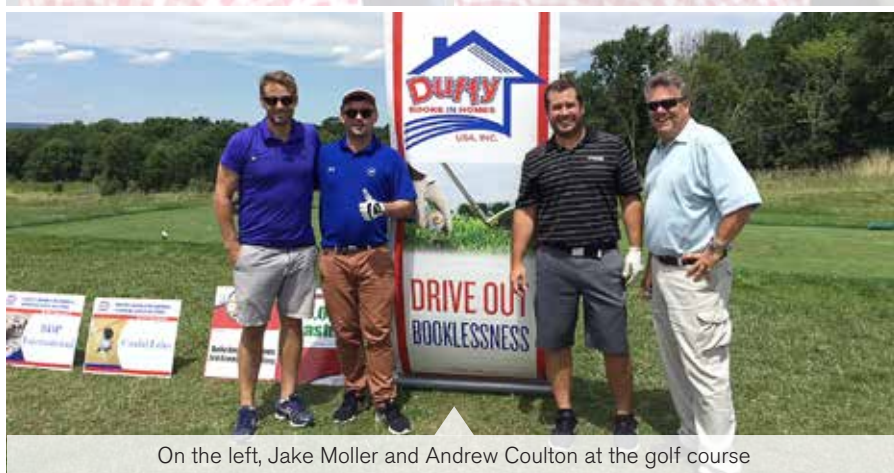


Opening of the Newark Branches

(L-R:) Bruce Plested, Beth Rosenbrock, Don Braid, Andrew Coulton



(L-R:) Richard Prebble, Peter Kruszewski, Bryan Landin, Jose Melendez, Dries Pinoy



On the left, Jake Moller and Andrew Coulton at the golf course

in the annual Duffy Books in Homes Golf fundraiser tournament. A great day with more than US\$30,000 raised.

The future starts today, not tomorrow! So, what is next?

Our business is growing rapidly and it is inevitable that this comes with increased cost. To make sure that these costs will not soar, we need to find productivity improvements in the processes of our recently implemented customers. This requires an innovative approach, smart-thinking and perseverance and the good news is that our team possesses these skills. Ideas need to be shared and discussed weekly in our Positive Action Team meetings.

We are satisfied with the growth that we have realized over the first six months of the financial year. Our goals and targets for the next 12 months are similar and simple, but not easy to achieve: continue to grow aggressively in the North American market that offers us unlimited

opportunities. The focus remains on business development and we don't see any obstacles to prevent us from targeting (and achieving!) similar growth numbers for next year.

At the risk of being accused of plagiarism, I would like to reiterate the statement of our latest annual report: We own our future! But we only own the future if we continue to embrace our unique culture, because that is what really distinguishes us from our competitors. With that in mind, we need to make sure that we do the following things better next year:

1. Positive Action Team meetings: this is the backbone of our culture. Our team must be aware of the fortunes of our company and even more importantly, must be able to contribute to these.
2. Show pride and enthusiasm: again, we are unique! Be proud of our culture, our colleagues, our assets and don't take it for granted. Be enthusiastic about what is being achieved every day.

3. Presentation: make sure that our operation is a showcase to our customers and potential customers at any time. Clean and tidy warehouses, a well-dressed team, well maintained equipment, etc. We know ... this does make a difference!
4. Urgency! Act with pace; our customers love it when they get an answer to a question without delays.
5. Have fun! Yes, I mentioned this last year too ... We are here to make a dollar but it is so much better if we enjoy what we are doing and bring in some humour every day!

I would like to thank the entire team for their efforts in the last six months and the many extra hours that have been spent to deal with the increasing workload. Without an enthusiastic team, we might as well close down business. Thanks all!

Finally, I wish you and your families a great Christmas and all the best for 2017.

North America Air & Ocean – Nathan Thomas

Hard to believe another busy holiday season is upon us. It truly seems like yesterday we were starting the new fiscal year and now we have already reported on our first six months, and are well on the way to completing the full year!

We continue to focus on customers that suit our profile and ideal characteristics, as building our pipeline and bringing new business on board is the generator for our growth. Having the team prepared for this is critical. Our "Super8" team are driving improvements to our process through

our Branch Champions in each branch, and we are seeing the success. Each month we are tracking productivity and have seen a sharp uptick since our first project was finalized. Our next project "Smart Billing" will soon be released and the team is excited to get that underway and implemented.

Key for us as we look into 2017 is to be focused on these three goals:

- Having opportunities with "Ideal Mainfreight Customers" in our sales pipeline and closing these successfully.

- Continue to focus on growing our business within the Mainfreight network.
- Development of our team and future leaders of our business.

I want to thank the Air & Ocean teams and their families and loved ones. We have a lot of passion in our business, and the support from home is very much appreciated.

Enjoy the festive season, be safe and happy!

Setting up North America to Take over the World

In late July, eight current and future Mainfreight leaders met in Chicago to reinvigorate our Super 8 and Branch Champion Projects. This is how we plan to keep information and training flowing around the North American Air & Ocean Business. Part of our time was spent working out what we can do better, and the rest of the time was

spent on planning what we wanted to achieve, and working on succession and accountability.

The Super 8 team proved to me again that the whole is more than just the sum of its parts. I had a script and a plan for our 3 days, but by morning tea on Day 2 they were so far off

script that I was petrified, and struggling to keep my ego and script out of their way.

What the Super 8 team have built already, what they will build and what they plan to be built by the teams that follow is quite simply Amazing. It was More. So much More than any one of

us could have imagined on our own. Being there to support this team was an incredible, humbling and uplifting experience and I am excited to watch them as they implement new initiatives.

Here are a couple of samples of the Super 8 Team's thoughts about our time together in Chicago:

Kiley Ogden (Albany)

I had the pleasure of joining the Super 8 team for their second meeting to discuss the Process Project roll out. We're excited to share the plans and ideas we worked on in Chicago with our branches across North America. I'm confident that the streamlining of our processes and capabilities will strengthen all of our branches and empower individual team members. I'm grateful to have the opportunity to be part of such an incredible team and excited to see what the future holds for us!



Super 8 Team

Front row (L-R): Fernanda Moraes, Devita Ralston, Kiley Ogden, Michelle McClanahan
Back Row (L-R): Harsh Dharamshi, Weston Martin, Michelle King, Paul Ody, Adam Renner

Weston Martin (Portland)

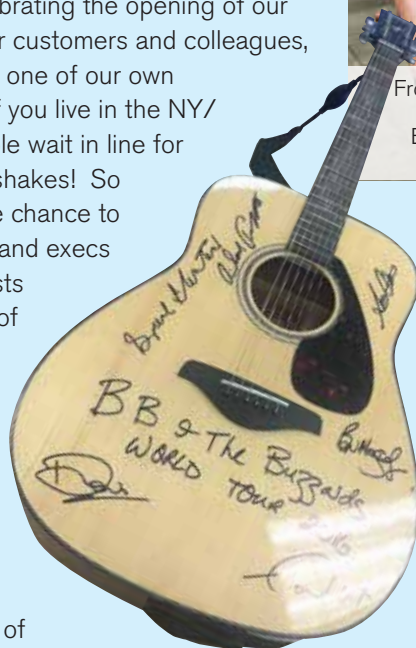
Mainfreight is a market leader in providing information effectively and consistently to its clients. Software provides only one small component in making this happen – the right team members using a standardized process are the driving force. Oftentimes companies strive to get things done, however, are led to failure

by taking a top down approach. Mainfreight created a no barrier environment for people to collaborate and build a process from the bottom up. This team is called the Super 8. Being part of the Super 8 team is a refreshing privilege and it's exciting to see the momentum gaining and the direction we are heading.

Spotlight – Newark Air & Ocean (contribution from Beth Rosenbrock)

The Newark Air & Ocean team has been enjoying the changes and growth in this dynamic and often challenging market and we continue to add to the team and strive to grow our customer base to reach our revenue and profit goals! This growth led us to move, with our Logistics team comrades, just across the road from the site we have shared with our Transport team, to our new Logistics and Air & Ocean site.

We had the pleasure of celebrating the opening of our beautiful new space with our customers and colleagues, while enjoying catering from one of our own customers, Shake Shack...if you live in the NY/ NJ area you know that people wait in line for hours for their burgers and shakes! So you can be sure, besides the chance to meet our board of directors and execs attending the party, our guests thought it was the highlight of the party. For the special few that had backstage access, we were treated to a personal concert from the Board aka "BB & The Buzzards – World Tour 2016" while they were in town and an autographed guitar as proof of this rare performance.



Front row (L-R): Julia Riker, Dan Hansen, Maritza Patricio, Bruce, Beth Rosenbrock, Don, Jake Moller
Back row (L-R): Peter Dyeremose, Nathan, Vincent Marciano, Hobyung Yi, Ellen Mullery

As we are a growing branch, we are always looking to add the right folks to our team. If you are looking for the ability to grow within Mainfreight, impact our business in a meaningful way, and maybe have a bit of fun at the same time then the Newark A&O office is for you. Not to mention, our proximity to the one of the greatest cities in the world, New York! A few new team members have felt the pull and decided to join us. Welcome to Emma Howard-Smith (Sales), Svend Christensen (Sales), and Vincent Marciano (Import Customer Service). They are already off to a great start and part of the Newark family.

The Dallas Air & Ocean Branch Becomes a CFS

In mid-October, the Dallas branch received approval from US Customs to become a CFS (Container Freight Station). We can now have in-bond cargo in our warehouse, which allows us to handle our own import shipments in-house before they clear customs. This also allows us to handle cargo in-house transiting to/from Mexico via Dallas. We are excited about becoming a CFS and the additional opportunities it will allow us to pursue.



Mainfreight USA Transport – Shawn Roach

Hello team and Happy Holidays from the USA Transport team.

Thank you to all our team members for embarking upon our journey to achieve Transport's key imperatives by supporting each of our 30-60-90 day business plans and creating new founded synergies.

The key imperatives will need to continue to gain pace for Transport into the second half of the fiscal year and are vital to our success. These are the key imperatives:

Revenue growth 20%

Quality – Reduction of Churn

- Executing and Delivery Transport KPI's
- Introduction of On-Issue and Hiccup sheet across Mainfreight USA
- Onboarding and SOP implementation and ownership

Line Haul / Load Factor

- CaroTrans / Mainfreight
- One system; One structure
- Continued strategic development of MFUSA LH focusing on key markets and branches to drive Hub and Spoke model

Margin Improvement – Increase Year Over Year

- Check cube and reweigh
- Continue to drive low margin account initiative
- GRI, launched Oct 3rd
- Fuel to market initiative

One of our key imperative drivers is "Painting Our Highways Blue" and we are very proud of the team's effort to drive and implement the Intra-Texas line-haul running at 98.6% On Time Service, and the implementation of 14 newly painted Owner Driver units. To date, five new line-haul initiatives are on the board with more announcements to come.



Taking control of our freight allows us to take control of Mainfreight Transport's customers, driving quality, margin and revenue growth.

Thank you everyone in the Transport family for your support and passion and we are looking forward to a prosperous 2017.



All Blacks in Chicago

The tailgate for the All Blacks match was an absolute success!! The entire Chicago team had been planning for the event since July when we first expected only 100. The total number on Saturday was closer to 300!

The entire Chicago Branch chipped in to help work the tailgate. We had Marco Iannessa and Christene Jovanovic serving drinks and the Chicago graduates were serving

food, to make sure everyone enjoyed the spread which included Sausage and Sliders that were flown from New Zealand for the event. The Dallas Branch Managers John Dunn and Tailor Solbrack made the trip to Chicago to man the grill, along with Chicago's Owner Driver Joe Freemon. A big thank you to the rest of the Chicago team who helped set-up early in the brisk morning.

Once the tailgate was over the real event began. Ireland vs New Zealand All Blacks. To those of us that are casual fans we likely didn't know what we were about to witness. Those that follow the sport had no doubts this was going to be an epic event. These are two extremely passionate teams, with even more passionate fans, about to get down to business. While those in running in our circle will tell you there is nothing close to the "Haka",

the Ireland national anthem played on the violin raised goose bumps on the other half of fans (and I bet even some of the NZ fans) in the stadium.

This is important to note because the end result can arguably be attributed not to the talent on the field, but the passion of the players that day. For the first time in 111 years (a span of time only a Cubs fan can appreciate!), Ireland tasted victory against the All Blacks. Ireland won that day with their will to win and grit against the All Blacks team. Everyone there learned a bit about what it takes to succeed. Effort trumps talent.

Surely the All Blacks will be back and I doubt Ireland will win again in the next

200 years as the All Blacks rekindle their passion. This is a takeaway we can all use as we mature as a business. We may not be the biggest player, have the most resources, or

know the answers to every question out there, however with the right amount of will, effort, and ambition we can continue to set the bar in the market place. Grit.



Fantastic turnout for the Tailgate



Great to see past All Blacks with our Team (AB's names underlined)
Back row (L-R:) Nathan Thomas, Reuben Thorne, Frank Bunce,
Shawn Roach, Charles Riechelmann
Front row (L-R:) Kevin Boroevich, Frano Botica, Walter Little, Leon Grice,
(New Zealand Consulate General for the West Coast), John Hepworth



Big thanks to the Chicago Branch Managers for hosting a great event.
Dan Osterhout (Transport), Matt Gustafson (Air & Ocean),
Riley Tryhorn (Logistics)

The Decider – The Winners Trip ...

Brian Heidrich (Los Angeles Transport) and Julie Power (Charlotte Air & Ocean) were the winners of our Decider Sales Contest last year. They just returned from their trip to the Netherlands and below are some of their trip notes and feedback.

"We had an amazing tour of Amsterdam and surrounding area on our 1 ½ hour drive to the Mainfreight Logistics site in S'Herenberg. We saw gorgeous countryside and didn't realize that we were actually driving through a portion of Germany on the trip. We were greeted by Monique Holleman and Nicole Donders, and Nicole gave us a brief overview of the operation. Thomas Driessen took us on the official tour through all of the customer specific halls. The enormity of Mainfreight global logistics capability quickly surrounds you once you start to walk through the facility. The variety of commodities such as electronics/gaming, performance bikes, cosmetics, chemicals, DG goods... and even Heinz ketchup..!"

Next up we visited with Bas Romein, Key Account Manager, and he guided us on a tour of the cross dock area. He explained how the transfers and routing take place. We then experienced the operations room where the team manages all routing, and tracks all driver positions using GPS technology. The investment in technology, solutions and process disciplines were evident everywhere we looked.

On our last night, Jason Braid took us to dinner in the heart of Amsterdam and joining us were Bradley Russell

and Dermot Clark. Very nice to meet a couple more of our global team members.

This experience gave us both a wakeup call that Mainfreight has serious global assets, resources and capability. We have the right people and just need to secure the right business. It was inspiring and motivating for both of us. We could literally feel the confidence and dedication of the teams.

Thank you Mainfreight for the experience!



Thomas Driessen showing Julie Power and Brian Heidrich through one of the 's-Heerenberg warehouses

CaroTrans – Greg Howard

It's amazing to see how quickly the year has flown past. This year has had its fill of excitement, challenges and opportunities. While our mid-year financial results are below expectations, the number of shipments and containers handled increased over last year for the same period.

Market headwinds encountered during the past 16 months continue to persist. Global overcapacity and historically low ocean linehaul rates show little sign of changing anytime soon. Industry consolidation, including the financial collapse of Hanjin, the acquisition of APL by CMA, the purchase of UASC by Hapag Lloyd, and a recently announced merger between the three major Japanese shipping lines, may be the catalyst needed for improvement.

In the meantime, our team continues to soldier on and tough it out, with intense passion and dedication for CaroTrans and the Mainfreight family.

Our first six months results were a mixed bag with several of our smaller branches firing on all cylinders and well on track to achieve their profit pledges. On the other hand, we have too many branches which have fallen off the pace.

As a network business, it is critical all branches deliver on their profit pledges. To those branches which are ahead of last year, well done and don't let up. To those branches slightly behind pace, pick up the tempo and push hard through the second half to reach your pledge. As for the underperforming branches, refocus and re-energize to finish strongly in the second half, and salvage the year.

It's encouraging to see the continued growth in the trade between USA and Asia. We are closing in on the "Century Mark" of offering 100 Weekly LCL services between USA and Asia.

New services were initiated from:

- Busan to Atlanta, Dallas & Seattle
- Xiamen/Fuzhou to Chicago
- Taiwan to Atlanta
- Haiphong to Los Angeles
- Ningbo to Atlanta

Further expansion scheduled for Q3 & Q4 includes:

- Los Angeles to Dalian
- Busan to Miami
- Los Angeles to Xiamen
- Taiwan to Miami
- New York to Bangkok
- Ho Chi Minh to Chicago

We also expanded the number of direct services from our Atlanta gateway, in efforts to strengthen scope, geographic coverage and improve overall service levels throughout the Southeastern region. New direct service lanes were added ex Atlanta to: Auckland New Zealand, Gothenburg Sweden, Nava Sheva India. Further service expansion scheduled in Q3 and Q4 will include: inbound services from Gothenburg, Nava Sheva and Milan Italy, and outbound services to Prague Czech Republic.

Leadership changes were made to improve our sales direction, strengthen trade-lane development and elevate team members into new leadership roles. Chris Wilson was named VP Sales, Brian Allcorn relocated to Miami to take over the Branch Manager role, Kika Veiga moved into the LATAM Trade Director role based in Miami, Adam Whelpley took over as Branch Manager in Seattle. Lorenzo Cometa

stepped up to the role of Oceania Trade Manager and Joe Zeno added Europe and South Africa Trade Management under his areas of responsibility.

Since the introduction of the CaroTrans TMS inland trucking application in May, we surpassed the 15,000 shipment mark by October 22nd ... this reflects a 9% increase over the same period last year. Our team has delivered solid performance in this growing area for us and dramatically improved CaroTrans' visibility by the various P+D carriers. We continue to refine the product with better web-tools for customer interaction as well as expanding product offerings. We are also working with the Mainfreight team to derive synergies and best practices within our respective TMS operations.

Our support of Mainfreight line-haul continues to expand lane coverage and grow in tonnage. What was started in week 20 with less than 19 tons and 80 cbm moving in just four lane segments, has expanded to 11 lane segments with weekly volumes averaging 80 tons and 160 cbm. Our year to date volume moved through the Mainfreight linehaul has exceeded 1,156 million kilos, 4100 cubic meters! We expect this support to continue to grow and help intensify Mainfreight's USA linehaul capability.

The successful completion and roll out of our re-designed on-line full container load app, now provides immediate access to pricing, service details and various booking options. This is designed to give customers the choice, ease and flexibility of obtaining service information required 24/7 and to enhance their experience with CaroTrans and increase cargo volume.

Areas for the Team to Work on in the New Year:

- Act on your plans and targets; actions speak louder than words
- Focus your efforts on enhancing the customer experience
- Respect your team mates, vendors and agents. Challenging conditions are no excuse disrespectful treatment
- Operations Boards are to be embraced, and used as a tool to improve our loading performance. Don't walk by them – stop, look, understand and ask questions about what is on the boards
- Sales isn't simply a function of our reps – it's a shared responsibility of the TEAM
- Winning Attitudes are contagious; make sure you maintain a positive attitude. It makes a big difference.

Thanks team for the efforts and contributions you make. We have a strong business thanks to you.

Merry Christmas & Happy New Year

Baltimore welcomes Marcos Cazares back home from his tour in Europe

Marcos started in the graduate program at CaroTrans as a Sales Cadet in the New York Branch. After completing his training across all facets of the business, he moved to Houston where he was our sales rep for 3 years. When we listed the opportunity of a posting in Europe, Marcos was selected to move to Rotterdam and work alongside our partners in Europe. Marcos has now returned to the USA to fill the vacant rep position in the Baltimore branch. The Baltimore Team is very excited to have him as a member of their team. He brings added experience, enthusiasm and energy to the branch. Welcome to Baltimore, Marcos



Sitting: Marcos Cazares
(L-R:) Steve Greenfield, Michelle Allison, Susan Kahl, Lisa Tryon, Chris Hamilton

Daily 'Board Meeting'

Improving Container Utilization is key to FAK export profitability. Our loading teams are acutely aware of this and make every effort to load high and tight every time. But getting the right freight in the right place at the right time to make this happen is not entirely in their control. The challenges are different from destination to destination and gateway to gateway. And while we've worked on a number of strategies to accomplish this, the best tool we've found is the old reliable white-board.

After Don Braid made an observation in one of our gateways that we were tracking what happened and not what is happening right now, we've completely overhauled our white-boards to give our sales and customer service teams a 5 day advance window of how

those loads are shaping up. During the course of the day, export operations team members update their booked and received volumes for upcoming loads that week.

"Operations Board meetings" are held in every gateway branch across the

country where the export customer service team and the 'chairman of the board' (one of the ops team members) get away from their email and phones and stand at the white board to discuss the volumes and what can be done that day to find the last minute shipment for that light load. This

simple act of huddling for five minutes to go over the day's plan has far more value than the hundreds of notices and emails and weekly meetings that are normally sent to communicate that same need.

Success stories that have followed are not solely related to freight gained at the last minute to fill a hole. The real benefit is in the communication between departments and alignment of the entire team to achieve the day's most pressing goals.



CaroTrans Boston – 10 years on

CaroTrans Boston held their 10th annual Customer Appreciation party on Thursday, September 15 at The Daily Catch in the Seaport District. This event was a great opportunity for the Boston team to connect with their industry friends and clients and also thank them for their loyal support over the past 10 years. It was a very successful evening with beautiful weather, a great venue and best of all was the company.



(L-R:) Greg Howard, Tom Swain, Virginia Valentine, Kerriane Doneghey, Chandler Zhou, Brian Moorehead, Kay Nee, Chris Wilson, Lauren Gannon, Ede Salvado

Chicago – Cubs Fever and Apples!

A very happy CaroTrans Chicago team after their beloved Cubs won the World Series championship for the first time since 1908.



(L-R:) Araceli Dominguez, Takehito Kashiwabara, Cathy Petersen, Nicole Bobor, Nicole Muschong, Chris Stearns, Terry Maksymovych, Ana Zarco, Olga Cazares, Jim Stutzman, David Valadez, Lisa Brach, Jan Brunning, PJ Kowalski, Lynn Ocasio, Greg Howard, Mark Milan, Anna Naughton, Rita Kolias, Anna Villafane, Dana Zeno, Andrew Weisse, Beth Conboy, Fiorella Meza, Ella Filipek, Jamie Houlihan, Michael Lofaro, Annalisa Marchiafava, Dee Derlaga, Suzi Hicks, Scott Harrison.



The Chicago team preparing to deliver 2,600 lbs. of apples this week!
(L-R:) Joe Zeno, Annalisa Marchiafava, Takehito Kashiwabara, Tim Merchut, Lorenzo Cometa

Looking Good In Chile

The team in Chile has plenty to smile about this year. They have delivered a good half year result and have developed solid prospects for keeping the momentum strong through the second half. It is encouraging to see the expanded cooperation with Mainfreight USA for specific business handled on their behalf. Interaction with the Mainfreight Europe team helps to extend the reach into Europe and keeps it in the family.



Back row (L-R:) Hector Lara Sales, Diego Burgos C/S, Francisco Melo Acctg, Danko Serey C/S, Marcelo Hermosilla Controller, Raul Katz BM
Front Row (L-R:) Barbara Macias Supervisor C/S, Greg Howard CEO, Jennifer Martinez C/S, Beatriz Osorio Office Manager

Chile Project Work

A good combination from our talented team in Houston and Chile allowed us to close and move 5 x 40FR with this large Air Conditioning equipment. This was the second project business closed and handled with our Houston Team.



Special Project Cargo Moved by our Team Houston to San Antonio

CaroTrans Los Angeles

CaroTrans Los Angeles welcomes its graduates and new team members!



(L-R:) Diana Sepulveda - FCL Export, Cristina Meier - Import, Oscar Gudino - Operations, Eduardo Lemus - Import, Melina Martinez - FCL Export, Cynthia Towne - LCL Customer Service, Gilbert Tolentino - Import

Dallas Thinking Outside the Box

Special projects is becoming a niche service for our Dallas branch. This year we handled a refrigeration unit for the US Army to Germany. The product is engineered to refrigerate the perishable goods at the US base

in Stuttgart Germany. The other item is a Conveyor Oven – this piece of equipment is built to produce high volumes of bread and buns for fast food companies worldwide.

We expect the demands for this type of cargo to increase and we're excited that our customer base perceives CaroTrans Dallas as a viable option for their special equipment needs.



Books in Homes USA Gives Away its Half Millionth Book

Since 2008, Books in Homes has provided books to children in need in New York, New Jersey and Pennsylvania. In our first year, we distributed books to 1,000 children.

During the 2015/16 school year, 23,000 students received a total of 52,000 books. Books in Homes has grown to the point that we have been able to impact more than 160,000 children to date.

We celebrated our 500,000th book presented to children in Philadelphia – the city in which our democracy was founded.

Great achievement for our team at Books in Homes!





Mainfreight Asia / CaroTrans Asia – Michael Lofaro

The 2016 year has been a significant one for our Asia operations. During the year, our Mainfreight and CaroTrans teams spent significant time and energy in building our brand recognition in Asia.

The continued expansion of our Network and our Brand across Asia is a very important function for us. Getting our

Name, Message and Culture out to the Asia market, and the world in general.

Of course nothing gets our name out in the market better than strong sales activity, but to assist, we have actively started to engage in using Social Media platforms, like Facebook and We Chat, as well as engaging in Trade Fairs and supporting annual events like the

Kiwi Ball (held in Hong Kong) and Aussie Ball (held in Shanghai).

Building our business is not just about selling and moving freight ... we must provide our customers with the confidence that our company is a strong and reliable partner. To achieve this we occasionally need to 'promote' ourselves in ways other than traditional sales activity.



The Great Australian Ball 2016 – Cici Wang, Sales Manager, Shanghai

AustCham Shanghai, in partnership with the Australian Shanghai Association hosted this year's Aussie ball, themed as a Bachelor & Spinster (B&S) Ball. This is Austcham's biggest event of the year.

For market recognition and business exploration purpose, Mainfreight Shanghai acted as Silver sponsor of 'The Great Australian Ball' this year. There were over 400 people at the event.

Data shows China is now Australia's top wine export market. Exports by Australian wine producers to China have reached \$474 million, recording a 51% jump in the last 12 months. To put this in perspective, wine exports to China were only valued at \$27 million 10 years ago. To go with the market trend, our sales teams have been receiving more requests for moving not just wine, but food/beverage ex Australia. So attending this event has

definitely been a great opportunity for our team to understand more about Aussie culture so as to strengthen our confidence when dealing with customers in this type of business.



Kiwi Ball

The NZ Society Kiwi Ball, held every year for 59 years, with only a few exceptions, is brought to Hong Kong by the non-profit volunteer-run society for all New Zealanders living in Hong Kong. The Kiwi Ball is an annual celebration for anyone in Hong Kong with a connection to New Zealand; be it heart, mind, body or soul.

This year the New Zealand Consulate-General and New Zealand Trade & Enterprise hosted the Kiwi Ball. Mainfreight Hong Kong was a sponsor of the event.

We are also directly engaging with our customers (both existing and potential) by assisting them with knowledge sharing programs and business development tools. Many of our potential customers need assistance in understanding the Asian market.



(L-R:) Cary Chung, Cecilia Cheung, Gary Lau, Sherene Lee, Michelle Yip, Dominic Yeung

One such event was the “Logistics Strategy Seminar for Manufacturing Companies” held in Shanghai China in October this year. Attended by a number of senior Mainfreight Team,

we shared market knowledge and information about our activities in China and Asia.

NZTE Seminar – Joan Ji, Regional New Zealand/ Australia Tradelane Manager

Mainfreight Group, in association with Waigaoqiao Bonded Logistic Centre of Shanghai Pilot Free Trade Zone (FTZ) presented to attendees of the seminar information covering, Supply Chain trends in China, import and export case studies under New Zealand - China Free Trade Agreement, Shanghai Free Trade Zone policies, regulations, warehousing benefits, foreign exchange policies, and product processing.

Speakers shared practical operational advice in handling transportation, warehousing, Custom declaration, within the FTZ, and how to benefit from China-NZ Free Trade Agreement.

Positive feedback was received immediately after the workshop and many participants said they had learnt much from our presentations and case studies. Especially from Mainfreight customers who attended.

As one customer commented, “Your Mainfreight group is made up of so many experienced team for Airfreight, Export sea freight, Imports...



Team preparing the souvenirs for NZTE Seminar



Matt Xu, Airfreight Manager Shanghai, presenting at the seminar

thanks for all your presentations and knowledge sharing.”

Great teamwork, Special People, Special Company!!!

Possibly our boldest marketing event for 2016 was attending the Taipei Expo. This is the first time that our

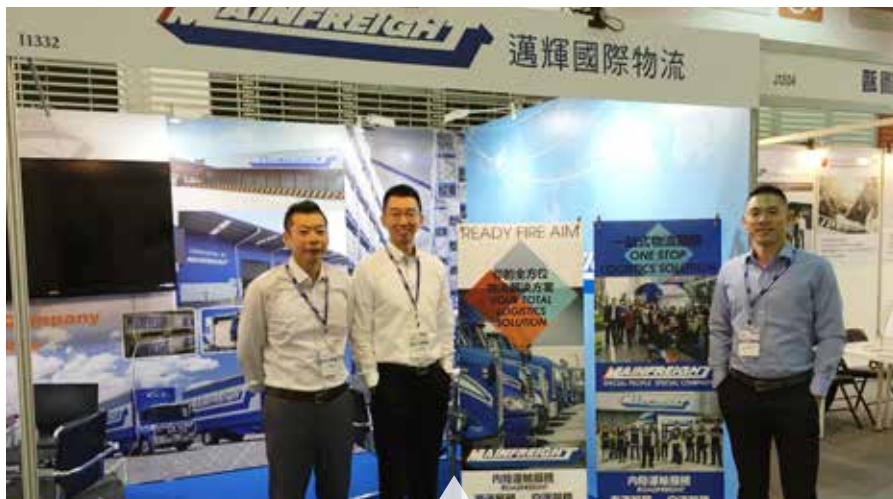
Asian team have attempted such an event. By utilising the opportunity we were able to share with hundreds of fellow exhibitors and hundreds more visitors and delegates our Mainfreight Brand and Culture.

Taipei Exhibition – Stanley Su, Mainfreight Taiwan

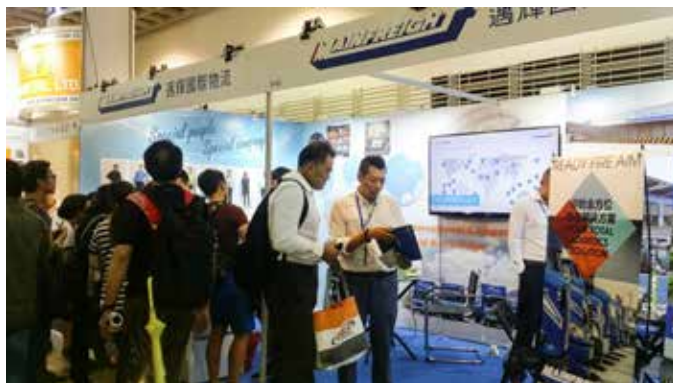
This is the first Exhibition of its kind that Mainfreight has attended. The event held significance not only for our Taiwan team, but for our whole Asia business. The Taiwan team were privileged to be given the chance to showcase the Mainfreight Global Group as well as our presence in Taiwan.

Over the four days of the Expo, we had the opportunity to promote Mainfreight to delegates from a variety of different industries all looking for logistics solutions. Our team was exposed to many potential customers.

The diversity of our client base creates challenge and opportunity for us. It's always important to be a premium service partner/provider to our customers, and to receive recognition of this is a compliment to our whole team.



L-R: Allen Tseng, Billy Zhang, Cary Chung



Qingdao Warehouse

Mainfreight Qingdao has expanded its offering to customers, with the addition of bonded warehouse services in Qingdao's Free Trade Zone.

Our subcontracted warehouse handling company is World Group, founded in 2003 and focusing on domestic transport and logistics services. Their warehouse totals around 14,500 m², divided into 8 areas, with core verticals being the inventory management of rubber, plastic granule, cotton, food and beverage.



Two Mainfreighters mark the new arrangement with World Group warehouse, flanked by World Group team members
3rd and 4th from left - Miki Yuan and Vicky Zhao from Mainfreight Qingdao, and to the right of them Mr Guo (GM World Group Warehouse)

Thailand

Our team in Bangkok recently moved to new premises. Looking good team!



Back Row (L-R): Kasidit, Wuttichai, Supang, Withanya, Nawarat, Virongrong
Front Row (L-R): Peeyaporn, Pairin, Panatda, Narirat, Saowanee, Sukanya

CaroTrans

CaroTrans Asia has had a challenging year but continues to focus on providing our customers and the Group with a tier 1 Groupage offering that is supporting the development of both our LCL and Ocean Groupage Services.

CaroTrans Greater China teams continue to look for greater efficiency

and opportunities, continually striving to improve performance in all aspects of our business and service to our existing and prospective customers.

We must get our sales revenue growth, measure and challenge our sales people to achieve their sales call numbers with better time management, and strong inside

support. We need to invest in sales cadets in all CaroTrans Greater China offices. They can start inside and then into sales support whilst they await their chance to get out on the road. We must have our own "home grown" sales people.

Things to Do Better

- Create the proper structure and framework within CaroTrans Greater China to promote team member development and career enhancement
- Develop our export and import seafreight coverage
- Create connections between CaroTrans Greater China and CaroTrans Group regional branches
- Go out of your way to meet and understand the other branches. Unity in everything we do is our great competitive advantage.

Andrew Dickie (CaroTrans USA) came to Taiwan for the sales campaign in October, after a day out selling, we have had a meeting to discuss the strategy plan for the new direct service from Taiwan to Atlanta which will commenced in November.

Of course it's not all work. A healthy business needs balance and our teams are actively involved both in community activity and Team/Family time.



(L-R:) Egbert Yu, Jimmy Chien, Sam Tu, Lily Shen, Chloe Wu, Andrew Dickie



Back (L-R:) Jeff Bian, Benny Tang, Steve Hendry, Elton Poon, Tony Naumoff, Andrew Dickie, Rio Jiang, Kenny Dong, Kevin Dai, Gary Zhang
Front (L-R:) Lawrence Qing, Sarah Yuan, Jane Gu, Ada Zhao, Helen Sun, Joanna Fan, Olivia Lu, Joki Tan, Yuki Dong

Qingdao Team and their Families



Back (L-R:) Steven Sun, Max Zhao, Daniel Xue, Gary Hu, Fred Wang, Neil Li, Neil's Wife, Gary Gu, Eva's husband, Helena's husband
Mid (L-R:) Vicky Zhao, Daniel's wife, Fred's wife and cute son, Eva Jiang, Helena Li
Front (L-R:) Gary Gu's wife, Steven's wife, Miki Yuan, Children

Shanghai Team Activities

The 'Community Sports Game' is organized once a year. The participants are teams from enterprises in our area including hotels, trading companies, real estate companies, logistics companies etc. This is the first time Mainfreight Shanghai has joined this local community event.



Participants from Mainfreight Shanghai in the Community Games
Back (L-R): Mike Li, Tank Fu, Michael Xu, Roney Fang, Gray Zhang, Benny Tang
Front (L-R): Mike Ren, Una Xu, Yuki Xu, Lan Ji, Apple Zhu, Cherry Wang, John Qin



The Winners! Tank Fu & Una Xu



L-R: Benny Dong, Roney Fang, Apple Zhu, Lan Ji, John Qin, Gary Zhang

“Bus Tour”

As we have mentioned in the past, several times a year we select a group of our team and provide them the opportunity to travel overseas to visit various Group locations. This event, affectionately known as the “Bus Tour”, is designed to help our team members understand the size and scope of our global operations, and to help expand their knowledge and build stronger relationships with their international colleagues.

One such Bus Tour in 2016 was to visit our New Zealand and Australian operations. The feedback from the team was overwhelmingly positive. Our thanks to Ben Chen, Michelle Yip, Rose Wong, Winnie Huen, Franklin Hui, Wing Wang, Miki Tuan and Crystal Wang for your feedback. Your words and observations were simply inspiring. We have chosen just a couple to share.

Michelle Yip – Mainfreight Hong Kong

Bus Tour is definitely a wonderful and

remarkable trip. It brings me a great opportunity to expose myself to a different side of culture in both New Zealand and Australia.

During the trip, I did feel how much teams enjoy their work in Mainfreight and what impressed me the most is their passion and spirit to work.

Instead of just understanding their routine work and operation, finding the difference of culture and feature between our countries inspires us to think in a more creative way with wider horizons. Cross-cultural skills in this globalized world can make a positive change and allow us to have a big step moving forward.

I do look forward to my next great journey in the future.

Winnie Huen – Mainfreight Hong Kong

I had never imagined that I could be selected to join in such a wonderful exchange program! It was a great experience that I can go on the 5-days tour to Auckland, Brisbane and

Melbourne with 7 colleagues who were the representatives of the branch offices in Shenzhen, Guangzhou, Qingdao, Beijing and Hong Kong.

Although the length of stay of this trip was relatively short, the impact and exposure it brought to me was definitely enormous especially when we visited the branch office, warehouse, airport and terminal. I was surprised by the size and scope of the global business of our company, Mainfreight.

It was so great to meet up with many friends in Auckland, Brisbane & Melbourne office. In separate meeting with different team, we share the working procedure, knowledge and experiences with each other. It is extremely important for us which can help to clear understand the import/export requirements for both side. We also visited warehouse in NZ and AU, airport and terminal in Auckland.

There is an immensely large warehouse which containing the

various warehouse zone, loading docks to load or unload goods, the various kinds of vehicles machinery, packing / unpacking area, fumigation facility and Australian Quarantine Authority located at our warehouse. We visited different types of warehouses, including special commodity warehouse, climate controlled warehouse, refrigerated warehouse, dangerous cargo warehouse. The local colleagues clearly explained the types, functions of different warehousing and the proper protection of goods, requirement specific to the particular commodity such as allowing me to understand the daily operations there and the planning of the flow, storage and distribution of the cargoes around the country and around the world by air, ocean, rail and domestic transportation so as to steadily deliver the cargo across the global network.

I'm so proud of our New Zealand office now have 13 rail-served sites. These sites are on the main freight corridors of New Zealand. The fact is trucks emit 4.6 times more CO2 per tonne also to improve the efficiency of their domestic transport infrastructures.

Thanks to bring us visited the Port of Auckland which is a large container international trade port. The customer service manager clearly explained the terminal daily operation, history and 4 mainly wharf which is handles difference kind of cargoes. Also, we visited the apron at the airport. As the visit of the apron is not allowed for normal situations, it was really my pleasure to go there.



(L-R:) Ben Chen (Guangzhou), Franklin Hui (Hong Kong), Rose Wong (Hong Kong), Grace Mu (Beijing) and EK cargo employee.
(Picture was taken at Auckland airport when touring with Emirates Cargo.)

On the apron, I am able to have a close-up look of the process of loading and unloading of the cargoes from the container to the aircraft.

I find it very important to have a better understanding of the operation of the headquarters warehouse, providing me a valuable experience that is directly relevant to my job and worth sharing with my team colleagues in Hong Kong. Other than that, I met those nice colleagues from Auckland, Brisbane, Melbourne and the Mainland China. I learnt about their cultures. I am here to thank the headquarters, the NZ's and AU's colleagues so much for offering cordial hospitality to us. It was very considerate to help us make the best use of the limited time to discover and learn more, as well as to guide us to have dinner at the most elegant restaurants.

Plus, it was gracious to have the warm caring from all members of the tour, thank you so much.

Last but not least, I would like to take this opportunity to thank the company again for offering me this precious trip.

We also hope you all enjoy some of the pictures the team took while on tour.

As we fast approach 2017, we must look to what we can do better. Our Asian operations will be looking to improve our operational efficiencies, build stronger relationships with our internal partners and Global Network, focus on strong sales development in key markets like Europe, USA and invest significant time and effort in the growth of our activities in South East Asia.



(L-R:) Jin Lock (Auckland), Franklin Hui, Michelle Yip, Rose Wong, Winnie Huen, Ben Chen, Wing Wang, Grace Mu, Crystal Wang, Miki Yuan and Jessica Williamson (Auckland)



Back (L-R:) Ogi Vuksanovic (Brisbane), Drew Bowler (Brisbane)
Front (L-R:) Peng Zhou (Brisbane), Rose Wong (Hong Kong), Winnie Hui (Hong Kong), Wing Wang (Shanghai), Crystal Wang (Shenzhen), Monty Sullivan (Brisbane).

We would like to take this opportunity to thank all of our team in Asia for their efforts in the year just past, and to wish everyone in our global Family, a Happy and Peaceful Christmas period, and may the New Year's ahead (Western, Eastern and Others) be healthy, peaceful and prosperous.



Australian Group – Rodd Morgan

Plenty has happened across our business since our mid-year Team Newsletter and the following pages from our Australian team are full of really positive and hopeful stories and information about some of these happenings. Please enjoy the read.

One of the events that you will read about is the official opening function of our new Epping freight and logistics facility in early October. It was a superb event and showcased to many of our customers (existing and prospective) the high degree of professionalism and attitude to quality that they can expect from us. Many people were involved in bringing this event together, brilliantly led by Aline Van Buiten. Well done to all those who pulled together a fantastic event.

At this time last year, we were a little disappointed with our financial performance, but as we head into Christmas this year, we are pleased that we have improved our position. We still have plenty of work to do, and we must all maintain our focus on delivering the best possible quality of service to our customers, or our improved position will be short lived.

Thank you to all of our team who are making the effort that is needed to keep this improvement going; together we will lift our business back to where we should be.

It is important to appreciate that we have very high expectations of our Australian business to become a financial powerhouse like our

New Zealand business has been for many years. This consistent strong performance has been the reason that Mainfreight has been able to spread its operations into the 21 countries that we currently operate in.

It is now Australia's turn to step up and help underwrite our relentless expansion into many more countries. We have committed to making as much profit in Australia as we do in New Zealand by 2021. This is an audacious goal, as our New Zealand business will continue to steam ahead, but it is achievable if we properly execute the plan that we have in place.

Apart from quality of service and cost containment, our collective single biggest challenge is to accelerate the rate of our sales growth. Each of our four business products (Air & Ocean, Owens Transport, Logistics and Transport) needs to see significant improvement in current rates of growth.

We now have first class facilities across our network with Transport Newcastle and Owens Melbourne due to have their new purpose-built facilities completed during 2017. These facilities help give us the opportunity to provide better and more efficient services in a professional environment. They will remove the barriers and restrictions that we have had in the past.

Of course, there are many controllable factors that come into accelerating our sales growth, (which needs to well exceed 10%), such as quality of

service, presentation of our business and to live up to our goal of being easy to deal with. One area that we want to highlight is the performance of our full-time sales teams. The sales year starts again on January 1, 2017 so it is a great time to be reviewing performance and identifying areas to improve for next year so the same mistakes are not made again. We are disappointed with the number of genuine new business calls that are being made each week.

That is to say, how many times each week are we sitting in front of decision makers from prospective customers, that we are likely to be able to add value to and therefore have a reasonable chance of winning?

This has to be the single driver for every sales person and the primary reason you come to work each day. Time needs to be set aside every week to sit and make phone calls to prospective customers with the aim of getting at least six appointments made every week (again, every week) of the year. Sales people are personally responsible to generate long and deep prospect lists and then systematically trawl through them and exhaust, one way or the other, every one of them.

Remember, we expect at least \$1 million of traded new business from each of our full time sales people each calendar year. Let's get the new customers through the door, where it is then up to our operations and owner driver teams to move our customers' freight efficiently and deliver in full and on time.

Five Things to Do Better in 2017

Keen readers will note the five things to do better next year listed below are similar to last year. That is because these things still remain critical to our success and still need improvement!

1. Global. Please always remember, we are an important part of a truly

global business. Be thinking about the expanded role this means we each need to play here in Australia. For example, our quality must be outstanding or we may cause another country to lose a key customer.

2. Presentation. Take no prisoners when it comes to presenting our business in the best possible light, ie ourselves and our behaviour, our buildings, our vehicles.

3. Growth. Think about the role you can play in helping to grow our

business faster and increase our ability to win large and small supply chain customers. We expect to become the engine room of financial power to help accelerate our growth around the world.

4. Efficiency and Cost Savings. Be active in finding ways to save costs and complete processes more efficiently. This is vital to improving our profitability.

5. One Mainfreight. Act in a One Mainfreight style in terms of winning customers and supplying services to each other. All work that we are capable of performing must be performed by the Mainfreight group – No Exceptions!

If you are lucky enough to be having a break at Christmas, please have a relaxing time and thank you to those

team members who might be working through – it is much appreciated.

Finally, thank you to each member of our team for your personal efforts this year. As is usual, we head into the New Year with plenty to do and plenty of challenges but with enormous excitement and optimism about the opportunities we have.

Merry Christmas and enjoy the time with family and friends.

Recent Branch Openings – Hazelmere and Epping

This year we celebrated the official opening of two new Australian branches; Hazelmere in Perth and Epping in Melbourne. Board of Directors, Global Managers and Team were in attendance to mark the occasion at both new facilities.

We have now completed over a dozen significant building projects over the last three years, which sets us up nicely to provide high quality supply chain services. Our Epping facility is our largest-ever investment in buildings, and positions Melbourne as our first location where we have two stand-alone freight operations on either side of the same city.

The Epping facility houses warehousing and transport operations and is also home to both our national training centre and the national leadership team. Our national leadership team across all of our brands are now sitting together, ensuring clear communication and quick, decisive actions across the supply chain.

We are very proud of our new branches and we welcome visitors to any of our sites to see us in action.



Epping Opening:

Martin Wierzbicki (Branch Manager Epping Logistics), Shona Taylor (Australian Training Team Leader), Corey Braid (Branch Manager Epping Transport), Rifet Gorovic (Branch Manager Epping Metro)



Hazelmere Opening:

Dave Scott, Bryan Curtis, Rodd Morgan, Jesse Gray-Morgan, Mike Reid, Don Braid



Mainfreight Transport Australia – Bryan Curtis

Welcome to our new team members reading our Team Newsletter for the first time. We hope that it gives you an idea of how truly global our business is.

Since our inception, Mainfreight has been proud to share our financial results, whether good or bad, amongst our teams within each branch on a weekly basis. These biannual Team Newsletters give us the opportunity to give you an update on where we are as a wider business, within the Mainfreight Group. Pleasingly, we saw improvements for the first half of the 2017 financial year in Revenue, Gross Margin and Profit – however we still have much to do to meet our targets, particularly revenue. The sales team are working on a number of exciting prospects that will go a long way to meeting this target.

In October and November, the Chemcouriers team held meetings in each state capital city to explain the direction that Chemcouriers is going and the heightened level of compliance that the business has set. Thank you to those that attended and to the team

that put in the time and effort to host these meetings, especially Brad Greer, Kevin Bradley, Dale Cranston and Massey Wade for their contributions and attendance at each meeting. We have seen a good increase in Chemcouriers' revenue in the first half of the year, and with that comes a number of challenges, as the team gets to grips with increased volumes. We are also seeing a large number of enquiries from businesses that recognise the importance of having their hazardous goods transported by experts, and in Chemcouriers we have the best solution in the country.

We are in the process of training for the release of our new Mainstreet software, which will replace Austrack, and whilst this is not due until April 2018, our Training Team Leader, Shona Taylor, has been conducting sessions around the country to give us a feel for what Mainstreet will look like. Please take the time to attend one of these sessions and provide your feedback to Shona and the team.

Our quality continues to improve with our delivery performance inching

closer to our target of 99% DIFOT (Delivered In Full On Time). The key issue for our business continues to be the late arrival times of our linehaul units, particularly into Sydney. As a business we need to continually focus on getting this right.

The Training Team has recently rolled out a number of programmes that are designed to augment our Operations Manuals and provide a more structured training regime across the business. These include:

- Master of Customer Services.
- Master of Depot Systems.
- Dangerous Goods Coordinator.
- Master Loaders.
- and still to come, Transport and Administration.

Please take the time to participate in these programmes as they will be of great assistance to you regardless of how long you have been in the business.

A special thank you to the Training Team for putting this together.



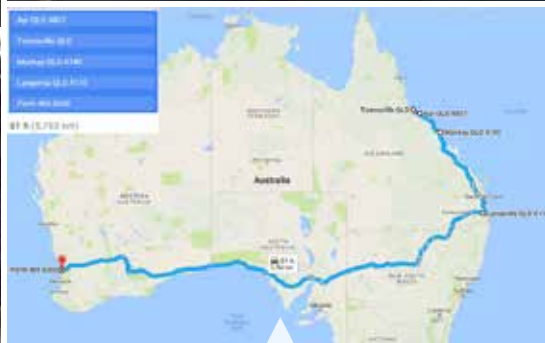
The team photo after the Sydney Chemcouriers TQM



Our new Canberra depot which is almost double the size of the previous depot – still settling in.



(L-R) Steve Philips, Brad Greer and Dave Coughlin looking very handsome at the South Australian Wine Industry Awards, where Mainfreight Air & Ocean were finalists.



Consignment note MFW03763918 picked up in Ayer's Rock Queensland Friday 26/08/16 and delivered in Perth Western Australia Friday 02/09/16. A journey of 5,763 kilometres and handled by Mainfreight team and vehicles all the way.

Things to Do Better in 2017:

1. Focus on meeting our agreed linehaul arrival times.
2. Make the time to go through the courses mentioned above.
3. Pick up the phone to talk to your brothers and sisters rather than emails.
4. Continue to find ways to improve our quality.
5. Think Safety First at all times.

Finally, thank you for your efforts this year and we look forward to an exciting 2017 with all the opportunities that it holds for you and our business.

Merry Christmas and a Happy New Year.

Mainfreight Logistics – Simon Hart

As we engage in what is another record peak period for our Logistics business, we need to remind ourselves that we own our decisions, responsibilities and quality. As individuals we are collectively responsible for our success.

Act with pace and make decisions on challenges within your control. Don't expect people to make decisions for you. A great way to do this is in your respective Positive Action Team (PAT) meetings. Remember that you are accountable to our customers and the

team you work with. No matter what task you are responsible for, if you carry it out to the best of your ability, we will continue to deliver exceptional quality. There is nothing better than being justifiably proud of your achievements.

The challenges faced this year and expected in the coming months have and will place our team under real pressure. We are grateful for the stamina and endurance shown to "get the job done". This attitude serves to delight customers and position us for

greater reward and success in the New Year.

Opportunities for professional development will present themselves as our growth provides new roles. Good people who demonstrate passion, potential and initiative don't go unnoticed.

We expect to see new facilities opened in 2017 and this is only possible due to the quality of the people in our business. Own everything you do, no matter how small the task.

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

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

1. We are part of a global business. Be conscious of how our actions impact other parts of the Mainfreight world. Like all great teams, you need to trust the person standing next to you. This trust is earned through our actions. We need the rest of the Mainfreight world to trust us by delivering a high standard of service. This is critical to the development of our global network.
2. Meticulous attention to presentation: We have improved significantly in this area but there is still work to be done. Never walk past a piece of rubbish on the ground. We are proud of our world-class facilities and they should always look world-class.
3. People: We have mentioned this in the last three newsletters as it is the key to our success. They are what makes us special. 100% of our new team members must be promotable in order to help us achieve our aggressive growth goals. If there is any doubt, don't employ. We know it is hard and takes time. This is not an area for us to compromise.
4. Communication: Face to face is the best way to communicate. If this is not possible, a phone call is better than an email. We don't make our customers or team wait. Answer the phone within three rings. Professional communication is a must.
5. Celebrate success: Make a big deal of the wins. When a goal is achieved like a branch profit target or the longest period without a reported error, it is important to celebrate these in your teams.

Overseas Experience – Los Angeles

Our team recently helped support a major customer implementation in Los Angeles. We don't have enough room to include them all, but here are thoughts from a couple of team members about their overseas experience.

Fiona Trebilcock

After 14 years with Mainfreight and being offered many opportunities I never dreamed that I would be asked to travel across the globe to help out with the implementation of a customer. I hope to inspire those team members who work hard, to give everything a



Fiona Trebilcock – Business Development Australia,
Matthew Unali – National Support Australia

go and gain all the knowledge you can, so that you too can earn the same kind of opportunity.

This was only my second overseas trip, behind travelling to NZ on a personal holiday only a month prior. As a Mainfreight nerd I really enjoyed being amongst the US team and in the warehouse. I was inspired by the monthly luncheon that the team have where they get all the brands together and celebrate as One Mainfreight.

I thank the team in the USA for being so welcoming to us and really proving that no matter what country you are in, everyone is family under the Mainfreight umbrella.

Matthew Unali

Bagels with cream cheese, drip coffee and amazing weather. Going from Melbourne to Los Angeles was a culture shock. With a week's notice I prepared myself for the challenge of international work.

The initiative and confidence out of the LA Branch was strong, which was obvious through team members adapting to the constantly changing situation. Personally, I could see that there is no one approach that will best suit every situation. What we set up out of that branch was the best of Australian and American warehousing experience.

Whilst in LA I had the opportunity to participate in a Graduate Q&A



(L-R:) Matt Friedman - Branch Manager, Carson LA warehouse, Matthew Unali - National Support Australia, Darren Justice - CaroTrans USA, Fiona Trebilcock - Business Development Australia, Mike Moval - Business Development USA.



Valentin Teles from Noble Park was part of the implementation team – seen here at Mainfreight Carson

session. It was a chance to see how the US graduates are given development opportunities in the same way they are in Australia.

Mainfreight recognises when team members have something substantial

to offer. Whilst this may not always be in the form of international travel, it still can be seen throughout the business. That is only one of the many positives of being a part of the Mainfreight family.

Noble Park (Melbourne)

There has been quite a bit of change at the Noble Park warehouse this year! We have strongly focused on continuous improvement and have seen some great results from an accuracy and productivity point of view. In addition, we can proudly say that the branch has never looked better! The presentation of our facility has greatly improved and it is fantastic to hear some of our customers comment on this very positive change.

Moreover, we have recently implemented two new customers. This change has resulted in quite a bit of additional work for the team and we are now looking for new team members. If you are reading this and



Front (L-R:) Pat Kerr, Angelo Michael, Daniel Martin, Shannon Lomas, Harry Nguyen, Joshua Aberdour.
Back (L-R:) Ryan Knipe, Nathan Day, Joel Winder, Siobhan Riordan, Steve Dosic, Matt Galuvao.

you would like to work in a dangerous goods specialised warehouse please feel free to be in touch!

Our thanks to the team one more time

for beating our profit record in week 36 and then again in week 38 of this year! Our team is 100% committed to achieving such results!

Prestons (Sydney)

In early August, our Sydney team relocated 8,500 pallets across to our new leased Erskine Park overflow facility at Eastern Creek. The transition was completed without any service disruption to our customers. The relocation enabled us to implement four new accounts into our Prestons warehouse and has given the team required space to operate efficiently.

Mid-year branch presentations were held in early September and gave us the opportunity to celebrate with all team members and highlight the milestones for the twelve months. The team was also updated on our 90-day plan heading into peak season.



Erskine Park Overflow



Legend Award
(L-R:) Ray Burgess (20-year Legend), with Riyaz Jordan, Prestons Transport Branch Manager



Team of the Year - (L-R:) Riyaz Jordan, Kisona Feni, Veronica Ong, Tracey Tihema, Silai Liz, Thi Nguyen, Shaun O'Reilly, Lisa Huy, Shane Zielonka



Epping (Melbourne)

Recent months at Logistics Epping have been eventful.

Our team continues to grow as we bring in new business and our existing customers ramp up for the peak season. This will be our first peak season as a new branch and we are all anxiously awaiting the opportunity to showcase what we can do, as we did in our grand opening a few weeks ago (pictured below).



Front entrance straight into the heart of MF Epping



This beautiful cake was made by our very own Aleks Jovanovski.

Perth

Christmas volumes are starting to ramp up and warehouse utilisation at our Perth Airport facility is at an all-time high of 90%. We have some very exciting times ahead and it will be up to us as a team to execute a great busy season over the next three months and keep our service levels and communication high. We look forward to the challenge!

Thanks to the efforts of the team in reducing controllable overheads, combined with increased activity and storage revenues, we are now in a position of profitability which can be used as a platform for the next six months of trading. We have recently successfully implemented two large pieces of customer business and the smooth nature of the transition is a real credit to the team here in Perth.

Our focus operationally over the coming months and beyond will be the implementation of some new technologies including voice and RF checking, which will enable us to be more efficient and accurate with the aim of delighting our customers.



Hazelmere branch opening
(L-R): Kendall Anderson, Todd Vallerine, William Tuheke-Wade

Oxfam Walk (contributed by Andrew Robinson)

They say all good ideas come about over a beer! I am not sure if this was a good idea, however the Oxfam walk took the four of us on a journey we will not forget. The Oxfam Organisation is a charity focused on the alleviation of global poverty, our part was only to walk 100km and raise some money to assist the great cause.

Rowan Cooke, Riyaz Jordan, James Robertson and myself began training in June for the event and our first experience in the bush was a true test to what we were in for. Spending each weekend in the bush and increasing the weekly distance allowed us to find our feet.

As we got closer to the day, the focus became fundraising and we did what we could to climb the leader board. With a generous donation from Brown & Forman we ran an auction where our team dug deep into their pockets and raised \$2,000 for the day.

Eventually D-day was on us and catching the train to the first checkpoint was a surreal feeling. It was evident the race was not going to be won in the first kilometre as we set off for a rollercoaster ride. With some early struggles by yours truly we found ourselves putting on the head torches



(L-R:) Andrew Robinson, James Robertson, Riyaz Jordan and Rowan Cooke
"Oxfam trail walkers ... Bugged, with 50km still to go"

at kilometre 42 and trekking into the night. A little bit of rain provided some entertainment and with the blisters blistering we arrived at the 70 km mark at dawn.

The final stretch was scarcely populated with only 35% of entries finishing as a team. 1,840 walkers started, with 567 pulling out at various stages, which demonstrated the challenge being attempted. We all four walked across the finish line 33

hours and 47 minutes after we started, with a special mention for our fundraising efforts of \$8,500.

A great thank you to all of those who helped both financially and in spirit and a special thank you to our support crew for your mammoth efforts and putting up with us at each checkpoint.

After another beer we will be back on the start line for 25th August 2017.

Mainfreight Air & Ocean Australia / CaroTrans Australia – Grant Draper

Our mission remains the same, we need to grow our Air & Ocean business faster and with customers who value what we can do for them. We have a huge amount to offer, the full logistics supply chain solution provided by the Mainfreight group in Australia, involving air & ocean services, wharf cartage, pick and pack warehousing with local and interstate delivery all using Mainfreight group entities, has huge appeal to many existing and prospective customers.

Our profit is growing and we all put a lot of effort into our service level to our customers, however we are still constantly striving to improve

ourselves and our business. Thanks got to all our team for their commitment, and to their families for their support and understanding.

The Mainfreight way is based around our three pillars of culture, family and philosophy, and it is a great thing to see that one of our most important tenets of promoting team members from within the business to new and challenging roles within Mainfreight is really working for us. The recent promotion of Chris Barnes, from Key Account Manager in Melbourne to Branch Manager in Townsville, opens up the opportunity for Jason Lister to be promoted from Customer Service to Key Account Manager, and so the

cycle goes on with Jason's replacement; more people given the opportunity to grow and learn within Mainfreight.

However, to really deliver on its potential, this culture requires us all to play our part. Firstly, we must all take personal responsibility to have someone in mind who could be given the opportunity to learn our role, so that we can be given the opportunity to be promoted and learn a new role. Secondly, when opportunities come up to learn, grow and take on new roles you must put your hand up and apply for these roles. That is the Mainfreight way and we all be part of it.

PAVE – Productivity Accelerator Visualisation Engine

Our Sydney Air & Ocean team has been involved in co-developing PAVE, a software module for Cargowise. It assists us to prevent process bottlenecks in the branch and thus avoid service issues for our customers. Our Sydney team loves the way the module helps them manage priorities and gives them visibility into what areas are the busiest in the branch, which enables others in the branch to assist as required. In 2017 most of



Air & Ocean Sydney Branch celebrates one year using the PAVE system.



our branches will have some exposure to the PAVE system, Sydney branch is

PAVE'ing the way for others to follow.

Big Move for Air & Ocean Newcastle

Our team in Newcastle recently gave personal attention to our customer's needs, when they attended the unloading of a large vibratory screen. This equipment is basically an industrial sieve used in mines to separate large and small particles, it's 34,500kg / 101cbm.

Mainfreight Shanghai arranged collection from Kunming in western China, and delivery was made to Sydney on the SQ air-freighter. Arriving into Sydney on a Saturday, we delivered to Mackay in north Queensland on Monday morning.



Branch Manager Rowan Cooke took this photo of the screen being unloaded.

Air & Ocean Melbourne take on the Ridiculous Obstacle Challenge (ROC)

Our Mainfreight team has conquered another challenge! This time it was the ROC race at Flemington. The

majority of the team was from the Melrose branch with a few members of the Training Team also joining in the

fun. It was a perfect day for a 5k run (walk) around Flemington working our way through the obstacles.



Back (L-R:) Michelle Nicola, Melanie Savona, Hendrik Langenberg, Jessica Clayton, Janaya Symons, Sarah Averill, Nikki Tierney, Stuart Mckell, Sean Hutchinson, James Saunders, Sheetal Gounder
Front (L-R:) Ashleigh Second, Marla Costabeber

Mainfreight Tanks Team

Who said we just move containers! Our Melrose Air & Ocean Tanks team has been around for a while and is still going strong. The Tanks team is strategically aligned with both alcohol and chemical bulk providers, which works in very well with the vertical markets that both Transport and Logistics have expertise in. The message is simple – Act Local, Think Global – and discover those opportunities.



Melbourne Export Manager Travis Dellar heads up a team that manages the movement of ISO tanks (like the one above) around the world and around Australia

Brisbane Perishables

What do you do when you need a scissor hoist to be in three places but you only want one hoist? Justin Keir and the team in Brisbane Perishables purchased this second hand almost unused ex-airport mobile scissor hoist and they have refurbished it into gleaming white and

Mainfreight blue (they sold the stationary hoist we did have). It is proving perfect for loading and unloading all the airfreight ULD's (Unit Load Devices) off and on to the roller bed trucks that do the regular airport run.



The hoist is moved around the yard as required making the most of the limited space available



The Brisbane Perishables team (L-R:) Andrew Gonzalez, Raymond English, Michelle Pene, Penelope Kearnton, Justin Keir, Michael Lewis, Peter Underwood, Joel Nikeller, Scott Maiden

Books in Homes (contributed by Susan Halkidis, Melbourne)

What a great afternoon we had at Broadmeadows Primary school at their recent Dress Up Day.

The children were so polite and excited to see us, and the teachers were so grateful to Mainfreight for providing the books. The principal explained that Mainfreight is a freight company, moving toys (and other freight) in trucks, trains, ships and planes all over the world – you should have seen their smiles!

We had an author present who was very funny and great with the kids. We sang Happy Birthday to the birthday kids, sang the National Anthem and our faces hurt from smiling so much.

If you are thinking of visiting one of our sponsored schools – don't just think, do it!

Books In Homes



Staff and students at Broadmeadows Primary School dressed up as their favourite book characters. Each child received 3 books to take home, courtesy of Mainfreight Australia

Especially over our peak season, don't forget to:

- Answer the phone with a smile.
- Keep it simple, make things happen.
- Keep things tidy - if you walk past it, you accept it.
- Have respect for yourself and others, and keep each other safe.
- Take responsibility for things you touch.



(L-R:) Susan Halkidis, Janaya Symonds, James Saunders

Owens Transport Australia – Mike Reid

Wow, another six months has passed since our last newsletter ... and what a last few months it's been! Firstly I would like to thank everyone in the Owens team for their dedication over the past few months.

Our profitability is slightly ahead of last year but still well below our targets. Today we have a much improved business and our aim is to continue our evolution towards a high quality wharf operation that we can all be justifiably proud of.

All of us, regardless of our roles, are responsible for helping our customers achieve success. Please think about your own part in our business, if you're in customer services, or operations, maybe it's fixing an issue that could delay a delivery. If you're a driver and not using your wand correctly or in a timely manner, we need to think how this impacts our customers.

One of Owens' core beliefs is that our customer's success creates our success – it's part of the Owens way.

We do this by behaving with integrity and trust, working safely together as a team, being open and transparent, and always striving to improve. These actions will help us achieve strong results for our customers and drive a real and valued partnership between us; given our goals to grow our business, this benefits us as well. Already across the business we have some great stories and examples of our team placing a stronger focus on our customers.

It is clear that our success in the future will depend on working as a group, rather than single business units. But we all need to make sure that we tidy up our own backyards and ensure that our processes and procedures are the best that they have ever been. As our sales team



Road train ex Perth heading to one of the mines in the Kimberly area.



Our Brisbane depot

works hard to build up our client base and we can all assist in getting the Owens brand recognised in the marketplace as a reliable and trustworthy transport operator.

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

With many exciting developments happening around the country, we are raising the bar for quality in the container transport sector. By being at the forefront of innovation and quality our competitors will lag behind.

Our entire team needs to commit and contribute, not be a passenger ... Without the whole team on board we will be seen as just another container operator.

It is great to see that we have made progress on our new Melbourne site which will have a rail siding in due course to allow us to rail direct into the Port of Melbourne; this will be a game changer for our business.

We need to continually evolve as each day brings new and varied challenges; we need to look at our locations, types of equipment being utilised, and ensure we have the best people as part of our team.

Thanks to our team – we hope you have enjoyed the journey so far – it is about to get even better!!! Merry Christmas to you and your families.



New super B in Brisbane carting from the depot to the wharf. It gives us the capability of moving 4 20ft containers per truck per trip.



Sydney team wishing John Rawling all the best on his retirement after 22 years (L-R:) Christina Papoulia, Jobelle Guibani, Saki Nawakai, Karyn Seed, Nicholas Francis, Pasqua Riservato, Steve Butler, John Rawling, Marcus Peak, Paul McCracken, Hirdesh Chand, Lolo Kakala, Brian Doyle, Liam Bainbridge, Hugh Blaxland



Plans of our new home in Melbourne due to be completed July 2017

Things to Do Better

1. Don't beat up your brothers and sisters!
2. Think of more ways to make us easy to do business with.
3. Contribute your opinion in your Positive Action Team meetings: your voice counts, and it is vital that we hear it.
4. The ongoing development of a strong team with a focus on developing leaders who are going to be the foundation of our business in years to come.

New Zealand – Craig Evans

Consumer confidence, fuelled by low interest rates, high immigration and strong tourist spending, is assisting in generating record freight volumes through our business. Imagine the enormity of this task if we had not strategically invested early in new depots and warehouses in our larger regions. Or expanded our Air & Ocean capabilities as part of our global initiative.

Timing is everything; change is never perfect, never without pain or critics, but fortune often favours the brave. In this case, or time period, we mostly got it right. The question is what's next?

As we look to further upscale our Domestic freight pipelines, a Whangarei dock extension and new canopy for Owens Auckland is underway. Heading into 2017 we expect to announce plans to build a new freight facility, and improve on our warehousing capabilities, in the Bay of Plenty. Additionally we will complete investigations to identify a new site to expand our freight operations in the Auckland region, and our Logistics teams are seeking out further expansion opportunities.

Meanwhile, the excitement is growing as our new Air & Ocean facility in Christchurch gets closer to completion. Other established regions will equally be under review as we look to increase capacity and achieve continual improvement.

We all have a role to play. No point having great facilities without great people running them, which we do in abundance, but we need more!

We have seen a shift in attitude as we re-establish the importance of taking 'Pride' in working for the Group. Anything less compromises who we are; no matter whether we are full-timers, owner drivers, their drivers, part-timers or casuals – we all carry the burden of high expectations. It's our A-game or no game moving forward ... it's one rule for everyone in

our family and we will not bend, compromise or drag down the futures of the majority by pandering to those who do not relish the challenge.

We have seen many positive changes rolled out during 2016, and we expect more in 2017 as the business continues to accelerate. Expansion opens opportunity for personal growth, for those that seek it.

Thank you to our Owner Drivers who have completed or are well advanced in complying with our 10-year old vehicle rule; to those that are lagging please refer to the one rule for all policy.

Aside from our own commitment to improve our facilities, the New Zealand group's total container fleet is undergoing a refurbishment and replacement programme. KiwiRail continues to move towards an interchangeable equipment operation, meaning more flatbed wagons catering for detachable units, and reducing their support for fixed wagons. The Inter-islander ferry services are moving towards unitisation, transshipping detachable container configurations onto pull trailers on both sides of Cook Strait. This is another reason to invest early to capture intermodal capabilities between road and rail within our own network.

The roll-out of our new software system for domestic freight, Mainstreet, has commenced with a full implementation date of 8 May 2017 locked in. Again, another courageous change, possibly not without pain but hugely exciting, considering its future possibilities and potential.

To all the new team members who have joined us this calendar year, a warm welcome, and a note of advice: seek out new learning experiences and seize opportunities. Your hard work and attitude are the key ingredients to propel your own career and personal worth. The service industry can be uncompromising, if not unforgiving at times, but is hugely rewarding when conquered.

Our family values of eating together remain special; a time to reflect, a time to share problems, a time to share stories. Are you part of this, if not maybe 2017 will see you join us across the table?

On a personal note, after losing someone close from the devastating effects of emphysema through smoking, I can't stress enough our business policy that supports the removal of this habit with our smoke free operations. I challenge every team member, especially our leaders, to join the movement to a healthier, prolonged life. If not for yourself, think of your families who carry the burden through the effects of passive smoke,



Our commitment to upgrade is everywhere, no more evident than our Gisborne franchise bravely completing a total repaint in the middle of the high season. That's true grit!!

and the inherent hurt that arises physically and mentally. We will provide the help where necessary for team members to quit by funding patches, or other appropriate support. The rest is up to you. Spend time with or observe someone fighting for breath, or try a simulation of breathing through a straw for 5 minutes, if you need further evidence.

Our roads need to be safer; we have far too many people driving illegally on learner's or restricted car licences for extended periods. As a contribution to changing this behaviour we are offering every full-time team member with a minimum two years' service as at Christmas Day 2016, a one-off challenge. If you evidentially obtain a full car licence before 1st April 2017, we will pay the costs of the licence fee. Our culture will continue to support and encourage personal growth by promoting a learning environment.

I would like to thank each and every one of you for the commitment and contribution in re-establishing our place of 'Pride'. To our extended families, your contribution maybe thought of as silent but let me say, it's loud to us, it's immensely valuable and appreciated.

Please invest as much time as possible with your friends and family, be safe, and wishing you a fun-filled holiday season.

Stop Press: Earthquake Update

At 12.02 am, Monday 14th November, the upper East Coast of the South Island of New Zealand was hit by a 7.8 magnitude earthquake, resulting in loss of life and injury. A force so great that kilometres of coastal foreshore rose out of the sea, in some places by 4 metres. Infrastructure was damaged including key road and rail networks that served as critical links between the North and South Islands of New Zealand.

We expect ongoing disruption to remain for some time. We are continuing to seek answers to rather tough problems; this will require all our teams' intellect to solve. PAT's have taken on a whole new level of importance.



Mainfreight's Pop-up Depot at Spring Creek near Blenheim, supporting access to the alternative road routes through to Christchurch and other South Island regions



Photo ©Fairfax Media NZ

Quake effects on rail and road



Photo ©Fairfax Media NZ

This used to be State Highway 1, the main road linking Marlborough and Canterbury

Such hardship is the true test of a person's resolve or an organisation's culture, and I can proudly state our teams and the business passed with honours. The geographical devastation is there for everyone to see, how we overcome it sets a challenge that any gritty professional would aspire to conquer.

To those team members who have been displaced, who are mentally or physically tired, or those deployed to areas away from family to assist with the logistics of moving freight, thank you for carrying the baton – you have the gratitude and respect of all of us.

New Zealand Forwarding – Carl George

As we head into Christmas 2016, the Domestic business in New Zealand is seeing some fantastic weekly results, along with turnaround performances from many branches and teams.

Strong results from April this year, and a focus on key areas of the business has been fantastic to see. The investment we put into our network, whilst painful at times, will always bear results which we are seeing this year.

It has been pleasing to see and hear everyone being better mates to each other in recent times, no matter what the situation, picking up the 'phone if we need something done. The obvious passion to improve on our results from last year from everyone is visible everywhere.

As we continue to grow our business year after year, there are certain

challenges that are placed on our business, and industry changes in general also require our teams to be more dynamic every year, to ensure we meet the high standards that we and our customers expect.

Congestion in many of our towns today, the ever-increasing demand for book-in time slot windows, increased expectations at point of delivery, and the time required to process a variable freight mix daily, means time is increasingly a precious resource that we must find ways to manage. We need to ensure our levels of productivity can be maintained, and that the cost of doing business today is realised and is sustainable long-term for everyone.

In 2017, we will see the next phase of network development with Mainfreight Whangarei (top of North Island)

having its terminal dock way extended to cope with increasing volumes in the area, and other future regional developments are on the drawing board.

In May of 2017, we will finally see the roll-out of our new Mainstreet software to the domestic business in New Zealand

Many of you are involved in the extensive training programmes now, and we cannot stress enough the importance of ensuring you are on the top of this system for go-live, and that we have a seamless transition with no disruptions for our customers.

As we continue to grow this business year on year, everyone turning up fit for the game becomes so much more important, as the expectation on Mainfreight increases.

Thoughts As We Move Forward

1. Continue to pick up the phone if you need to and remember, we are on the same team, and we are MATES.
2. New sales growth is so important for us. We must always be on the hunt for new business, whilst ensuring we look after our existing customers better than anyone else.
3. It is proven that 'good people make the difference' in our business. Those that hire, develop and promote intelligent people are successful.
4. Don't take shortcuts, no matter what role you play in the business, it wastes everyone's time and does not deliver a good experience for our customers.

5. Lead by example, in every aspect of your work and personal lives.

The weeks never get any easier, this Christmas season so far is testament to that.

Thank you, to all of you and your families who help us run this business every day.

Have a great Christmas and New Year everyone.

Mainfreight 2Home Stair Climber

Mainfreight 2Home have introduced electric stair climbers into the business to aid the lifting of heavy items up and down stairs.

The units are made in Austria and can comfortably lift items up to 330kg both up and down stairs. The climbers are especially useful in the commercial area of our business which involves daily movements of heavy printers and copier machines.

The battery pack is able to be charged during the day via a portable charger in the cab, so our delivery drivers don't get caught out.

The handle is ergonomically designed with adjustable handles so the loaded climber can be perfectly balanced which makes most items very easy to transport.

As our 2Home business continues to encounter heavier items for delivery, we see these units assisting with large heavy furniture and whiteware items as well.



Mainfreight 2 Home Team Parbh Singh and Sharman Singh ready to go and scale some stairs

Claims Performance

Outward Consignments Per Claim				Inwards Consignments Per Claim			
Branch	To Sept 2016	To Mar 2016	To Sept 2015	Branch	To Sept 2016	To Mar 2016	To Sept 2015
Chem Auckland	2635	1975	2131	Whanganui	23302	5668	7320
Palmerston North	1559	818	710	Chem Auckland	3474	6232	3857
Whanganui	1534	655	566	Ashburton	3284	2275	2050
MF Hamilton	1269	797	635	Chem Christchurch	2510	1675	2494
New Plymouth	954	629	454	Taupo	2236	1139	1396
Owens Auckland	913	632	551	DF Auckland	1794	1338	1430
Napier	805	617	474	MF Auckland	1600	1509	1440
Whangarei	804	360	350	Owens Auckland	1578	1344	1015
Blenheim	775	408	401	Napier	1500	1020	832
Invercargill	625	403	393	Palmerston North	1477	1585	1432
2Home Christchurch	598	429	306	MF Hamilton	1318	1065	886
DF Auckland	586	452	468	DF Christchurch	1304	943	831
Total Company	515	461	412	2Home Auckland	1296	1741	2145
Owens Christchurch	505	402	359	Rotorua	1245	1785	1639
Rotorua	505	666	561	MF Christchurch	1231	1209	1068
2Home Auckland	503	445	426	Invercargill	1212	844	593
Mt Maunganui	496	345	336	Total Company	1118	974	895
Dunedin	474	593	656	Blenheim	1084	1298	1244
Thames	449	430	322	Mt Maunganui	1075	605	576
Chem Christchurch	432	332	242	New Plymouth	978	973	790
MF Auckland	422	428	405	MF Wellington	963	1058	1009
MF Wellington	351	398	322	Owens Christchurch	953	909	824
Taupo	344	258	258	2Home Christchurch	853	488	447
DF Christchurch	338	315	283	Thames	772	1440	1139
Ashburton	275	202	227	Dunedin	706	558	502
MF Christchurch	271	292	244	Nelson	669	365	349
Nelson	153	186	174	Whangarei	543	536	547

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 450 consignments per claim
- 1% For inwards claims under 1,250 consignments per claim

A more rigorous methodology has been introduced, and applied to these statistics to improve clarity and visibility.

Craig Hine Saves the Day

Craig was out doing his usual daily deliveries across Tauranga when he spotted an elderly man struggling to move his mobility scooter off railway tracks. Craig knew the elderly gentleman was in trouble and would not have the strength to lift it himself, so he parked up his truck and lifted the scooter across the tracks.

No sooner had Craig put the scooter down in the safe area when the alarms started sounding and the barrier arms began closing across the track, warning of a train approaching. This could have had a disastrous ending if Craig had not stepped in to help.

The story was covered by the Bay of Plenty Times and Craig was applauded for his heroic actions through many posts on social media, phone calls and from the public in general.



(L-R:) Tua Clark, KiwiRail Terminal Operations Manager BOP, Wes Cooper, KiwiRail Linehaul Manager BOP, Craig Hine, Mainfreight Tauranga Owner Driver, Reuben Araroa KiwiRail Operations Manager BOP

KiwiRail were also appreciative and thankful for Craig's actions and presented him with a letter of appreciation and gift voucher in recognition of his heroic actions that day.

Craig's comment was 'I was just being a good citizen, I'm sure anyone else would have helped if they had seen this situation unfolding. I was just in the right place at the right time'.

Craig truly made a difference that day. Well done mate!

Mainfreight Legends Corner

2016 saw a few extra special long - long service awards...

Lance Chadwick – 40 Year Legend

Lance joined the group way back in 1976 and on 26th October 2016 celebrated 40 years with the business.

My 3 Sons

During his 40 years in the business Lance has introduced his three sons into the Mainfreight family and stands proud as they all work alongside him in the Tauranga branch.



(L-R:) Dean is the oldest and started in 2002 as a storeman, in 2008 Dean bought a truck and started as an owner driver until he left to do his O.E for 18 months. On his return Dean did some linehaul driving out of Mainfreight Tauranga and had a stint doing dispatch for FTL based in the Tauranga branch. 2014 saw Dean buy a 6 wheeler with a mezzanine floor and was again an owner driver in the business, extending his fleet by one just this year for his brother Darren to drive.

Darren 2nd from left is the youngest, who started working after school to learn the ropes and earn a bit of pocket money.

In 2005 Darren started full time and did various roles on the morning and day shifts eventually in supervisory roles. In 2015 Darren mixed up his duties with a bit of driving also, now driving for his older brother Dean.

To the right is Anthony, the middle son who started in 2002 as a storeman soon moving into a supervisory role and eventually moving into the linehaul side of the business. Anthony did a stint in Sales for a year to gain experience in that field before venturing back into linehaul in 2012 where the role has since expanded to Transport Manager.

Grant Smith – 35 Year Legend

Grant joined back in 1981 in the days of Jetspress which was owned by Freightways, which amalgamated into Daily Freightways, and then became Daily Freight, which was bought by Mainfreight in 1994. Grant was an Owner Driver at the time, then in 1998 sold his truck and moved into the Transport Manager role for Daily Freight Auckland. Grant became Branch Manager of Port Ops and Metro in 2000, and since then has had various Branch Manager roles within the Group. Grant is currently in a National role heading up our Mainfreight 2Home business.



Life Education Trust's Outstanding Community Service Award – Jason Street

Life Education Trust held their national conference in Wellington earlier this year, where they acknowledged support from Mainfreight, and in particular from Owner Driver, Jason Street. Jason was awarded an Outstanding Community Service Award. Jason has been a long-term volunteer driver supporting Life Education's Auckland Central Trust and, more recently seeing the Trust secure a new Tractor unit to move their mobile classrooms.



Lance Hutchison, Chairperson of Life Education Auckland Central, presents Jason Street with his well-deserved award

Christchurch Truck Show Awards

The Christchurch Truck Show was held recently in Canterbury with a couple of the Mainfreight rigs coming up with awards.



Unit 8137- Owned by Gavin and Trina Nichols, driven by Richard Arnold, won best Mercedes.



Unit 8194- Owned and driven by Terry Hucklebridge, won best Western Star.

New Zealand Logistics – Mitch Gregor

Success is not just a plan, it's a process

People do not decide their future. They decide what they will do today, and what they do today will decide their future. What are you doing today?

If you want to be successful and have a successful career in our business then adopt a growth mind-set. Embrace challenges as they come up, persist in the face of setbacks, make effort the path of mastery, learn from criticism and find lessons and inspiration in others.

In our Logistics business, we need to change our way of thinking. Local minded people will never understand global minded goals. We need to re-focus on the small things, drive quality in everything we do, embrace technology and ensure our processes are uncompromised.

Action changes things ... get more involved in our business, have your say and be part of our future and help us to grow our people and protect our culture. Be part of something special. Start and end the day with a positive thought.

When we reflect on year-to-date results it's encouraging to see our revenue growth and the momentum

we have across the business. Year-on-year improvements are a result of greater focus on sales, tighter cost management and working actively to improve knowledge across our business. It's the small things that add to big things which are driving improvement.

Our focus on sales, team development and quality is starting to pay off. A special note and thanks to everyone for the effort and contribution in recent months with seasonal pressures of peak season and for helping us to provide the best possible service and quality to our customers.

2016 has been another challenging year, however we remain positive and are encouraged with the improvements we have made which will provide our team with more career opportunities, help our business to grow, allow us to explore new markets and attract new customers.

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

- Completion of the peak season and ensuring our team can get through and look after our customers.
- More global engagement to drive the growth and quality of our

Logistics business across Australia, Asia, USA and Europe.

- Consolidated customer approach with a wider focus globally on business growth.
- Exploring new opportunities for growth and new locations for our next warehouses.
- A more integrated approach between sales and operations.
- More specialization of products and services in Logistics.
- Development of customer-facing leaders and salespeople.
- Reviewing our Key Performance Indicators for our customers to ensure we are providing information of benefit (continuous improvement tools and workshops).
- Introduction of alternative forms of revenue from technology.
- Adapting to legislative changes for our major hazardous facilities.
- Working with our team to redesign the content and focus of our training and induction programmes for all team members across Logistics.
- Helping our team to develop their skills, knowledge and awareness of our business so they can grow their careers.

Goals for the Year Ahead

Some simple goals for the year ahead. Key areas of focus include:

1. Focus on our sales and new business pipeline for growth in 2017.
2. Finish our financial year strongly with branch results and profit targets which reflect our efforts in 2016/17 so we can build on these next year.
3. Introduction and Implementation of "licence plates" within Logistics, ie labelling that provides:
 - Visibility and traceability of all product movement and storage within the warehouse.
 - Assistance in maintaining stock integrity.
 - Pallet count capturing during bulk location staging.
 - Multiple product transfers from single locations.
 - Stock tracking from source to shelf for customer requirements.
4. Career and leadership development of our people, providing greater opportunities for our stars.
5. Driving and developing quality through improved processes, standardisation and training.

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

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

Highbrook Logistics – A great team achieving some fantastic results



(L-R:) Justin Keshwan, Lonnie Ruka, Steve Bucheler, Ben Hadley, Paul Claydon, Gladys Iehu, Kim Sour Soy, Daniel Kang, Ryan Wong, Khodie Tagoi, Hemopo Kereama, Patisolo Feo.

Mainfreight – A Family Approach to Career Development Craig and Brock Radich 1992 and 2016

Craig Radich is a long-standing Owner Driver in our business working at Mainfreight Auckland and his son Brock is a cadet in our Logistics Sales Team. One of the many examples of family in our Special Company.



Craig & Brock 1992



Craig & Brock 2016

Owens Logistics Christchurch

The Owens Logistics Hazardous Canopy Project is now complete. The canopy is free standing and designed to look as if it is part of the current structure. The canopy is already providing significant benefits to our team and customers alike.



Legends in Christchurch



Brynley Riches, Mark Ritchie and John Wolfrey all 20 year Legends with Christchurch Logistics in 2016.



Geoff Lulham Reaches his 25 Year Milestone

Licence Plates – The Benefits of Technology

License Plates will be implemented in all Logistics sites in New Zealand to become a Mainfreight standard. This is a positive initiative that will streamline our processes and fundamentally improve our inventory management and integrity.



Mainfreight Mobile

Our Mainfreight Mobile business continues to grow in size and services, providing an entrepreneurial approach to business led by Clayton Tito. We offer a wide range of

services both internally, and externally to customers, and are loading and unloading over 150+ containers now on any given day.



Wellington Logistics

Our Wellington team has come on in leaps and bounds over the past 12 months and with new business growth and strong activity levels, our team can feel proud of having done a great job.



L-R: Nathan McEldowney, Te-Rangi Hata, Clarke Hegan, Doug Davis, Jayden Kennedy, Jono Zwart and Annabelle Carpenter.

Operations Meeting

We recently got all of our Logistics Operations Leaders together for the first time from around the country to focus on quality, technology and processes. Led by Kris Maddaford (front right) it was a great way to align our approach across the business and share ideas and have some fun together and set expectations and goals.



New Zealand Air & Ocean – Nic Kay

It amazes me just how quickly the year passes, reinforcing the fact that we work in such a fast-paced global business in a dynamic industry. This also serves as a reminder of the pace and urgency we need to move at as a business, to ensure we keep aligned with customers' requirements, global markets, and our growth expectations.

Our Air & Ocean New Zealand business continues to build momentum across our air, ocean, CFS (Container Freight Station), CaroTrans and customs clearance service offerings.

Export teams have worked tirelessly in what has been a challenging export environment. Export ocean freight volumes have stayed consistent, and despite softer revenue growth, we have delivered improved margins and profitability through better operational decisions and smart negotiation.

Export airfreight results have been positive particularly for our Perishable

business. New customers, and diversification into new commodities, have not only improved volume and profitability but also added better balance across our customer base to neutralise some of the traditional seasonality in the Perishable business.

Imports have delivered increased revenue, margin, and profitability across both air and ocean services. Improvement in all airfreight kg and LCL, FCL ocean freight across all key trade lanes has kept our imports and customs clearance teams very busy. This is also evident in our Kiwi Shipping business, with solid growth in cars and car parts adding good volume and utilisation of import containers.

The CFS team in Auckland has been in their new home for the past eight months and grown into the new operations very quickly. The increase in activity injected by CaroTrans across new trade lanes and port pairings has increased container

volumes. This increase in throughput, combined with storage levels, has ensured we are utilising the additional space to its full potential.

This growth and momentum we are building through 2016 must push into 2017, and the commitment we have from you will ensure we have the best people to deliver the best customer experience and service levels.

Team development is a key focus as we drive the business into the future; introducing team development plans to ensure we have the support and people to match the momentum we are building for sustainable growth.

Our Christchurch Air & Ocean team, along with the Christchurch CFS, are enthusiastically preparing for a move into their new home in 2017. The building is starting to take shape and is gaining a lot of interest in the market in Christchurch. We are all very excited and looking forward to moving into this world-class facility in late April 2017.

Key Areas of Focus

Sales

Whatever your role is within our business – you are all part of the sales process. We must continue to build momentum and growth through new customers and growing existing customers. Let's all move with pace and hustle for those opportunities – and most importantly, ask the question!

Team Development

Team development plans for each team member, implementing training programmes, and providing business mentors are key areas we are working towards to have stronger succession plans and growing our future leaders. Hiring the best people, and having

these key team members in the right seats will ensure we have clear succession plans into the future.

Our Mainfreight Air & Ocean “Customer Experience”

Delighting customers through exceptional service, clear communication, and attentive account management will help enhance our overall customer experience when dealing with Mainfreight Air & Ocean. We must have relationships at multi-levels with our customers and continue to add value through our service offerings. Strong customer commitment will increase the opportunity to cross sell our services into our customers.

Our Culture

Inject your personality, passion and energy into the culture of your branch. You all influence our culture and morale – take ownership of this and have fun doing so!

Thank you all very much for the commitment and dedication you bring to our business every day and for making a difference in 2016. The endless support you and your families and partners provide our business is very much appreciated.

Enjoy your Christmas with family and friends, and if you are having a break please be safe. Looking forward to building on this solid momentum – Bring on 2017!

New Christchurch Development Update

The new Mainfreight Air & Ocean Christchurch development is progressing well, with most of the pre-cast walls erected and work on the roof structures completed in mid-November.

Some of the team were able to get a sense of their soon-to-be office views, taking the opportunity to walk the office floors. With both the office ground and first floor concrete poured,



we were finally able to gauge the office layout and size. Hopefully the team won't be too distracted by the extensive views out to the Port Hills!

The next stage of construction will see the preparation and pouring of both the Warehouse and Perishable concrete slabs. The Warehouse will be a post-tensioned floor, giving the ability to avoid any saw cut expansion joints across the slab. This is a

significant benefit as it eliminates concrete crack damage from fork hoists, and dirt build up (always important for our Ministry of Primary Industries-accredited facilities).

The Environmental Loading Area (ELA), Chillers, and Freezer slab is actually made up of two separate concrete slabs. One will have a series of glycol pipes running through to stop frost-heave; by keeping the concrete

warm at all times this stops the chance of the concrete cracking under extreme temperatures. The second slab will act as a thermal barrier having 250mm thick polystyrene panels underneath, and a wear slab for general operation.

With only four months left to completion, the team are now seeing the building taking shape.

Auckland Perishables – From the Pasture to the Peoples Republic

The Mainfreight “Bleed Blue – Can Do” attitude came to the forefront once again as the Perishable team embarked on uncharted territory in landing fresh pasteurised milk into mainland China.

It's nearly four years since Darren Barboza was bamboozled by an enquiry out of leftfield from an unknown entity to airfreight a 50-litre sample of milk to Shanghai.

The Auckland, Wellington and Christchurch Perishable teams are widely renowned for facilitating the export of New Zealand's chilled, frozen and live product including fish, lobster, flowers and seasonal fruit/vegetables. So on the surface it seemed another string to the bow. An opportunity to pounce for sure – however the challenge of the task was daunting from the outset, both from the internal operational standpoint and the external export and import market criteria that had to be satisfied at both origin and destination when shipping fresh dairy to China.

Fortunately for Darren and the team, the culmination of weeks of investigation, liaison with contributing parties (including manufacturers, potential exporters, Ministry of Primary Industries/ Customs, Overseas Agents and Airlines), the maiden consignment arrived into Shanghai prior to Christmas 2012.

Fast forward to October 2016 and in any given week we facilitate the export of 14,000 litres of fresh milk on behalf of half a dozen exporters



Daniel Huo of Mainfreight Air & Ocean Auckland alongside a 4T PMC unit of fresh milk bound for Shanghai

through to five different cities in China. The gradual expansion and year round nature of this export sector has seen the formation of dedicated personnel dubbed the “Dairy Division” taking over the mantle from Darren and very recently we have welcomed Mandarin-speaking Daniel Huo, who has made a great impression in strengthening our position with a predominantly Chinese customer base.

The cold chain in which Mainfreight facilitates is thorough, with a typical shipment following this process:

- Monday 3.00am
Fresh milk bottled in the Waikato
- Monday 10.00am
Milk arrives at the Mainfreight Perishable facility
- Integrity of milk secured by maintaining an environment of 0-4 degrees Celsius throughout entire journey
- Storage at Mainfreight occurs during the 24-hour MPI Bacteria testing period prior to export

- Tuesday 10.00am
MPI release – Mainfreight completes export documentation/ importantly accurate Certification to travel with Cargo
- Tuesday 3.00pm
chilled milk insulated to specification and unitised at Mainfreight for flight
- Tuesday 10.00pm
fresh milk airfreighted on wide-body carrier
- Wednesday 6.00am
landing at Shanghai

The contribution from the entire Mainfreight team cannot be underestimated in ensuring the level of accuracy in both documentation and loading meets the specific criteria of the client and Chinese authorities alike, to avoid rejection of inferior product quality at the border. To meet growing demands of exporters along with their expanding destinations such as Guangzhou, Nanjing, Hangzhou and Shenzhen, we are constantly adapting systems, and reviewing airline options in order to delight our customers.

Aotea Maersk – Largest Container Ship to Arrive in New Zealand

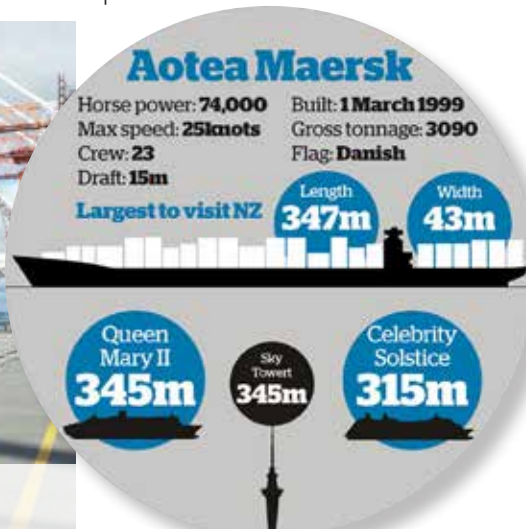
With a 9,000 TEU capacity, the Aotea Maersk is the largest container ship to arrive in New Zealand waters.

The Aotea Maersk is one of 11 ships deployed on the Maersk Line's newly announced services, which will offer Kiwi businesses direct import

connections from the east coast of South America and non-stop export access to Taiwan, China, Korea and Japan.



Annette Webb, Branch Manager Mainfreight Air & Ocean Tauranga during the visit by Aotea Maersk to Port of Tauranga



Books In Homes Assemblies

Mainfreight Air & Ocean sponsors a number of Duffy Books in Homes schools throughout New Zealand.

Pictured here is Natasha Jacobs from our Air & Ocean team in Wellington attending the assembly at Holy Family School in Porirua. The guest speaker was ex Black Fern World Champion, Regina Scheck.



Natasha Jacobs (back row left) with Regina Scheck and children from Holy Family School, Porirua

Kaikoura Hop 2017 – Kiwi Shipping (contributed by Chrissy Douglas)

For the second year in a row, the Kiwi Shipping team headed south to Kaikoura, this time with all our winter woollies after experiencing the cold last year!

This amazing event is organised by Doug O'Callahan and is held over four days. Along with organising the event, Doug also arranged a Drive-In Movie, a couple of cruises and a wee peak at some of the "man sheds" in the area.

Saturday is show day, so an early start for us to get the site set up and ready. Very exciting for us all as it was the first outing for the new Kiwi Shipping marquee (yes Joel, we will make it last three years and four months!!!).

We were lucky enough to have Phil Meikles's 1972 Dodge Challenger and Big Shed's 2012 Cab over Big Shed Custom vehicle on our site. We brought Phil's vehicle in from New York in February, all original, and

Phil has only added a heater for those cold Canterbury days. The Big Shed truck returned to New Zealand only a few weeks before the Kaikoura Hop.

No need for the winter woollies, a beautiful spring day, and all Doug could have hoped for as he had

moved the venue to the race course, not known for being the best place in nasty weather. At least 600 cars came from all over, many from the lower North Island – an amazing turnout.

We were thrilled with how the day went and the number of people that came to see us. A very productive event.



2016 Woman's V8 Cruise (contributed by Chrissy Douglas)

For the last three years, Linnie Sindon from Mainfreight Transport Wellington, has been the organiser of the Woman's V8 Car Cruise. The idea came about when a friend of Linnie's was diagnosed with breast cancer. Her chosen charity was Sweet Louise, a charity aimed at support for incurable breast cancer.

The run starts in Lower Hutt and works its way up through the Kapiti Coast and Horowhenua, adding to the line of cars as it goes. The final destination is Shannon, a wee township nestled against the Tararua Ranges. The girls turn the town pink, from the clothing they wear to the decorated cars.

On average, eight women are diagnosed with breast cancer every

SWEET Louise | SUPPORT FOR INCURABLE BREAST CANCER



Linnie Sindon and Nic Kay

day in New Zealand. It was wonderful to see so many people turn out to support this cause with over sixty vehicles and passengers. Several of these women were in treatment or waiting on outcomes and it was so positive to hear them talk about next year's run.

Kiwi Shipping is proud to support this run by providing goodie bags for the drivers and with Nic Kay at our office the week before the run, who better to present the bags to Linnie.

If you want to know more about Sweet Louise go to www.sweetlouise.co.nz

Auckland Marathon – Hayden Cook

Held on the last weekend in October, the Auckland Marathon was an amazing race to be a part of. Seven years ago I ran my first half marathon (very slowly) at this event, making a promise that I would come back one day and earn a marathon finisher's medal. The stakes were raised when my brother Damo and I decided to use this year's 42.2km race to try and qualify for the elite Boston Marathon in 2018, which meant that we had to meet some pretty challenging qualification times.

The weather was perfect at 6.00am as we started in Devonport, headed north to Takapuna, then down the motorway to get a great view of Auckland City as

we crossed the Harbour Bridge. Then it was off the bridge and along the waterfront, waving to supporters as we made our way around the bays to the u-turn at St Heliers. I started to feel tired as we reached the CBD for the second time, but knew there were only a few km's to go – I was almost there! Around the Viaduct, and across the finish line in 67th place overall, taking 3 hours, 4 minutes & 35 seconds, more than 10 minutes faster than my required



Hayden and Damo Cook

Boston Marathon qualifying time.

With my brother also breaking his qualifying time by 10 minutes, the only thing that remained was for us to sit back and relax in the sun, enjoying a well-earned beer or two!

Export New Zealand Bay of Plenty – Joel Pereira

Thanks to Annette Webb, our Air & Ocean Tauranga Branch Manager who is a member of Export New Zealand in the Bay of Plenty, I recently had the pleasure of meeting the New Zealand Reserve Bank Governor, Graeme Wheeler in Tauranga. We had the opportunity to ask Graeme about his past, present and more importantly his views on the future of the New Zealand economy.

Graeme's concerns regarding the overvalued New Zealand dollar at

that time were informative and quite interesting. The overheated housing market in Auckland which continues to make headlines has also had an impact in the Bay of Plenty region where house prices have increased by 25%!!

Graeme's knowledge on a range of topics from negative interest rates in Japan and Sweden, to his unique and interesting work trips around the world, made the session very exciting and thought-provoking.



Joel Pereira, Financial Controller for Mainfreight Air & Ocean NZ (right) and Governor of Reserve Bank, Graeme Wheeler

Group Training & Development – Martin Devereux

In the mid-year Newsletter, our theme was change and the importance of recognising change as an opportunity to improve, to succeed and above all to deliver a superior customer experience.

What is even more important is understanding our core beliefs and cultural imperatives that define us. We are one global family spread across an ever-growing number of countries. We all start and finish our days in slightly different fashions but we are one family. A family that has grown by never taking our eye off the detail. A family that has grown from always making smart decisions, not easy decisions. Most importantly, a

family that approaches every milestone in our journey, together.

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

If you're reading this, and you're a team member, don't wait for things to happen. Ask questions and actively seek opportunities to learn. If you don't understand your Quality Board, ask. If you're not sure how to read your P&L, ask. The simple message - get involved.

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

Europe – Anke Caspers

As we all know, we want to develop our company by promoting from within, therefore we need enough successors to fill vital positions. To better understand where we are standing, and whether we have enough successors to meet our growth ambitions, we started a year ago in Europe the process of Succession Planning.

The first step we have taken is to identify our current group of successors for leadership roles. Simply said, these are our current leaders who have potential to move into a next leadership role and team members who have potential to move into a leadership role. Besides this we have forecasted our demand for leadership roles in the future, due to growth of our teams but also taking into account that another role suits some current leaders better or that people leave our company.

The outcome of the analysis is that we have a gap. Which we of course want and need to close. In the Branch Manager meeting of last year we discussed together how can we close this gap:

- Speed up development of successors who are not yet ready to move to next level
- Focus on hiring (more) people for starters roles who have leadership potential
- Involve and challenge (energize) successors



Communication Training Course

(L-R): John Kramer, Bas Lentink, Kim Notten, Carola te Grotenhuis (team Training & Development), Mike Sommers and Rut Koster

- Hire from other MFT regions (outside Europe)
- Reorganize branches and reduce numbers of leaders, so need of leaders is less
- Reduce responsibility / span of control and add two successors not yet ready
- Have we spotted all potential leaders?
- Do we wait too long before we move successors to next level?
- Can we already move successors to next level although they are not yet ready?
- Let current (good/great) leaders lead more teams.

Since that meeting the branch managers have defined an action plan how to close the gap of successors, first of all in their branch. Monitoring and support is done by the EU support (exec) team.



Europe Training Team

(L-R): clockwise: Esmee Heuvink, Nena van Londen, Anke Caspers, Carola te Grotenhuis, Romina de Smul

What we want to achieve is that all branches contribute to close the gap in Europe. What barriers do we face? Successors are not always easily exchangeable. Although our business language in Europe is English, in 8 countries (Romania, Poland, Ukraine, Russia, France, Germany, Netherlands and Belgium) all teams speak their native language.

Furthermore culture differences and – even more important – awareness is very important to take into account. Although we have concluded that our Mainfreight culture should be more important than the local culture. Also the features of a branch

(core business, size, looks, and maturity) is something we need to take into account. And lastly, to what extent are successors willing to move?

Key in this whole process of succession planning is that every team

leader understands their responsibility of hiring (search for Potential, Passion and Purpose) and developing (Involve and Challenge) successors – not only for their own team but also for their brothers and sisters.

The Americas – Raewyn Glamuzina

Our business growth will continue with strong leadership, disciplines and team members who have passion for our business and our customers. And, who are excited by what our future holds.

In support of this, team development continued to be our major focus this year.

Our team has participated in the following training sessions:

- Mainfreight Culture
- P.A.T. training
- Professional Selling Skills – sales training
- Graduate Training
- Emotional Intelligence
- Tight 5 – branch leadership
- Team Leaders



Graduate Training Year 2

Back Row (L-R): Abraham Leandro, Edgar Torres, Derek Lambdin, Cristian Linse, Austin Gulla, Larry Drucker, Anthony Schoepfer, Guilherme Villar, Jeff Infield, Luis Gonzalez
Front Row (L-R): Jaime Tapia, Kayla Nee, Fiorella Meza, Ben Ushkow, Lina Amaya, Peter Kruszeski, Liz Hickey, Helen Docherty, Stefanie McGaughy

Leadership development remains a strategic imperative. This means that we must have training for our team members as they move into leadership roles, and current leader growth. As part of our alignment with the TLS global program, team members on

both Coasts participated in Level 1, Future Leaders training. In addition we continued with Level 2, a program for team members currently in leadership roles, and a refresher on Level 3 training for our executive team.



Graduate Training – Year 1

(L-R:) Austin Tyler, Tareq Hunaidi, Kim Nguyen, Talor Gregory



Future Leaders Training New Jersey

Seated: (forefront) Alex Kosachev, Adam Whepley
Standing (L-R:) Jamie Houlihan, Jake Moller, Luis Gonzalez, Clay Jones, Dan Hansen

Australia – Shona Taylor

Just as our branches are challenged to get inside the heads of our customers and anticipate their needs, so too are we in the Training Team. 'Our' customer of course being you, the Mainfreight Team around the country.

2016 has seen the rollout of our Master of Customer Service and Master of Depot Systems training which utilises our e-learning platform, Beakon. These training programs have been designed with the

fundamentals of our business in mind. Ensuring our team knows the why around everything we do, means they are better able to service our customers to the highest level.

Our team has broken down our Customer Service area to its bare nuts and bolts. Over a 12 week period, Marla Costabeber and Katrina DeKoning ran weekly Train the Trainer sessions with our Customer Service Managers around Australia, giving them all the necessary tools to

Our training team recently assisted with obtaining drone shots for our new Marketing/Culture video. Search YouTube for **Mainfreight Worry Free** and check it out!



train their own teams. A weekly online test then served to gauge the effectiveness of the training.

With Mainfreight's philosophy of 'no job descriptions' the need for our team to be multi-skilled is high. Our Master of Customer Service (or MoCS as it's commonly become known) means that our team are better able to service our customers from the minute they pick up the call.

Our Master of Depot Systems has followed the same process but is focused on our operational systems. Quality is key and ensuring our team understands the impact of their actions on the supply chain has been at the core of this training.

Mainstreet has also seen the greatest collaboration between the



University Games Mascot Race in Perth – Mainfreight Man came in a cool 2nd!
(L-R): Colleen Moore, Kelly Shortall, Mainfreight Man, Katie Becker, Kim Davis

New Zealand and Australian Training Teams. The opportunity to support our New Zealand brothers and sisters will

be repaid come the Australian roll out of Mainstreet late 2017/early 2018.

New Zealand – Rachel Hustler

At Mainfreight, one of the aspects of our Three Pillars is to “keep reinventing with time and growth.” This belief has steered the training team to embrace the task of rolling out Mainstreet which will replace Maintrak in our domestic business in New Zealand and Australia. This project is a significant software system change, and we have welcomed the assistance of our Australian training team to tackle the project. Since Mainstreet's inception we have been challenged by our senior leaders to design a training approach which inspires our team to be hungry for the change and to have the tools to easily make the change to Mainstreet.

Simple in design, easy to use and fast to get work done – this has been some of the feedback during the training conducted thus far. In this endeavour we must be very conscious that as with anything new and different, it will take time and commitment from everyone to ensure that the system rollout is successful.

People, knowledge transfer, communication and feedback form the foundation of our approach.



Mainstreet User Acceptance Training



These make up the key ingredients to our Mainstreet success. The development team are currently refining and delivering a system for

which the payback will come as we accelerate our market position in the coming years. Alongside the development team, the training team

have engaged 20 trainers, over 60 champions and our Branch Managers who have all embraced the training approach.

With these groups working closely together we are imparting knowledge on the modules created each month and providing constant feedback around both individual and branch performance as well as competency testing. To support the team's learning we are developing e-Learning modules to reinforce key concepts. All of the above, combined with receiving feedback from our team during these sessions, means that no question posed by our team is going unanswered.

Starting team training 10 months out from our New Zealand go-live date of May 8th 2017, having the support of our training team in Australia, identifying champions and trainers now – all parts of our integrated plan to ensure we have the ability to support more than 1000 team members in over 30 branches when the official training starts at the end of February.



Mainstreet Training Crew

(L-R:) Tracey Mitchell, Alexia van der Zanden, Bianca Burge, Erica Dash, Tansy Austin, Sam Ward, Wietske de Groot, Iupita Lotoaso, Kelly Barnett, Michelle Romaine, Desirae Watkins, Vanessa Maxwell, Lizzie Judd, Marla Costabeber, Josephine Cranston, Rachel Hustler

Let's not forget the most important ingredient for Mainstreet to be successful is that everyone plays their part and takes ownership. Their Heads (thoughts), Hearts (motivation) and Hands (action) all need to harmonise to make great things happen.

"Learning and innovation go hand in hand. The arrogance of success is to

think that what you did yesterday will be sufficient for tomorrow."

~William Pollard

Lastly, we would like to introduce Wendy Niu who has recently joined the Training and Development space with our Asia family.

Asia – Wendy Niu

At this moment, what I would like to say is how special to be part of Mainfreight team and how proudly to contribute consistently as part of Mainfreight team. Four months ago, I had the good opportunity to take the new role and mainly focus on training and developing for Asia team. I like to work with people and work for people. Excitedly, what I'm doing now is exactly what I'm interested and enjoyed.

Eight years of working life as a Mainfreight branch manager let me recognize the importance of 'change' and 'growth', and 'people' is found to be the key to make the two words keep alive. More or less, we're all facing the challenges from new generations and new things around the world. Changes of the world are so rapid that we have to catch up with them as much as we can. Put forward new ideas and bring in new blood to stronger our 100-years vision.

The new journey is getting started, be ready and full of energy, looking forward to seeing people growth and business growth.



Technology – Kevin Drinkwater

Cyber Security – We need YOU!

Many of you will have heard or seen an increasing number of reports in the media regarding Cyber Security breaches within organisations and with private individuals. Unfortunately it seems this is only going to become worse for everyone. Mainfreight, along with many other organisations, constantly continues to review our procedures and processes in this regard.

However, our best and biggest defence mechanism is YOU!

We need YOU to continually assess whether the emails you receive are valid and web pages you look at are safe. If you are receiving requests from people that you do not know or strange requests from people who you think you know please treat these as

suspicious. Always be careful with links that are on webpages – they could lead to your computer becoming infected. If you are concerned please contact your IT team to ask them to take a look.

The above also applies to your personal life as well – the people that are most easily targeted are people using home computers. Make sure you have virus scanning installed and working and that it is updated to the latest version. Be wary of emails that sound too good to be true or are from people that you do not know. Be especially concerned with emails that purport to come from your bank or other important organisations and never give anyone your login and password – no matter how important they sound. No trustworthy

organisation ever asks for your login and password details over the phone or email.

Be cautious when of logging into “Free” WiFi hotspots, whether for Mainfreight or personal business! If you use these services be careful what you access of a confidential nature – do not login to your bank accounts and other critical sites using public WiFi. It is very easy for cyber criminals to make a fake WiFi connection look like it is legitimate and record all your information.

Over the next few months we will be rolling out a Cyber Awareness programme globally that will give you detail on the tools, for work and home, which allow you to detect and check suspicious emails and websites.

Simplicity Within Complexity – How Our Technology is Unique

Creating simplicity within complexity was the concept I opened with during my presentation at the Investment Analyst Day in Melbourne in October. I believe this concept sums up the uniqueness of the systems we have produced over the last 30 years.

The key to this is understanding the business's culture and processes. Without this knowledge it is likely that we will not be able to structure any technology solution (or manual solution for that matter) to support the business in the most effective, yet simplest way. This attribute is supported through another aspect of

Mainfreight's uniqueness within Technology – the number of team members in our technology teams that have moved into IT from within the business. This gives us a head start. Additionally where graduates start in IT we have introduced a programme where they spend time working in the business simultaneous with the training they receive on our infrastructure and systems. This approach has the added benefit of ensuring that they are introduced to a wider range of team members throughout the business than if they only stayed within the IT teams.

We have had a lot of new team members start within the New Zealand business recently, replacing people that have moved to roles in other countries. It is gratifying to see that more graduates in other parts of the business are seeing IT as a valid progression for their Mainfreight careers. They bring with them new ways of looking at things and a fresh skillset. We would like to see more graduates moving into IT whether for a 12 month stint as part of their grounding in the business or as a career path.

Mainchain Ultra – an Intelligence Tool for Customers

Mainchain Ultra is the result of a project we have undertaken for one of our largest customers worldwide to give them visibility across their complete European and North African Supply Chain. They distribute product manufactured in many countries including the USA, Mexico, India, Brazil, Russia, and China as within Europe. They have approximately 150,000 orders per annum that need to be tracked from the factory to final delivery at their dealer – there are around 30,000 orders live in the system, either awaiting manufacture or on the move, at any one time. To add to this complexity, Mainfreight Europe is only one of 70 different carriers they

use in their supply chain and we move less than 5% of the total orders. Additionally orders require at least three and sometimes up to 10 different, and unrelated suppliers, to complete the movements from pickup at factory to delivery. This all adds up to over 6,000 unique tradelanes (ways in which an order can move from origin to destination) for our solution to monitor.

The result is that Ultra allows our customer to have complete visibility of all stages in the movement in the order, no matter the carrier involved or the path an order follows. But that it is only where it starts, as the system allows users to build and save their own

profiles to determine what is the information that they are most interested in, whether it is product being delivered to one or a series of countries, a certain product type, a unique group of orders down to an individual serial number.

In conjunction with the software, we have put together a Data Quality Team that establishes electronic communication with carriers for milestone updates and monitors the data received or when not received in time. The DQT ensures that the customer can get timely and reliable updates in the system – in a word they bring Trust.

The real power comes for the customer from the database that is created over time for every milestone on every order for every carrier. This has allowed us to build a level of intelligence into their supply chain that was not previously available. The result is a resource that allows them to analyse performance of the supply chain by many factors, including the performance of their carriers, their own internal parameters and undertake "What If" scenarios to

predict the result of change they might wish to make in their supply chain.

We call this the microscope to telescope capability – where in the microscope lens the customer can see down to the finest detail of an order and with the telescope they can take the faraway planet view which summarises data for a year or more into a graphical picture of what has happened.

Overall Ultra gives them the ability to improve the performance of their supply chain therefore increasing customer satisfaction, whilst at the same time reducing cost.

The solution, Mainchain Ultra, was built in partnership with our New Zealand development houses, Sandfield Associates and Designertech, within a very short timeframe.

Thanks Again

This being our Christmas newsletter it is an appropriate time to thank everyone in the IT and wider Mainfreight teams for another immense effort. There have been some substantial improvements

introduced for the business, along with the ever-increasing globalisations of our New Zealand solutions being built for or introduced to Europe.

Next year is likely to be an even

bigger year with the implementation of Mainstreet for New Zealand and the completion of the introduction of Mainmove for the majority of our European business.

Thank you so much for all the effort that you have put in. I wish you and your families a wonderful festive season and holiday. See you in 2017!

Contributions from Team Members

Mainstreet – John Eshuis



**Less than half a year to go!!!
Go Live is May 8, 2017.**

We truly are a Special Company with very Special People. The commitment from the team to get Mainstreet ready,



and to get the business ready, has been amazing. The energy, passion and commitment from everyone involved has been nothing short of exceptional. Thanks and keep it up – less than 6 months to go!!!

Mainstreet Development has been a long time in the making – around 9,000 development days have gone into the product. First building the foundation, then developing for the USA who went live four years ago. That quickly followed with NZ specific requirements and the Go Live with our Metro business in Auckland and Sydney two years ago. At that point we realised that we needed to align it more to Maintrak & our existing processes – and it was that development decision that pushed our Go Live out a year, to May 8, 2017.

Development Stats

9,000+ Development Days

6 Years in the making

300+ Days of testing
(for NZ version)

Training Stats

20 Trainers, **60** Champions

22+ Training days to date
(1,760 days of training)

2.5 Days of training per person
planned for GO Live

4.27/5 – Satisfaction Score so far

We are close now, and just have final touches going into the software.

The product is ready, and in an unprecedented approach, training began 11 months before our Go Live date. Mainfreight is engaging a record amount of team members this early in the process. Never have we tried to be this Ready Ready Ready, before we Fire. Don't worry, Aim is still part of the plan and we are already doing that now as we collect feedback from the Business Champions & Trainers.

In May 2017, we all want the roll-out to be smooth and without impact on the business – that is quite the target, and we all have a part to play in that! We have tried to make the product as intuitive as possible. We are providing as much training as the business can sustain. We are "performance testing" the software and upgrading our hardware to make it work as fast as possible. But we can't achieve our goal without you of course. We need

your help to get this thing off the ground.

Get Ready for Change – How can you embrace Mainstreet? The more you know, the more relaxed you'll be about the change, and the easier it will be. Lots of branches have already started with the below ideas to get knowledge transfer happening. Jump on board and get learning!



PAT Meetings – include Mainstreet topics and work with your Branch Champion to present/discuss new screens and ideas

Branch Health Checks – these are coming out weekly. Is your branch in good shape to deal with the transition? Start now and incrementally improve.

Lunch & Learns – work with your Branch Champions to discuss Mainstreet over lunch.

eLearning Modules – as they get released, MAKE TIME to do them and learn about the product

http://mainstreetnzplay/ - check it out when you can. This is for you to roam around and familiarise yourself. Create a branch environment with your team to replicate difficult situations to see how it will fare in Mainstreet.

The feedback to date has been very positive. The Champions and Trainers have said that Mainstreet is:

Simple in its Design.

It's easy to find what you are looking for and the information is complete

Easy to Learn. The overwhelming feedback on training so far has been that it is easy to learn

Fast to Transact. The team liked that there were multiple ways to get things done and do it quickly.

We rank each training session & module that is covered – and the



AVERAGE over the 65 sessions/ modules has been a satisfying 4.27 out of 5. Where response has been below 4, we have reviewed the training, the modules and the software to make sure we have got it right. There is a continuing improvement process in place to respond to the feedback we are getting.

Exciting times ahead everyone! Let's enjoy the learning process and make the transition a piece of cake! Thank you all for your willingness to get involved and ask questions.

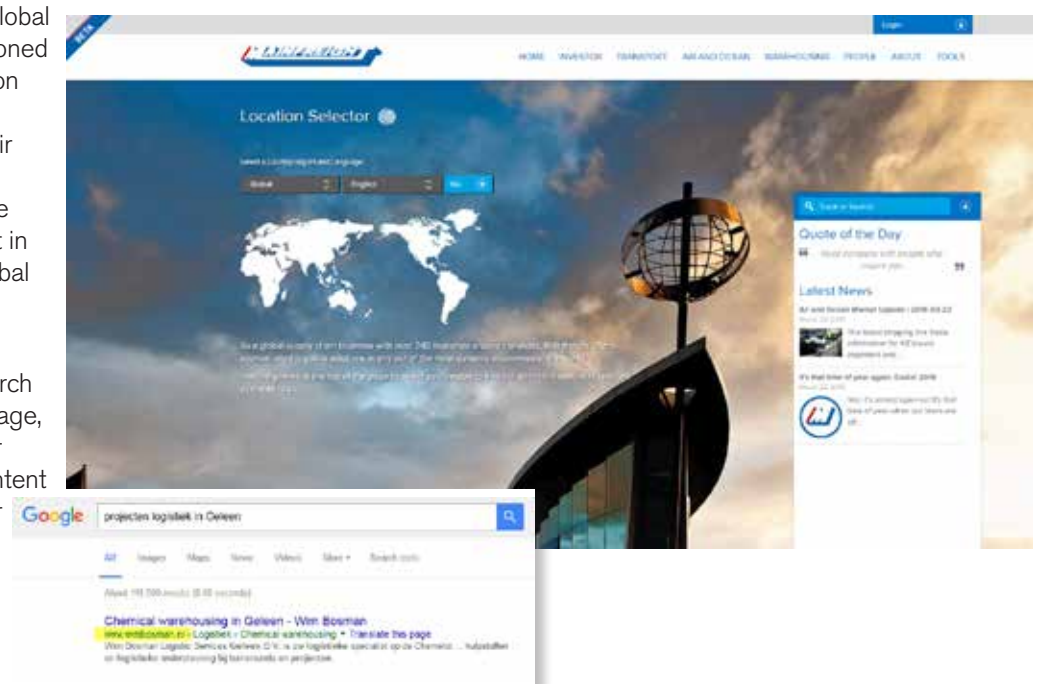
Website Refresh - Top 5 things to know – Lawrence Dunn

1 It's almost 5 years since the last website refresh in early 2012 and the team has been working hard to develop an updated website (due to be released soon) which is every bit as successful as the current one. This website refresh project has been our most collaborative yet, seeking feedback from the global teams at all levels to select the best design.

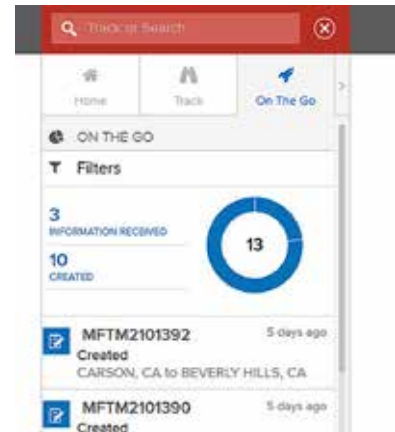


2 We've modernised the global home page and repositioned the language and location selectors, to make sure your customers can navigate to their region and chosen language effortlessly. This allows website visitors to discover our content in their own language, as the global team authors more content in languages other than English.

Non-English speakers will search for services in their own language, so if we want them to discover ours we need multi-lingual content to ensure we rank high in their Google search results. These leads will then translate to higher group revenue.



3 We've added a new "MyFreight" companion to every page which is hidden away until you click the [Track or Search] field. We've reused code from our mobile app on the website, delivering familiar functions such as contact/branch searches, freight tracking, content searches, freight on-the-go visibility, watch-list and recent tracking. Customers will then self-serve without needing to call our team, making this a win-win.



4 We've put our share price at the bottom of every page, making our performance visible to all.



5 The new look of our forms make it easier to see what is required, while in the background making sure that the right format and type of information come through to our branches.

If you'd like to see new content in our website, or cater to your market, get in touch with your National/Regional Sales Manager to make a suggestion!

Contact Us

Enquiry is about: *

- Select Issue Type -

Contact name: Jeff

Company:

Contact email: *

jeffery@mainfreight

Address:

Data Visualization for the Mainfreight World!

Mainfreight IT has been striving to make data visualization and reporting a top priority – at a global level! With the support of Kevin Drinkwater and the business leaders, three leading data visualization tools, Qlik, Tableau and Power BI/SQL 2016 were reviewed earlier this year. The global team of Wing Lam (Asia), Graham Robinson & Rob Cotter (Aussie), Rex Campbell (NZ), Patrick van der Hoek (EU) and the US team of Homayoun Sahafi & Analisa Dennis vetted the products for use around the Mainfreight world.

Following the review of the products, and after weighing the importance of each feature and different costs associated with regional or centralized hosting of services – we had a clear stand out. **Power BI working with SQL 2016 Reporting Tools** shows great promise while integrating well with the Mainfreight products already developed on Microsoft platforms!

With the right tool chosen, the next step was training and the USA IT Team hosted members from the US, CaroTrans, NZ and AU (via remote connection) as all teams participated in a week long course covering Power BI and SSRS SQL 2016 presented by Microsoft MVP Paul Turley!

A huge thanks to the global teams for working on this project and training from a global perspective! Having solutions that we can all use and support only helps make us that much more effective and efficient in providing tools to our customers and teams.

A special shout out to Aussie super star, Graham Robinson, for really going the extra mile and participating in the training remotely from AU on US PST time – Starting training at 2:30 am local time each day is incredible!



SERVICE ACHIEVEMENTS

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

Lance Chadwick	40 years	Mainfreight Mount Maunganui
Hans Holtslag	40 years	Wim Bosman Transport 's-Heerenberg
Susan Kahl	35 years	CaroTrans Baltimore
Grant Smith	35 years	Mainfreight 2Home
Ross Wells	35 years	Mainfreight Invercargill
Melissa Bartlett	30 years	Mainfreight Air & Ocean Melbourne
Evie Koolenbrander-Tinnevelt	30 years	Wim Bosman Holding 's-Heerenberg
Roger Manuel	30 years	Mainfreight Distribution Adelaide
Wilfried van Dulmen	30 years	Wim Bosman Logistic Services 's-Heerenberg
Fred Verholen	30 years	Wim Bosman Forwarding 's-Heerenberg
Eileen Ceccucci	25 years	Mainfreight Air & Ocean Newark
Geoff Lulham	25 years	Mainfreight Logistics Christchurch
Peter McNally	25 years	Mainfreight Distribution Epping
John Mitchell	25 years	Mainfreight Palmerston North Owner Driver
Dave Murray	25 years	Owens Auckland
Nikki Oliver	25 years	Daily Freight Christchurch
Kishor Patel	25 years	Chemcouriers Auckland
Darren Petricevich	25 years	Australian IT Team
Brendan Ryan	25 years	Australia Air & Ocean National Team
Reginald Woonton	25 years	Mainfreight Logistics Prestons
Raymond Burgess	20 years	Mainfreight Logistics Prestons
Jennifer Cliffe	20 years	Chemcouriers Hamilton
Raquel DiMaggio	20 years	Mainfreight Distribution Perth
Paul Fincham	20 years	Mainfreight Wellington
Angelina Harper	20 years	Mainfreight Distribution Larapinta
Pat Henderson	20 years	Mainfreight Wellington Owner Driver
Valerie Jeisman	20 years	Mainfreight Distribution Perth
Paul Johnston	20 years	Mainfreight Oamaru Owner Driver
Nic Kay	20 years	Mainfreight Air & Ocean New Zealand
Michael Morrissey	20 years	Mainfreight Air & Ocean Newark
Lui Naoupu	20 years	Mainfreight Auckland
Osman Osman	20 years	Mainfreight Distribution Clayton
Maria Ortiz	20 years	Mainfreight USA National Team
Graham Ralston	20 years	Mainfreight Wellington Owner Driver
Brynley Riches	20 years	Mainfreight Logistics Christchurch
Mark Ritchie	20 years	Mainfreight Logistics Christchurch
Jamie Ross	20 years	New Zealand IT Team
Elvis Rowlands	20 years	Mainfreight Palmerston North
Antony Russell	20 years	Mainfreight Dunedin
Arie Saarloos	20 years	Mainfreight Schiphol
Trevor Scharenguivel	20 years	Mainfreight Distribution Clayton
Warwick Smith	20 years	Daily Freight Auckland Owner Driver
Donna Sim	20 years	Mainfreight Auckland
Yves van Vooren	20 years	Wim Bosman Forwarding Ostend
Inge Verschorre	20 years	Wim Bosman Forwarding Ostend
John Wolfrey	20 years	Mainfreight Christchurch Logistics

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

Bereavements

Frank Hermanns – Wim Bosman Transport 's-Heerenberg

On June 26th 2016 Frank Hermanns passed away at the age of 45.

Frank was a driver at Wim Bosman Transport 's-Heerenberg since 1991. As a child, driving a truck was a dream to him and he felt the same until his last working day. Frank preferred driving his "fixed" day trips in Friesland (NL) and the northern part of The Netherlands. Frank was loved and respected as a driver by his colleagues and also by his customers. He was punctual and precise; he would have been honored in September as "Diamond Knight of the Road," a title someone gets for 20 years continuously driving without damage. Frank will be greatly missed by many of us. Our thoughts are with his wife Jose and his daughters Hilde and Vera.



Pat Smith – Mainfreight Auckland

It is with much sadness that we share with you all the passing of Mainfreight Legend Pat Smith after a long illness. Pat was part of our Mainfreight Family from the early days, first as an owner driver, and then with Mainfreight Auckland for the last 19 years. Those of you that were familiar with his colourful personality will no doubt remember Pat as we do, as a no-nonsense, intelligent, hardworking guy who over his journey with us formed special friendships across our business; he will be missed.

Our thoughts are with his family at this very sad time.





World of Wearable Arts ("WOW") were in Shanghai for the recent Kiwi Week and paid a visit to the Mainfreight Shanghai office – not an everyday event!

Back Line (L-R): Cary Chung, "Supernova", Wind Zhu, John Qin, Billy Zhang, Miko Ren, Cherry Wang, "Deadly Beauty", Wintour Yan
First Line (L-R): Echo Mao, Suki Zhang, Joan Ji, "Knight of Fire", Una Xu, Nancy Fan, Lucy Chen, Andy Ling
The WOW garments are:

Supernova by Gillian Saunders, New Zealand (this was the Supreme Winner from 2016)

Knight of Fire by Maria Tsoponaki and Dimitri Mavinas, UK

Deadly Beauty by Xi Zhang, Donghua University, Shanghai (Runner Up to Supreme in 2015)



*The Mud Day Challenge in Paris
Congratulations Team and remember:
tough times don't last, tough people do!
Team members (L-R): Laurena Castro,
Ismael Castro, Antoine Maslyczyk,
Arthur Roulier, Jeremy Engelmann,
Mikael Bridel, Stephanie Laveyre,
Melodie Julien*



*CaroTrans customer, Mohawk Logistics,
put the CaroTrans buckets to good use
for their annual Apple Bobbing Contest*



*CaroTrans Miami Basketball Tourney
(L/R): Kika Veiga, Brian Allcorn, Matt Spartz, Jackie Ramos,
Hugo Sequeira, Raymond Koch, Daniel Orihuela, Cindy
Rafart, Christian Suppice, Robert Montoya
(below) Juan Melendez, Bryan Meza*



*A fantastic performance from 's-Heerenberg team members
at the Doetinchem Run – a run of 10 kilometers completed
within one hour – L:R Chiel Heesseling, Ceryl van Hasselt,
Sander Elfring, Maarten Mol, Ivo du Plessis, Tim Schenning,
Melanie van Saase and in middle Leon van de Locht*



Mainfreight Newark Feels the Need for Speed!

Oscar Rossini at Mainfreight Air & Ocean Newark recently organised the movement of 14 Lamborghini Huracan 620R cars, from seven race teams in USA and Canada to Valencia, Spain for the Lambo World Finals (and to be returned during the last week of December 2016). The total valuation of the shipment was US\$4,000,000 – no pressure!



*Harbour Run
Some of our team members from
Mainfreight Schiphol and Rotterdam
participated in the harbour run!
(L-R): Mitchell Legendijk, Niels
Stadthouders, Alex Doornheim, Rodney
Fister, Georgina Shelton-Agar, Ian
Graham, Stijn Vliegen, Gert van Dalen,
Lucy Partridge*

HALLOWEEN CELEBRATIONS

We're quite not sure what the attraction is - but many of our teams around the world leap at the chance to don costumes and celebrate Halloween. Great effort everyone!



Mainfreight Austin



The whole Sydney Air & Ocean team got into costume!



Mainfreight Air & Ocean Auckland Team

USA - National Truck Driver Appreciation Week 12-16 September

The National Truck Driver Appreciation Week was a great chance to thank our Drivers for the wonderful work they do. Branches across the country held events to mark the occasion, including:



Jules van de Pavert, 's-Heerenberg - 40 year anniversary!
Us: "Jules, congratulations on your 40th anniversary!"
Jules: "Yes, I started on the 26th of July 1976 ... Time flies when you're having fun and I still have fun every day!"



Newark

(L-R): Andre Maryland, Derek Owen, Kevin Perry, Kevin Perry Jr, Pat Christian

"A photo of what I did last week"
- sent to us by Paul Jackson who is working part time at Mainfreight Logistics Railway Lane while finishing study at Auckland Uni



Dallas

(L-R): Juan Reyes, Victor Rodriguez, Tony Mazza, Billy Spielsinger and Santiago Paulino

Feedback

Received following the earthquakes in New Zealand ...

Date: 17 November 2016 at 12:31:47 PM GMT+8

To: Don Braid, Craig Evans, Carl George

Subject: Our thanks

Hello Don, Craig and Carl,

I wanted to send you a personal email to thank you for the tremendous job that you and your teams have been doing in what has been truly an unprecedented week.

Craig – your communications have been excellent: informative and timely.

Our regular key contact is Dave Tolson and I would particularly to pass on my thanks to Dave, Boyd and Charlotte and Alicia for keeping us up to date and making sure our freight got through this week.

I know that you will have many challenges in the coming weeks – particularly at this busiest time. If we can assist in any way – please let me know.

Please pass on our thanks and regards to your hard working and dedicated people – especially those who we have daily contact with and those individuals at the top of the South Island making it happen.

Kind Regards, Mark

From: Mark B

From: Tara N

Sent: Tuesday, November 01, 2016 5:13 PM

To: Bryce Hicks

Subject: Letter of Credit - Eileen Ceccucci

Good afternoon Bryce,

I hope all is well. I don't usually send emails to you personally, but I felt like I should take the time to send this one. Let me start by saying, I am so happy that Mainfreight has Eileen available for guidance on Letter of Credits. I don't know what I would have done without her over the last several of weeks!

I have a customer in India that requested payment terms as Letter of Credit. Our location in Green Island does not have many customers paying by Letter of Credit, which means, we (customer service) do not have the experience and confidence to handle Letter of Credits. With this said, I was able to reach out to Eileen for assistance. Eileen was able to guide and assist me through every step of the process from reviewing the draft all the way through sending and presenting the documents to the bank. I felt like I was Eileen's only customer. Working in customer service, it was nice to receive this type of service myself. In my opinion Eileen went above and beyond to help. Her expertise, knowledge and patience are very much appreciated!

I have a feeling we may be seeing additional Letter of Credit payment terms for other customers in the near future, so it is nice to know that I can rely on Eileen for assistance!

Tara N

From: Susan C

Sent: 8 October 2016 12:26

To: Alexia van der Zanden (Training & Development); Careers NZ

Subject: Compliment

Hi Alexia,

I want to pass on a compliment about one of your drivers who delivered a large item to us yesterday at Richmond, Nelson.

I was very impressed with his politeness and helpfulness - he was a real pleasure to deal with and he is a real asset to your company with his superb public relations.

Please would you pass this on to the relevant person as I have had difficulty finding that person!

Susan

Graham Tahuri!
Great Job!

From: Luke Percasky (M2H CHH)
Sent: 31 October 2016 06:28
To: M2Home CHH;
Cc: Grant Smith [MFT AKL]; Carl George
Subject: Customer Feedback

Morning Team,

Attached below feedback from a customer.
This is exactly what we talked about on Thursday regarding presents for kids.

Well done Sid!! Great stuff mate. - Thank you

Regards

Luke Percasky
Mainfreight 2 Home
Branch Manager
1 McAlpine Street
Sockburn, Christchurch



Hi,

Today I had a trampoline delivered to my home in Somerfield. I spoke to the delivery man and told him my son would be home and that the trampoline was a birthday surprise. I asked if there was any way we could disguise the boxes.

As my son is only 3, he can't read. The delivery guys cut and sellotaped cardboard over the photos on the boxes and announced that our new lawn mower was here as they wheeled it into the garage. My son got bored immediately and ran off to play.

I just want to say thank you to those guys. It's not often people go out of their way to help and that made my day.

I hope you can pass my thanks on to them.

Kind regards

Carly C

From: Glen St
Date: 8 October 2016 at 6:30:52 PM NZDT
To: don@mainfreight.com
Subject: Mainfreight and the Canterbury truck show

Dear Don

I was lucky enough to attend the Canterbury truck show October 8 with my three young children.

I wanted to pass on my warmest regards in relation to the presence of Mainfreight, and the overwhelming positiveness and involvement your team showed towards the community and in representing the industry in such a professional manner.

As an ex transport operator (currently a long haul airline captain) it really is wonderful to see the consistently high standards Mainfreight sets for an industry sometimes troubled by negative publicity and indifference.

Well done Mainfreight!

Best regards,
Glen S



From: John D
Sent: Thursday, 25 August 2016 12:48 PM
To: Michael Lofaro
Subject: Feedback

Hi Mick,

Yesterday when I was speaking to Annie she told me of which companies she has worked for in the past etc etc. When she spoke about Mainfreight she said is a great company. I asked her what made Mainfreight a great company and her reply was that they spend money on people.

It struck a chord with me since I share the same philosophy and have been practicing this for the past 4 years in China. Salary is not the biggest motivator of people. It is the feeling of being appreciated by the company you work for. For the people who leave a company for money, they are not worth keeping in the first place.

Well done to Mainfreight. It made me happy to hear this comment because I don't hear it often enough in China (even at Western companies).

////////////////////////////////////

John D

From: Josh F
Date: 20 September 2016 at 10:35:08 AM NZST
To: nic@mainfreight.com
Subject: Megan Lockie and her Team

Hello Nic

Just thought I would drop you an email to let you know how wonderful your Nelson Based Team (Megan & Jess) have been looking after us.

We had a Potential Supplier that we had been working with and then once we placed the order with him and paid him the first 50% of the order we placed the shipping order with your Nelson Team. They then did their job and after your South African Agents could not get hold of our supplier they did a little research and found out that it was a high chance it was a fake supplier. They came back to us with the info and we were able to start the process of trying to get our money back. We then sent them details of another supplier which proved to be a little uncertain as well.

Without us even asking and your team with their agents in South Africa did some more research and then today they send through details of a potential supplier that your agent have a trading history with.

We were very happy when we got this information as this could become a very important supplier to our business and I just wanted to tell you that Megan & Jess are looking after us very well down here. You have an awesome team.

Regards
Josh

From: Craig V
Sent: 16 August 2016 11:11
To: Jason Morgan (MFT WEI)
Subject: Freightng Citrus to Christchurch

Hello Jason

I'm writing to convey the thanks of thousands of Cantabrians who received and enjoyed citrus from Whangarei that Mainfreight generously transported south for us.

Foodtogether works each year with the Lions in Whangarei to organise receiving and distributing this produce.

Please convey our thanks to management and staff at Mainfreight for their kind support.

Kind regards
Craig



From: Caravan Cubbies
Sent: Friday, 5 August 2016 09:02
To: Daniel Curtis
Subject: Re:

Hi Daniel,

We've been using Mainfreight for over 6 months now and I have to say I'm very impressed. We've had endless problems with other freight companies. Since using Mainfreight we have had not one problem, that's really saying something! Friendly and Professional from start to finish. Sales staff, warehouse staff, drivers, all great.

Thank you!

Kim P
Caravan Cubbies.

From: Hans L
Sent: Friday, 5 August 2016 17:59
To: Craig Smith
Subject: MF

Your driver- delivery man Michael - a true gentleman !

Just to let you know , we had a delivery this morning , which I thought needed to be mentioned and applauded . Over the years we had a lot delivered , but your driver Michael was really an exceptional gentleman in how he tackled his job .

It was raining when he arrived at the time arranged .

I expected a quick drop off and goodbye , but he was generous enough to not only drop off the pallet and let us unload it , instead helped us getting the lot down the driveway and unload as well .

All with a smile and nothing was too much for him . Because we were so glad with his help , we offered a coffee , which he refused and he even refused to take a small tip of \$ 20.00 for his trouble .

I have been in business for over 35 years and I haven't had the pleasure to deal with many drivers like Michael .

Just thought you should know and please let him know also how grateful we are .

Kind regards

Hans L

From: Gary L
Sent: Friday, 22 July 2016 13:32
To: Dave Coughlin, Steven Phillips
Subject: Feedback

Gents,

We have just received a box of apples – thanks very much.

It reminded me to send you a long overdue email regarding the service from your businesses – don't panic it's all positive!

Over the last 18 months I have been doing more of the overseas purchasing and during this time I have been impressed with the service (and their patience with me) from both Lisa and Gary.

In a similar fashion your domestic freight service is of a high standard. The people are friendly and helpful, with competitive pricing and prompt servicing.

I'm not sure what your secret is but there appears to be a very good culture within.

Please pass on my thanks to your team.

Have a good weekend.

From: NAH-Products K. Feuth
Sent: Thursday 2 June 2016 13:35
To: SHB_DG_Infosales
Subject: Compliment

Hi team

Through this way, I want to give a compliment about your service and quality.

We receive shipments on regular base from the UK delivered by you to our door.

We get a phonecall with the message when delivery is scheduled, and the driver is always friendly and goes a step further than some other drivers from other companies, such as drive backwards through the tight bend, helping us to get the pallet inside, everything without any problem

Thanks and keep up the good job!

November 9, 2016

CaroTrans International, Inc.
100 Walnut Avenue
Suite #202
Clark, NJ 07066
Attn: Mr. Greg Howard

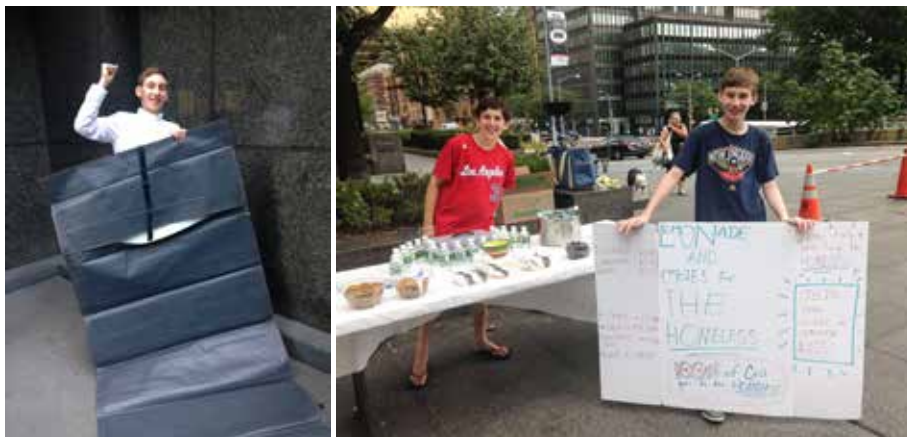
Dear Mr. Howard,

We are writing to compliment you on the incredible service we received recently, from Catarina Alves and Nicole Salcedo, two employees at your firm. They went above and beyond any reasonable expectations to get our package released, cleared and delivered to our front door yesterday afternoon, and we are so impressed by the caliber of the people that you employ. Here's the story:

Our son, Sacha, has always been deeply affected by homeless people and the despair and the injustice of their plight. So when it came time to do something for his community, he knew it would be to help homeless people. We found a charity in South Africa, called Streetsleepers, which uses recycled billboard material to create PVC sleeping bags that are manufactured by 3 homeless South Africans near Cape Town. So Sacha wrote a campaign for Crowdrise. When our family and friends had been exhausted, he handed out pamphlets in Central Park, and hosted a lemonade and cookie stand outside our apartment building on weekends during the summer. Finally he had raised just over \$1,000. At \$10 per sleeping bag and \$6 per bag to ship from South Africa to NJ, Sacha decided to buy 50 bags. We set aside the remaining \$200 for customs and delivery expenses.

Then came the bombshell – the 50 bags were loaded in an ocean container which had been randomly selected by US Customs for x-ray screening. Our share of that bill was around \$650, and in addition, the container was now being held for additional scrutiny that could easily run into an additional cost of hundreds of dollars. We were left with no choice but to consider abandoning the bags, and saying goodbye to Sacha's hard work raising money and completing his project. How disappointing!

Then we spoke with Catarina Alves and Nicole Salcedo at CaroTrans, to review options. They connected us with US Customs with whom we pled to release the container and reduce the fees. Within minutes, we received an email response: CONTAINER RELEASED! Then Catarina and Nicole moved into high gear. They managed to get all fees discounted and worked with a colleague to expedite customs clearance. Finally the bags were delivered to our address in NYC, without any additional charge! How about that? Without these two ladies, who orchestrated this amazing feat by bringing together a group of kind-hearted and generous colleagues, Sacha would never have gotten his sleeping bags and would never have had the satisfaction of seeing his project to fruition and helping those in need. Cheers to Catarina and Nicole, modern-day heroes!



With gratitude and thanks,
Jane and James Greenberg



ASIA



AUSTRALIA



NEW ZEALAND



EUROPE



AMERICAS



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*photo ©Fairfax Media NZ

Our thoughts are with all those affected by the recent earthquakes in New Zealand's upper South Island and further afield.



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