

A N O T H E R

ERBAN REPORT

C O O L M O V E

Winter 2024
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Issue 1



IT WAS 1959



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WENDELL ERB
President & CEO

2023 Truckload Carriers Association (TCA) Fleet Safety Award

We are pleased to announce that Erb Transport Limited has placed first in Division IV (25 to 49.99 million miles). Since the amalgamation of K-Dac, Erb International, and now Erb Transport Limited, our entire fleet mileage has moved Erb Transport to Division IV. Congratulations to everyone on this accomplishment! We will find out in March if we are named the Fleet Safety Grand Prize winner for large fleets. This is our 13th TCA Fleet Safety Award since 2002. Previously, in 2009 and 2019, we have been named the Grand Prize winner.

Antique Division Update

In July, we sold some Pennsylvania-plated trailers at the Ritchie Bros. auction in Northeast Maryland. I was on the Ritchie website looking at the Erb trailers when I spotted a couple of 48' stainless steel trailers coming up for auction. While at the Montreal Terminal BBQ, I took a break and signed on to bid. Kevin Shantz coached me to bid when there were only 5 minutes left. "That's when all the action happens," he said.

There was a 1987 Great Dane without a scratch and another 1996 in really good shape. I was after the 1987, and with 5 minutes to go, it was at \$600. The way the auction works, you put in your max bid but only get charged \$250 more than the next highest bidder. I could see the other bidder clicking every minute or so, but in the end, I won at \$3250. In the meantime, the 1996, which I was not interested in, was sitting at \$3000. I figured I would bid \$250 to bounce him to \$3500 since he had cost me \$1000 in the last couple of minutes. Well, he didn't bid again, and I now owned two stainless trailers in Maryland.

As Bob Wade dropped off Erb trailers for auction, he brought the stainless trailers back to Elverson. Abbe Stoltzfus got them mechanically fit and plated for the trip up to Ontario. My brother Darryl and I brought them back to the Baden Terminal in September. The trailers are being cleaned up between the Trailer Shop and the Reefer Shop. They won't ever haul freight other than perhaps on the BBQ circuit. Now that we had trailers, we needed something to pull them, which was the impetus to get #381 out of storage at Dad's shed and get it restored.

For those of you who haven't been around 35 years, #381 is a 1981 Transtar II. It was the last Transtar Erb owned. It was a glider kit, meaning the engine, driveline and rear axles came from another truck. It was our first truck with aluminum wheels all around, plus an Eagle interior. Erb's first trip to California was with Harry Roode in the #381 and #483 trailer. So, you can see there is some sentimental history with this truck. John Ward and Kevin Becker are excited to get it restored since it matches their seniority with the company as well.

My goal is to unveil all trucks at the Clifford Truck Show around Canada Day weekend. Also, in light of today's trucking economics, we are making sure to work on these restorations as economically prudent as possible.

Thank Goodness for LTL (Less-Than-Truckload)

We all know that the trucking industry has slowed down, and our shipper's volumes are down. As a result, shippers are shopping around for better rates while carriers are under-cutting rates to gain new business. The Dry Van Truckload has probably been the hardest hit, followed by other truckload volumes. LTL freight is also affected, with what used to be five skid orders now being reduced to three skids. Just 18 months ago, the spot market for Truckload (TL) freight was at an all-time high for freight rates. Truckers would overpay to purchase trucks and trailers, start hauling spot freight off load boards, and make good money. However, today, the spot market has disappeared, and the freight available on the spot market is offered at laughable rates. Yet the freight is still moving. Interest rates have more than doubled, and repossessions of equipment by finance companies are rapidly increasing.

In November, I attended a meeting hosted by the Truckload Carriers Association (TCA) in Mississauga, where Bob Costello, Chief Economist for the American Trucking Association, spoke about the freight recession. Bob predicted that recovery would not come from shippers beginning to ship more volume. The recovery for truckers will result from the exit of carriers leaving the industry. Today, we simply have too many trucks chasing too little freight, which brings me to LTL. Shipping refrigerated LTL across Ontario, Quebec, Manitoba, and other parts of Canada and the USA can be a complex process that has its challenges.

Making pick-ups on time, deliveries with appointments, and communication while keeping the freight safe are tremendous tasks, but they are ones we accomplish every day. Our LTL business has a higher barrier to entry than the TL market. Our clients demand a high level of service, and when freight slows down, we are affected, but not to the extent that TL competitors are.

Our LTL infrastructure carries a high overhead that requires volume to sustain it. As we navigate this freight recession, I am thankful to be in the LTL business, where we are somewhat insulated from some of the worst competitors in the industry. We are working harder than ever to secure new business and retain what we have. We appreciate your support, dedication, and understanding as we continue on this journey.

Highway 11 and 17 and Rail Traffic in Canada

One of our drivers was recently on a run and noticed an OTR carrier's freight container on the rail. This sparked his curiosity about an alternative method to transport goods through Highway 11 and 17 to Thunder Bay. He reasoned that this approach would increase safety and save time during winter while ensuring families receive food deliveries promptly. While we understand the safety concerns associated with Highway 11 and 17 and the potential delays it could cause for our drivers and deliveries, we also want to clarify why we have not pursued this option.

Here are the facts on rail traffic in Canada. Canada no longer provides trailer-on-flat car (TOFC) service. Our last service was the Expressway on CP Rail between Montreal and Toronto. However, it ceased about 8-10 years ago. We used it sporadically, but the cost savings and service times needed to meet our LTL schedules could not be justified.



Wendell and Darryl's trucks, hauling the antique trailers from P.A. and getting them ready to be restored.

Container Size

Most containers that you observe on the trains are 53-foot domestic containers. There are also 20' and 40' sea containers that have moved from a seaport inland via rail. In Canada, there are only two railroads, namely CN and CPKC. A 53-foot reefer container is approximately 2 feet shorter than a 53' highway trailer, as the overall length of the container cannot go beyond 53 feet. When you come across a CN or CPKC branded container on the rail, the railroads charge the shipping cost to the shipper. On the other hand, when you spot a container branded as Maritime-Ontario or Canadian Tire, it means that Maritime-Ontario or Canadian Tire owns the container and has rented the space on the train to have their container shipped.

Freight Volume

If The Erb Group were to ship with CN or CPKC branded containers, we would need to guarantee 50 loads per week to be considered a customer. They only want high-volume shippers, and those shippers receive the very best shipping rates via rail.

Another factor is that carrier containers, like Erb, are second-class shippers and get charged higher rates. The priority for shipping containers is given to CN and CPKC containers first, and if there is space available, then the carrier containers are shipped. Our company used to ship containers to Western Canada, but unfortunately, we were dropped during the Christmas rush. It was a difficult time for us, and we were disappointed that we couldn't access the service when we needed it the most.

Cold Weather

During extremely cold weather snaps, rail transportation can be affected. Trains might have to shorten and slow down, resulting in a 30-40% reduction in train length and an additional day added to the transit time. This can cause uncertainty and delay, which is not suitable for fresh perishable shippers. Therefore, during the winter, we see an increase in business as we pick up the slack from the railroads. Additionally, no domestic container service is available from Toronto to Thunder Bay due to the short distance and low volume, which is not viable for the railroads.

Erb Thunder Bay History

In the 1970s, Thunder Bay had limited food transportation options. Most of the food was either transported by truck from Winnipeg or shipped by rail in box cars from Ontario. The first highway link, Hwy 11, was completed in June 1943 and connected Southern Ontario to Northern Ontario and the west. Hwy 17, along the shores of Lake Superior, only opened in September 1960. In the early 70s, Erb started providing perishable LTL (Less-Than-Truckload) service to Thunder Bay from Southern Ontario. This was a significant move as it opened the Thunder Bay market to all Toronto-based shippers. Before this service, Thunder Bay was considered Western Canada, and most goods arrived from Winnipeg.

Dad's vision to identify an under-served destination and start service was remarkable foresight. Today, our Thunder Bay Lane is one of the most saturated lanes in which we operate.



Wendell Erb and other TCA members in Washington, DC, for the Bridging Border Barriers Conference.

We have built strong relationships over the years and have created a strong reputation for providing quality service. As a result, we service all major parts of the North. Our team does an excellent job dealing with the harsh elements and issues of Northern Ontario, although it can be challenging.

I appreciate our team, who consistently goes above and beyond their everyday duties while looking for other ways to help during these challenging times. We will continue exploring ways to improve our operations and enhance safety for our Drivers who frequently travel on Highway 11 and 17.

Until next time, drive and work safely.

— **Wendell Erb**
President & CEO



DARRYN NAFZIGER
VP of Information Technology

Information Technology (IT) and its Purpose Within The Erb Group

Have you ever wondered what IT does? What are those guys busy with all day?

When the computer systems are working and things are running smoothly, people may wonder why IT staff is even necessary. Well, in the fast-paced world of today's corporate business, IT plays a vital role in ensuring the smooth functioning and success of any large business, and Erb is no exception. In simple terms, behind the network that keeps us all connected is my team. These silent cyber superheroes are responsible for everything from managing emails to ensuring that remote offices stay connected and supporting our cool moves through navigating Solomon. They are an essential part of the company's success. Without their expertise and dedication, Erb wouldn't be able to operate at the level that it does.

Here at The Erb Group, we have many different areas of IT that require specific talent, experience and education to perform day-to-day tasks. All of IT's work is based out of our head office in New Hamburg.

The tech department, led by Matthew Xaysy, encompasses the Helpdesk, Network, Systems and Security teams.

The Helpdesk's day-to-day function is the first line of support for our end users, typically our employees and clients. Whether it's a question from the Dock, Accounting, Dispatch, Payroll, or any department, our Helpdesk team is the first to answer the call. Between supporting end users, they are busy setting up desktops, laptops and phones for new employees or upgrading and fixing hardware on those devices. Supporting the Helpdesk is our Network and Systems team. They are the ones that ensure our network connectivity between all our sites and service partners, as well as secure remote access works appropriately and is updated as needed. They also maintain an infrastructure that we have on-site

and within the cloud. All the file shares, programs, emailing, and Solomon that we require daily are closely monitored, backed up, updated and patched for security and improvements. On the security side, which is becoming increasingly important, we are watching and responding to alerts and daily reports of activity to keep the bad guys out and make improvements based on best IT practices in the industry.

Our development team, led by Alex Egerhazi, is busy rolling out new programs within Solomon. This team includes highly skilled RPG Programmers given programming projects based on company priorities, most often from our Operations team. One of the latest improvements is the automatic rating of freight bills. This project has been in the works for about a year. It takes a lot of input from our billing team and our programmers to develop a workable solution. This is now in place, and we see its time-saving benefits daily. Tweaks continue to be made, but the results being seen already are very promising and improving as we continue adding more customer rate cards into the system to be rated automatically.

There are many requests to make improvements to Solomon, and these requests are vetted and placed in priority of the business needs and then put into the queue for development. Other duties within the development team are supporting end users with specific Solomon issues outside of the Helpdesk and performing Solomon's daily operational functions.

The Erb Group's IT department recently added a new division to the department, the Electronic Data Interchange (EDI) team.

EDI is a way to communicate with clients and partners electronically. This has historically been part of the Development team, but as the business requirements have increased, it was time to merge into its own section.

The EDI team, led by Todd Schlumkoski, still works very closely with the development team.

Through EDI, we receive load tenders and respond to them, and we can send status updates, freight details, and invoices electronically. The EDI team is currently working with consultants to implement a new cloud-based system for doing EDI. In addition to that, they are onboarding new clients to this platform and monitoring and supporting the daily EDI functionality. This creates streamlined communications for both The Erb Group and our clients to send information through EDI instead of emailing or requesting freight services each time they seek help.

So, there you have it! A snapshot of what is done here in the IT department at The Erb Group.

They are the unsung heroes, working tirelessly behind the scenes. From managing hardware and software to developing new programs and safeguarding data, Erb IT helps the entire company to ensure that the wheels of progress keep turning toward success!

— **Darryn Nafziger**
VP of Information Technology



ALYSSA COUVILLON
Sr. Director of Human Resources

Change is inevitable, and 2023 was no exception. The Human Resources (HR) department has been busy adapting to the evolving needs of the business, and ensuring employee well-being is a top priority. Our team is committed to sound and innovative HR practices, leading to our recognition as a 2023 Top Fleet Employer by Trucking HR Canada for the 10th consecutive year.

Trucking HR Canada's 2023 Top Employer Awards were extra special this year as our former Vice President of People and Culture, Dave Dietrich, was recognized as HR Leader of the Year. Dave was presented this award for his commitment to HR innovation and acting as a role model for HR professionals at The Erb Group and throughout the trucking industry. Although Dave retired in June after a very successful 30-year career, his legacy of always putting employees first and implementing changes to improve employee well-being continues in our HR department.

In 2023, we have been working hard to enhance current processes and implement new initiatives. Some worth noting include:

- Employee Feedback Surveys
- These confidential surveys allow employees to provide feedback on what Erb is doing well and where we need to implement changes. These surveys will return in 2024.
- Group Benefit Updates
- You let us know that the per-visit massage maximum was too low. We heard you and coordinated with MDM Insurance to increase the maximum to \$100 per visit (a yearly cap of \$1600.00 remains).
- Pay Equity
- In 2023, employees voted and formed Erb's Pay Equity Committee, which is now completing the evaluation of positions to ensure that all Erb employees are compensated equitably for their hard work. The pay equity process results will be published and implemented in the fall of 2024.

Building on all our cool progress in 2023, we have bigger plans for 2024! Erb is excited to announce that in July, we will introduce a resourceful employee tool which combines Human Resources, Payroll & Benefits Systems – **Dayforce!**



What is Dayforce?

Dayforce is Human Capital Management (HCM) software that gives you access to your personal information and relevant human resources, payroll, and benefits information anytime and anywhere!

Through Dayforce, you'll be able to:

- Check your schedule.
- Review your timesheets.
- Access your pay statements and T4s.
- View holidays, paid time off (PTO) and requested time away from work.

Why the Change?

For many years, Erb has been managing payroll, benefits, and employee files manually. As we approach our 65th anniversary, we take pride in our accomplishments and look forward to renewing our commitment to our people-first approach and providing a supportive work environment. We've heard feedback from our employees that they would like to be able to access their pay stubs and information when it is convenient for them, and it is vital to us that we have systems and processes in place to ensure our team is taken care of.

Dayforce combines various processes to make your day-to-day easier while assuring you get paid correctly and on time. This transformation reflects our dedication to cherishing the structures we've created to move us ahead and embrace innovation and employee well-being that will propel us forward.

What's Next?

Stay tuned for more communications about when to expect this exciting change in the coming months! Don't worry; we'll drive you through it.

— **Alyssa Couvillon**
Sr. Director of Human Resources



JIM PINDER
Senior Corporate Fleet Director

New Years Resolutions 2024

Welcome to 2024, where we embrace optimism and opportunities, leaving the challenges of 2023 behind us.

I'd like to start by wishing you well on your personal resolutions and update you that The Erb Group's resolutions for our Maintenance Department have already been made as the frosty weather engulfs us from coast to coast. We are working alongside our daily activities and preparing for the upcoming challenges, to successfully achieve our new goals, which I know we will master!

First, we are resolved to improve the in-cab communication process for Drivers, Operations and Maintenance staff; this commitment is highlighted by the move away from our current service provider, which we have relied on for decades, to Isaac Instruments.

This industry-leading Canadian company continues to develop and provide unmatched security, flexibility, and options to assist The Erb Group in every way to exceed current benchmarking and performance standards. We are very excited to expand on the current options and begin the hardware transition in all power units by March 2024 with an early summer completion target.

Our second resolution is to reduce our maintenance costs by adopting extended oil drain and filter replacement intervals as recommended by the world-renowned engine and oil manufacturers that continue to partner with The Erb Group in our routine maintenance and in-field testing of the latest innovations in our industry. Our caution and conservative approach to all maintenance decisions focusing on safety, life cycle costs and dependability for drivers, the motoring public and our clients have kept our oil drain intervals at the low end of the recommendations scale, adjusted by manufacturers to reflect fuel consumption as the driving matrix.

However, with continued testing and confidence in our engines, filters, and oil suppliers, we will be moving forward in the first quarter to double some PM 2 maintenance cycles to over 115,000 kilometers. Do not try this at home.

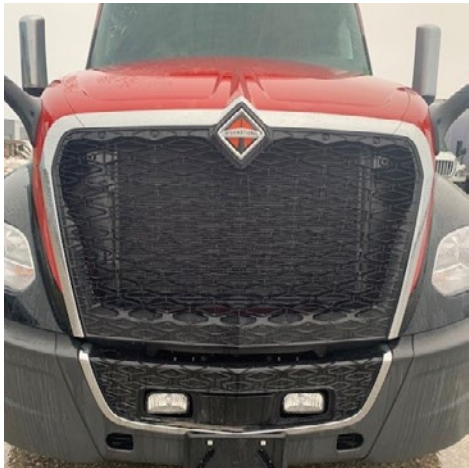
Finally, the third resolution. Now that supply and manufacturing disruptions have been reduced, we are returning to the standardization of equipment orders and replacements within our order board. Several units on Fair Market Value (FMV) leases expire throughout 2024. Those units will be replaced by a common chassis, engine, and transmission platform so that interior settings will be consistent, driveability will be familiar, and safety equipment and collision mitigation functions will operate consistently. We are excited to be making these positive changes in 2024!

Very best wishes for a healthy and prosperous New Year! Stay well, travel safe and continue to be supErb!

11 SupErb Tips from my 11 Years at The Erb Group

1. Always have a spare key available to address any unintentional lock out situation, as they can be costly. It will be a welcomed sight someday if you fall victim to a self-imposed lock out! A key in a coat pocket that is locked inside the truck adds to the discomfort.
2. Always log out of the ELD at the end of your shift. Do not stay logged in. Someone may move the truck and mess up your logs!
3. Always pre-trip and start reefer before leaving the yard, even if you are going for a dry load!
4. Always look professional with proper footwear, high-visibility clothing and clean attire!
5. Always check credentials when getting advice before you spread it as your own!
6. Always use a bungee cord to support the air and electrical lines off of the eyelet under the reefer. YES, that is what it is for. We seem to have forgotten that, and we are experiencing an increased number of damaged air and electrical cords!
7. Always check your vehicle's Safety Locks; if you need to know what they are, check with your local Erb shop.
8. Always fuel your truck when returning to the yard; it prevents condensation in the tanks and potential freeze-ups better than any fuel additive.
9. Always allow an engine to find its own comfortable oil level as long as the oil is on the dipstick above the add line. Do not feel you have to fill it to the FULL line. Allow it to run between the add and full markings!
10. Always start your day with an Erb Six Pack of full brake applications. With the brake shoes released and still cool, the air pressure at maximum, slow and complete applications to the floor will keep your brakes in adjustment!
11. Always, always, always complete a tug test after your visual inspection to ensure that the fifth wheel is adequately closed!

— **Jim Pinder**
Senior Corporate Fleet Director



S13 truck — Truck Grill



S13 truck, right side of engine, turbo charge



Isaac Instruments Installation Kit, In-Cab Communication Device

Soft Landing?

2024

Index	2023
S&P500	20.90%
DJIA	10.65%
NASDAQ	39.58%
TSX Comp	8.12%
NYSE	8.01%
Russell 2K	13.79%
Inflation	3.4%
BOC Rate	5.0%

Happy New Year Erbland,

We hope that 2024 has brought you a renewed optimism. We are hopeful that we have largely passed the peak of the fiscal issues which challenged affordability for Canadians in 2023, mainly inflation and higher interest rates which impacted all aspects of our economy. The question for 2024 is, “can North American economies ‘Stick the Soft Landing?’” Just as in 2023, inflation will continue to be a key consideration for the Bank of Canada - bonds/stocks and real-estate, are sure to adjust based on the trajectory of monetary policy. That said, the data increasingly tilts toward rate cuts in 2024, as inflation has fallen sharply from its multi-decade peak in the middle of 2022. As always, we advocate maintaining focus on your goals and financial fundamentals (building/updating/reviewing a financial plan and continuing regular savings habits).

We have assembled a list of actions you can take in 2024 to assist you with affordability and achieving your long-term goals:

Important Dates for 2024

February 29th, 2024
Deadline for Contributions to RRSP for 2023 Tax Year Deductions

April 30th, 2024
Deadline for Individual Taxes to be Filed for 2023 Tax year

June 15th, 2024
Deadline for Self-Employed Individual Taxes to be Filed for 2023 Tax Year

June 30th, 2024
Deadline for Corporate Taxes to be Filed for 2023 Tax Year

***Important Reminder**
Review your beneficiary designations for each and all of your benefit providers

- Given interest rates have risen, you are able to achieve higher returns in your investment accounts (Tax-Free Savings Account & Registered Retirement Savings Plan). You might consider the **Guaranteed Daily Interest Account (GDIA)**, currently yielding an interest rate of approximately **4.5%** (subject to change daily), **or long-term GIC**, which are also offering higher interest rates. However, considering that short-term interest rates may have peaked, it may be more beneficial, depending on your goals, to invest long-term.
- In April 2023, the government of Canada introduced the **First Home Savings Account (FHSA)**, to assist you with purchasing your first home. Qualifying individuals can contribute up to **\$8,000 a year to a maximum of \$40,000** to assist them in purchasing a first home. Contributions are tax-deductible and you may carry forward contribution room for 1 year once your account has been set up. Investment gains earned in the account are tax-sheltered, as are withdrawals that are used to purchase a qualifying home. **This program can compliment the existing Home Buyers Plan (HBP)**. The two programs together may allow you to access up to \$75,000 per individual, tax-free, towards the purchase of your first home. An FHSA can hold similar investments you may hold within your RRSP or TFSA. This program is available on an individual basis, so please reach out to Wagner, Livock & Associates if you would like to learn more.
- TFSA contribution limit** has increased by \$500, making the **2024** contribution limit to **\$7,000**. Therefore, the lifetime TFSA contribution room maximum is now at \$95,000. You can find your personal contribution room on MyCRA (online portal) or calling Tax Information Phone Service (TIPS) at 1 (800) 267-6999.
- RRSP Contribution Limit Increase: Reduce your 2023 tax bill by contributing to your RRSP prior to the **February 29th, 2024, deadline. The 2024 maximum contribution limit is \$31,560.**

We are excited and anticipate visiting you throughout this year for one-on-one meetings & seminars. Keep an eye out on the Erb TV's, bulletin boards, intranet and emails!

Thank you for all that you do and bringing food to the tables. Safe trucking for the year ahead!

HIGHWAY TO HEALTH IS ERB'S HEALTH AND WELLNESS PROGRAM

Take advantage of outdoor adventures this season!

There are many fun outdoor activities for you, your family and friends during the winter months. Outdoor physical activity is associated with various health benefits like improving blood pressure and bone density, providing your body with Vitamin D and more! Getting out in the sun can help with cognitive brain health, mental health, and wellness, which can help navigate gloomy weather throughout the colder months.

Wondering how to spend the rest of the winter? Outdoor play is great for children's creative minds. There are endless ways to play in the snow; you can start by building a snow fort, sledding, or even skating!

Explore the winter wonderland by walking on nature trails, snowshoeing, or skiing. While walking on nature trails, you can watch for wildlife and look for tracks in the snow. Most national and provincial parks have walking trails; regional parks and urban areas may also have trails available. Remember to wear plenty of layers for warmth and protection for your head, hands and feet!

Being out on the road or driving throughout the night, stepping outdoors can be an excellent opportunity to do some stargazing. Some national parks are designated as Dark Sky Preserves and provide some of the best stargazing locations to explore the night skies. Visit www.parks.canada.ca for more info about locations that offer this element.

Stay warm in this cool weather and enjoy your outdoor winter fun! To find more resources to support your mental health and wellness, visit Erb Connect under the 'health' tab.



COMPANY AWARDS

We are thrilled to share that we were recognized for many industry awards in 2023, some of which were received for the first time! The cool moves we've made together this past year will propel us into our 65th year as a company. We are so proud to be able to continue on our road to success with these remarkable strides and achievements that have positively impacted our terminals, communities and industry.

All of our accomplishments over the past year have resulted from our teamwork, passion and willingness to go above and beyond. We are grateful for each member of our team and their hard work in making cool moves and championing The Erb Group. Thank you for your commitment and dedication, which helped move us toward achieving each award.

Here is a round-up of our achievements in the second half of 2023:



HR Leader of the Year Award

Along with celebrating our Top Fleet Employer recognition and earning distinction, we were also honoured to celebrate our former Vice-President of People and Culture, **Dave Dietrich**, for winning the prestigious HR Leader of the Year Award at the Top Fleet Employer Gala in October! Dave spearheaded and inspired our HR team's efforts to reach new heights, earning him this distinguished award. What a superb way to step into retirement.



10+ Years — Top Fleet Employer

We are honoured to be recognized as a Top Fleet Employer by Trucking HR for our tenth consecutive year, putting us on the distinction list once again! The Erb Group is considered one of eight 'elite fleets' of the Top Fleet Employer's program. We are part of the first group of Canadian transportation companies to enter the program when it launched ten years ago.



Dave Dietrich — Winner of the HR Leader of the Year Award.



Top Company for Women to work for in Transportation

Every year, Women in Trucking highlights the top companies which provide an exceptional workplace for women in all roles in the transportation industry. These companies support gender diversity, accommodate family and life balance, offer competitive compensation, benefits, continued training, and more. We are looking forward to continuing to pave the path for a more inclusive and valuable experience for women working in the sector while setting new standards and reaching new milestones.



Best Fleets to Drive For

Best Fleets to Drive For recognizes the for-hire fleets providing exceptional workplace experiences for their company drivers and independent contractors. After an extensive evaluation process and being voted on by our drivers, we are proud to say we have received this acknowledgement once again!



TCA Fleet Safety

When it comes to safety, we don't make compromises. We earned first place in division four of the TCA Fleet Safety awards amongst 18 other Carriers across Canada and the U.S. We would like to extend a heartfelt congratulations to our teams dedicated to driving safety within our facilities and on the road. Our excellence in safety would not be recognized and appreciated without your hard work.



Truck Hero of the Year

We are beyond proud to honour **Dawna Jacobsen**, a long-haul driver out of our Winnipeg Terminal, for her achievement of winning Truck Hero of the Year by the Ontario Trucking Association (OTA). Dawna is recognized for her courage and compassion both on and off the road, leading her to be known as the now community hero who was first on the scene the night she helped save a young boy's life. Congratulations, Dawna!



Dawna Jacobsen — Winner of the Truck Hero of the Year along side Wendell.

CONNECTING THROUGH COLLECTING

Briona Lahti — Public Relations Coordinator



Katie Harris' (Erb) son Kelly

Diecast trucks are a fun and memorable way to show pride; they are also a great way to create collections that turn into treasured keepsakes and spark connections that last a lifetime. Mac Irvine is one of the few individuals who has collected each of the many Erb diecast releases over the years. However, his collection isn't complete yet. With over 450 trucks, he was on the search for a specific one that led him right to our home terminal.

Erb Diecast Trucks

Mac is a retired school superintendent; before that, he was part of the Canadian Navy and various armed forces for half a dozen years. He started his diecast collection 30 years ago and since then has collected nearly 450 trucks, 24 of those being our Erb diecast trucks. He loves keeping records of the local trucking companies and their diecast truck models. While reflecting on his collection, "In terms of quantity and quality, Erb takes the cake!" he added.

Mac's collections started with Schneider trucks, as they had a yard in Aberfoyle. However, growing up in Stratford, where our trucks often pass, The Erb Group's bold branding and cool moves caught his eye. Most of Mac's Erb models were bought through a connection at Twin City Diecast and Classic Collectibles, keeping collectors informed about upcoming releases. Since these companies have closed, he's had to rely on the internet for his search, leading him right to our Baden Terminal.



Connecting Through Collecting

Through collecting, Mac created new connections and a stronger tie to The Erb Group than just admiring our diecasts. In his search for the remaining diecasts he needed to complete his collection, he found our Senior Corporate Fleet director, Jim Pinder, online. Although Jim didn't know much about our diecast releases, he referred him to our CEO, Wendell Erb. Through exchanging a couple of emails back and forth, Mac was touched by how patient and accommodating Wendell was in helping him source the trucks he didn't have, despite not being a customer or employee but just an ordinary collector. Mac also collects with his son. "It's all fun and games until we spot a rare one, and the challenge is who gets it if there's only one," he added. In this case, Wendell made sure each of them got the newest release of our diecasts. "It was a true testament to the people first and community values of the company," Mac said while reflecting on the experience.

On the Lookout

For any other diecast collectors looking for tips and tricks, "You have to be very patient during the search and look in quite a variety of places," said Mac. "What makes collecting more difficult is there are far fewer releases of diecast vehicles than there were years ago." Another aspect of collecting is following the makes and models. Amongst the many challenges collectors face, Mac says the main obstacles he faces now are finding a source for specific diecasts, where to store them, and sourcing their original packaging. Keeping the packaging in good shape is just as important as the truck itself. It is a clear indicator of the specific type of truck it is and enhances its value to other collectors.

Certainly, Mac's journey to source our trucks has gotten a little cooler with his new connection. His search for the entire Erb diecast collection is still ongoing, as his investigation continues by looking for five more trucks to add to his shelf. Diecast models will always be a popular line of collectible toys for kids and adults alike. These trucks are timeless and can provide a source of fun and interest, whether for play or simply collectability.

Interested in sharing your story? Send us an email at marketing@erbgroupp.com and tell us how you got started in collecting diecasts, or become a collector by emailing diecastsales@erbgroupp.com today. Watch out for a new Mack Anthem diecast coming this spring!

- 22 — New Hamburg
- 24 — Baden Terminal
- 26 — Montreal Terminal
- 30 — Ottawa Terminal
- 32 — Thunder Bay Terminal
- 33 — Toronto Terminal
- 34 — Trenton Terminal
- 36 — Winnipeg Terminal
- 37 — Elverson Terminal
- 38 — Sandhills Facility
- 39 — North Bay Terminal

TERMINAL UPDATES





Hello from Head Office!

As we turn the wheel toward a new year, let’s reflect on our journey together and the incredible milestones we’ve achieved! To name a few, our former Vice President of People and Culture, Dave Dietrich, was recognized as HR Leader of the Year; Wanda Reddekopp, from Accounts Receivable, celebrated 25 years of working with The Erb Group in January; and we have placed first in the TCA 2023 Fleet Safety Awards. Each challenge we’ve encountered became an opportunity for growth, and every success was a testament to our shared dedication and hard work. Let this be a year of collaboration where everyone feels valued, supported, and inspired to contribute their unique talent and skills.

The Erb Group’s Human Resources team is experiencing a delightful growth spurt! Heather Cleasby, Recruitment Supervisor, joyously welcomed a future recruiter, Harleigh, this past summer. Additionally, Katie Harris (Erb) welcomed a beautiful baby girl, Rory Elizabeth, on January 30. Adding to the excitement, our HR Business Partner, Tan Sandhu, is eagerly awaiting the arrival of a little one in the upcoming spring. Congratulations to the expanding Erb Group family!

New Hamburg Christmas Parade, O’Neil Family driving their truck for Creative Beginnings Childcare Centre in local Christmas Parade. New Hamburg, Ontario, 2023.



Head Office — Payroll and Benefits team, Festive Sweater Day. Kim Hurley, Tricia McKay, Chantelle Adams, Marion Opthoog, Shawna Sanchez, Stacy Williams. New Hamburg, Ontario, 2023.



VP of IT, Darryn Nafziger, at Hissing Goose Coffee Truck in Baden Terminal. Baden, Ontario, 2023.



Tanpreet Sandhu. New Hamburg, Ontario, 2023



Human Resources, Recruiting, Comms and Marketing Team Holiday Lunch. Kitchener, Ontario, 2023.

While navigating a new year, it is important for everyone to remember that change is the only constant, and our adaptability has been a cornerstone of our success. Embrace change with open minds. It is through challenges that we learn and grow and ultimately redefine what is possible. I can’t wait to see the cool possibilities in store for us in 2024!

— **Tessa Janssen**
Human Resources Manager



Erb truck engulfed in Baden yard snowstorm.
Briona Lahti, Baden, Ontario 2023.

Johnny Soscum and Dave Beaver celebrate Johnny's Canadian citizenship milestone.
Baden, Ontario, 2023.



David McLeod's granddaughter sports an Erb hat.
Baden, Ontario, 2023.

Tim Brubacher celebrating his retirement as former Baden Terminal Manager.
Baden, Ontario, 2023.



John Ward celebrating his 40 years of service milestone with team.
Baden, Ontario 2023.

Jack Coxon, and TM, Mike Torchia celebrate Jack's 35 year milestone at Erb.
Baden, Ontario, 2023.



Greetings from Baden

As I look back at 2023, it was the year when things felt like they finally started to shift back to normal. We began to see this in 2022, but this year, it felt like things had finally shifted back to pre-pandemic times. We had our terminal BBQ in August and saw many familiar faces return. We were lucky to have quite a few retirees return and reminisce about the good old days; some even stepped in on the grill and helped us cook food for everyone. I have to shout out Wayne Baechler and his family to thank them for all of their time and effort in making the Baden BBQ a tremendous success!

We had our Erb golf tournament in September, which is always such a fun day spent with our team, clients, and community. Even with Lucky Bajwa, our Sales Account Manager, having over a year to recruit his team, he still couldn't beat us. Better luck next year, everyone; we are going for a three-peat!

As the holiday months rolled in, we saw a true return of the holiday spirit to our terminal. We had potlucks, decorating contests, holiday sweater contests, and festive coffee from The Hissing Goose Coffee Truck. As we roll into 2024, we're moving into a new year with renewed enthusiasm for what's to come this year.

We look forward to Erb Excellence and the opportunity to celebrate our employees' amazing work ethic and commitment. Happy New Year to all, and here's to an even better 2024!

— **Mike Torchia**
Baden Terminal Manager



Glenn Hodges and Felix Gaudreau celebrate their one year of service with team; Benoit Pigeon, Richard Namalteng, and James Chepurnaty. Montreal, Quebec, 2023.



Warm Greetings from Montreal!

I trust everyone has fully recuperated from the holiday season ready to embark on a promising New Year! It's important to start a new year by reflecting on our achievements and, crucially, charting our course going forward.

In the tapestry of 2023, our company underwent significant changes, notably restructuring in our Customer Service (CS) department and navigating through dealings with Morneau. Despite these challenges, our resilience shone through. We confronted these changes head-on, surpassing expectations and going the extra mile to meet our clients' needs. So, let's take a moment to look back...

In 2023, we held our 23rd Annual Golf Tournament in Farnham, Quebec – 148 Golfers, our largest group ever! The day started cloudy with rain, and then it was nice and sunny by tee-off! We raised a whopping \$15,500.00; proceeds from this event are donated to the Cultural Hockey Exchange in Bedford, Quebec, where Pee-Wee Hockey Players (boys/girls) make the trip to Kensington, PEI each year. This year will be their 56th annual trip. This exchange is Canada's longest ongoing Cultural Hockey Exchange — Thanks to The Erb Group and Suppliers for their generosity!

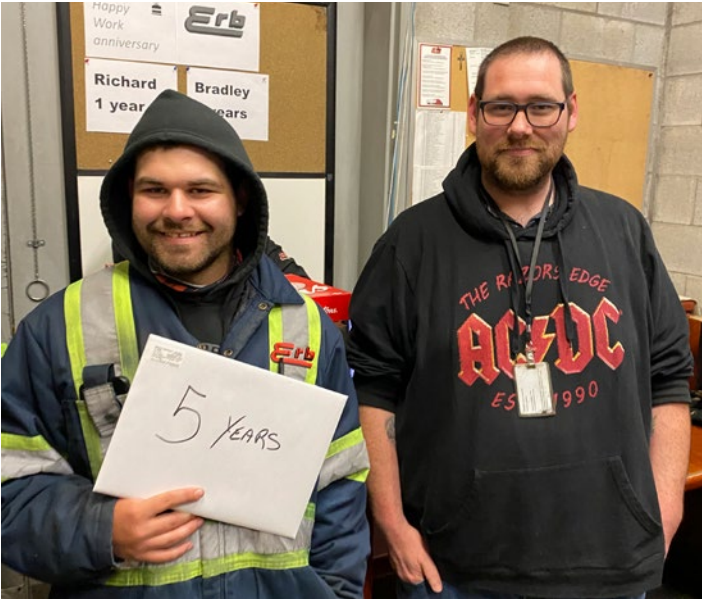
The Montreal Shop team. Andre T, Denis, Andre, Isaac and Pat. Montreal, Quebec, 2023.



It's not all hard work and no play. We also had fun dressing up this season and showing off our Halloween spirit. Speaking of hard work, I would like to express my gratitude to everyone at our Montreal Terminal. Being in CS and serving as the bridge between our clients and operations often involves handling... challenging requests. Yet, our team consistently amazes me by making it happen! Whether it's the dedicated dock team, efficient management, proactive dispatch, or meticulous appointment scheduling, I take pride in the exceptional service we consistently provide, even during challenging times. While the sun has set on 2023, here's to a year of continued resilience and triumphs!

— **Michael Lacoursière**
Customer Service Coordinator

Jeffery Arsenault's Dog Jake, Montreal, Quebec, 2023.



Bradley Demers-Gauthier and James Chepurnaty celebrate Bradley's 5 years of service milestone. Montreal, Quebec, 2023.



Glenn Hodges on the go. Montreal, Quebec, 2023.

Milestones

We had quite a few employee Milestones in the last few months! Congratulations to everyone.

- | | |
|----------------------------|--------------------------------|
| Laminu Bebeji — 1 yr | Patrick Bullock — 5 yrs |
| Richard Namalteng — 1 yr | Bradly Demers Gauthier — 5 yrs |
| Ron Vezina — 1 yr | Babar Hussain — 5 yrs |
| Olabodunrin Oki — 1 yr | Djamal Rezine — 15 yrs |
| Kamalpreet Pannu — 1 yr | Joseph Lodomez — 15 yrs |
| Nadia Garhy — 1 yr | Marc Gauthier — 15 yrs |
| Michael Lacoursiere — 1 yr | Guy Dion — 20 yrs |
| Charles Kim — 1 yr | Laurence Rubin — 20 yrs |
| Isaac Abrego — 1 yr | Linda Fuxova — 25 yrs |
| David Huxtable — 1 yr | |
| Duane Ismond — 1 yr | |
| Alexandra Lombardi — 1 yr | |
| Simon Tanguay — 1 yr | |
| Felix Gaudreau — 1 yr | |

Alexandra Lombardi, Loader, Robert Rondeau, and Simon Tanguay, Shunter celebrate their one year of service milestone. Montreal, Quebec, 2023.





Glenn Hodges et Felix Gaudreau célèbrent leur première année de service avec leur équipe. Benoit Pigeon, Richard Namalteng et James Chepurnaty. Montréal, Québec. 2023.



Salutations chaleureuses de Montréal!

J'espère que vous avez pu vous reposer pendant le temps des Fêtes et que vous commencez la nouvelle année du bon pied! Il est important de penser à ses réalisations de l'année d'avant, et il est encore plus important de regarder en avant pour réaliser d'encore plus grandes choses.

Au cours de 2023, Erb a connu plusieurs changements, notamment la restructuration du service à la clientèle et notre partenariat avec Morneau. En dépit de ces défis, nous avons su faire preuve de résilience. Nous avons pris le taureau par les cornes pour ensuite dépasser toutes les attentes et aller encore plus loin pour répondre aux besoins de nos clients. Alors, prenons un instant pour faire le bilan...

En 2023, nous avons organisé la 23e édition de notre tournoi de golf annuel, qui a eu lieu à Farnham, au Québec. Nous avons compté 148 golfeurs, notre plus grand groupe à ce jour! Au début de la journée, il faisait mauvais, mais il commençait à faire beau à l'heure de départ! Nous avons collecté une immense somme, soit 15 500 \$. Les fonds collectés à cet événement seront

Le personnel de l'atelier mécanique du terminal de Montréal. Andre T, Denis, Andre, Isaac et Pat. Montréal, Québec. 2023.

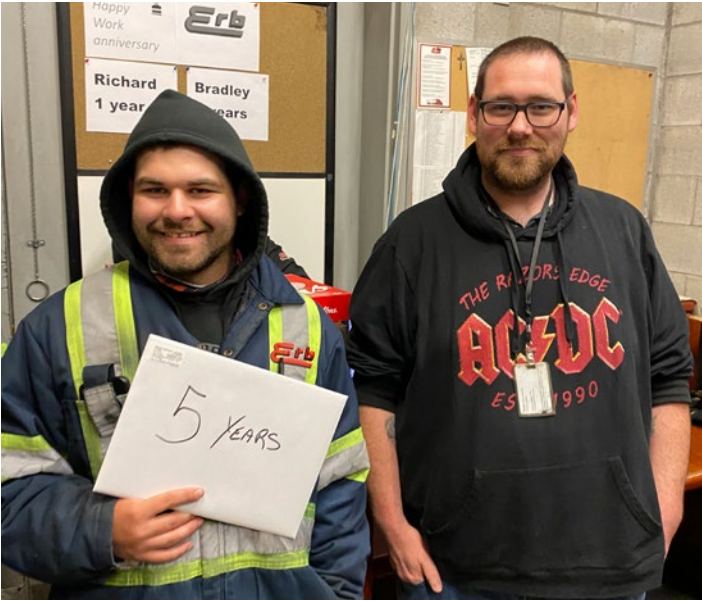


versés à l'organisme qui gère l'échange culturel de hockey de Bedford, au Québec, où les joueurs et les joueuses Pee-Wee vont chaque année à Kensington, à l'Île-du-Prince-Édouard. Cette année marque le 56e voyage annuel. Il s'agit du plus vieil échange culturel de hockey de l'histoire du pays. Merci au groupe Erb et à ses fournisseurs pour leur générosité!

Certes, nous travaillons dur, mais nous nous amusons aussi. Nous avons pris beaucoup de plaisir à nous déguiser cette Halloween. Parlant du dur travail, je souhaite remercier du fond du cœur le personnel du terminal de Montréal. Le service à la clientèle sert de pont entre les clients et le personnel des opérations, ce qui implique parfois... des demandes compliquées. Toutefois, notre équipe a pour habitude de faire l'impossible! Que ce soit le travail sur le quai, une gestion efficace, une planification d'itinéraire proactive ou une planification de rendez-vous méticuleuse, je suis fier du service exceptionnel que nous fournissons sur une base régulière, même en temps difficiles. Enfin, même si 2023 est derrière nous, je suis certain que nous saurons faire preuve de résilience cette année pour aller encore plus loin qu'avant!

— **Michael Lacoursière**
Coordonnateur de la Service à la Clientèle

Jake, le chien de Jeffery Arsenault. Montréal, Québec. 2023.



Bradley Demers-Gauthier et James Chepurnaty célèbrent la cinquième année de service de Bradley. Montréal, Québec. 2023.



Glenn Hodges, au travail. Montréal, Québec. 2023.

Jalons

Ces derniers mois, plusieurs de nos employés ont atteint un certain nombre d'années de service! Félicitations à tout le monde.

- | | |
|----------------------------|--------------------------------|
| Laminu Bebeji — 1 an | Patrick Bullock — 5 ans |
| Richard Namalteng — 1 an | Bradly Demers Gauthier — 5 ans |
| Ron Vezina — 1 an | Babar Hussain — 5 ans |
| Olabodunrin Oki — 1 an | Djamal Rezine — 15 ans |
| Kamalpreet Pannu — 1 an | Joseph Lodomez — 15 ans |
| Nadia Garhy — 1 an | Marc Gauthier — 15 ans |
| Michael Lacoursiere — 1 an | Guy Dion — 20 ans |
| Charles Kim — 1 an | Laurence Rubin — 20 ans |
| Isaac Abrego — 1 an | Linda Fuxova — 25 ans |
| David Huxtable — 1 an | |
| Duane Ismond — 1 an | |
| Alexandra Lombardi — 1 an | |
| Simon Tanguay — 1 an | |
| Felix Gaudreau — 1 an | |

Alexandra Lombardi, Robert Rondeau et Simon Tanguay célèbrent leur première année de service. Montréal, Québec. 2023.





Hello from Ottawa,

I would like to start by welcoming a few new faces to the Erb team. On the Local Driver front, Jason Martin, Jeff Brennan, and Kevin Ranger have been great additions to our team. On the International side of operations, Stephen Heffernan, Shawn Concordia and Victor Bertrand have joined the team.

On the dock, Jimmy Talbot makes his return, and we've also added John Leacock to the fold. The shop has been completely revamped with the additions of Riley Frid, Patrick Guiste and Kevin Rice. Neil Moodie transferred from the dock to the shop, adding four new faces to the crew. We have finally filled all vacancies with much-needed experience. The new team has also gotten themselves a new parts trailer that includes a new office for Chris Hudson, our Shop Supervisor.

We wish Lyoness Woodstock the best in his retirement. Lyoness mentored many new drivers, is a great coach, and is an all-around great guy. He was part of our Safety Committee, he emceed our Erb Excellence Night, and I relied on him in many situations regarding a driver's perspective. The terminal and the rest of the Erb team will miss him immensely.

Denis Brazeau and Fred Latreille.
Ottawa, Ontario, 2023.



Speaking of the Erb Excellence, we look forward to hosting Wendell this year. We have everything set up with the venue, the meal, and the entertainment. We were lucky enough to procure the services of a local magician. We are really hoping for a great turnout. We are at a new location this year with ample parking! Once again, Jamie Delahunt is playing a huge part in getting everything set up and finalized. Thank you, Jamie, for taking the time to plan a magical night for us!

Finally, we are quite busy here in Ottawa. We've been very fortunate to have the extra freight; here is hoping we can keep it going throughout the year.

Happy 2024, everyone!

— **Marc Lamarche**
Ottawa Terminal Manager

Grill Master Express fueling our employees with a delicious breakfast. *Ottawa, Ontario 2023.*



Shawn Coville, Jamie Delahunt, Renee Woods, Jason Poon, Marc Lamarche. *Ottawa, Ontario, 2023.*



Dariusz Ghattas, John Leacock, Marc Lecavalier, *Ottawa Ontario 2023.*



Tom Nugent and Brian Varcoc, *Ottawa Ontario 2023.*



Grill Master Express providing Ottawa employees with breakfast. *Ottawa, Ontario, 2023.*



Christopher Hudson keeping cool in the Ottawa Yard. *Ottawa, Ontario 2023.*

THUNDER BAY TERMINAL

Hello, everyone, and greetings from the not-so-white North! In all the years I've lived in Thunder Bay (my whole life), I have never once had a Christmas morning where I woke up with no snow on the ground. These mild temperatures and lack of snow have many northerners here in Thunder Bay wondering what to do. Fortunately, Boxing Day proved to be more seasonal and gave us the start of our white winter land.

New business for Terminal 3 sees a lot of work for us coming from Walmart. Three full-time local positions have been created to shunt Walmart trailers to the three Thunder Bay Walmart locations. Additional work will also have us deliver Walmart freight to West of Thunder Bay stores such as Dryden, Kenora and Fort Frances.

The second half of the year has seen two of Thunder Bays' longest-tenured employees retire. Alain Beaven, a city LTL Driver, has been employed with The Group for 35 years. Al's commitment to customer service is his strongest asset, and many of our long-standing customers expressed their gratitude on his final day. Brian Robertson, a Highway Long Haul Driver/ Trainer, marked his 25th year and chose to retire at the end of the year.

Fortunately for us, Brian has decided to stay on part-time and continue to help develop new City and HWY Drivers in his role as a Driver Trainer.

In August, we welcomed Barnaby States to the International team. In the late fall, we welcomed the addition of a new full-time 310 T Mechanic to our shop. Robert Corkum came to us from Windsor, ON and is an excellent addition to our team! He fits in quite well even with the -33°C temperatures. Welcome to the North, Robert! Darshan Maan started this December as a Part-Time Dock Loader, Jasveer Singh City, and Hwy Driver. We are excited to cruise into the new year with these new additions to our team!

Another possible new Employee Prospect has come into the world. Kevin Shillington has welcomed his 4th Grandson. Congratulations Kevin!

Sincerely,

— **Steve Pethick**
Thunder Bay Terminal Manager

Jeremy Gatz and TM, Steve Pethick celebrate Jeremy's 15 years of service milestone. Thunder Bay, Ontario, 2023.



Gerry Erb and his truck by Lake Superior, Thunder Bay, Ontario 2023.

TORONTO TERMINAL



TERMINAL UPDATES

Here in Toronto we've all been working hard to stay busy and continue providing our client's exceptional service. Together we are gearing up to take on the new year.

As you may know, working within a dispatch office can have its challenges. At times, it can be stressful, and there are times when we use jokes and laughter to keep things on an even keel.

This year, as the Christmas season was approaching and the potluck was around the corner, Orlando, the one in the black hat, came up with the idea that we should make a cake with the Dispatch crew picture on it. I think he just wanted to see whose head would get sliced off first, joke intended. So away he went, finding the cake and getting the picture ready. Turns out that our faces stayed intact pretty much to the end of the feast! This left me wondering if they were just being nice or if they couldn't decide whom to cut first; another joke! To introduce the rest of the crew, as to many, we are just voices in the night. Alex is our neighbourhood Leafs fan; that is why he never smiles. Mike, which is me, is smiling because I have faith in my Flyers. The lady in red who does not seem impressed is the Boss Liz. We already spoke about Orlando, the guy in the hat, always smiling but not always sure why. Last but not least, praying that winter will end soon to see the start of F-1 racing is Brendan.

— **Michael Duckworth**
Mississauga Dispatch



Alex, Mike, Liz, Orlando, Brenden, Mississauga Local Dispatch team cake. Toronto, Ontario, 2023.

In December 2024, the Mississauga Employees held a food drive and a candy jar guessing game.

We raised 125 lbs of food and \$106.00 in cash through candy jar guessing and donations to the Brampton Food Bank.

Branden Karl and Orlando loaded up Donna Karls's truck. Donna delivered to the Brampton Food Bank on behalf of our team.

The Brampton Food Bank was very grateful for the generosity shown by our employees here at the Mississauga Terminal.

This will be something we will continue for years to come.

— **Wendy Lafferty**
Domestic Customer Service & OS&D Manager

Orlando and Brenden Karl delivering terminal holiday donations. Toronto, Ontario, 2023.



Ian Miller celebrates his 25 years of service milestone with gift. Toronto, Ontario, 2023.





Hello Erbanites,

Happy New Year! How's everyone doing? I hope 2023 was full of good friends, great adventures, and even better treats!

With a shift in freight volumes, we have been working at a slower pace the past few weeks, but are hoping things will pick up.

The Trenton Terminal scored exceptionally well on our HACCP Audit with a score of 99%; thank you, Blair Muysson, for your help. Also, John Klatecki did our Health and Safety Audit, where we scored 100%. I'd like to thank both of you for helping us accomplish this achievement.

Additionally, I would like to give a special thanks to Robert Carter and Daryl Lumley, who both participated in the 2023 Belleville Santa Claus Parade. Rob Carter pulled the Army Cadets float, and Daryl Lumley pulled the Lactalis Canada float. Finally, our trucks wouldn't have looked so clean and shiny for the parade without Bill Cox; thank you for shining up the trucks!

In Operations and Dispatch, we welcomed Kim Bowman back as our new Operations Float. She started in September 2023. Welcome back, Kim!



Winter has come.
Rob Carter. Trenton, Ontario, 2023.

Recent Team Milestones

Congratulations to all of our team members who have reached some supErb milestones!

- Larry Bradbury celebrated 15 years.
- Trevor Hooley, Dave Hard, Peter Larson, David Willoughby, Ed Bencic, Kim Charbonneau, and Martin Fagg celebrated 20 years.
- Lee Baker celebrated 25 years.

A new year is like a blank book. It has 12 chapters and 365 pages, and you're the author. Our wish for you is that this year, you write the most beautiful story possible for yourself. That's all for now.

— **Raphaella Hope**
Afternoon Dispatch Assistant

Celebrating Amanda's 40th Birthday. Trenton, Ontario, 2023.



Larry and Sarge celebrate years of service milestone. Trenton, Ontario, 2023.



Bills big surprise on his last day. Trenton, Ontario 2023.



Jaime Coe, Stewart Boyce, Tim Dustin and Al McInroy post for Stewart's Birthday. Trenton, Ontario, 2023.

WINNIPEG TERMINAL

Winnipeg enters a season of change!

The last few months have been busy for the Winnipeg Terminal. As the seasons change, we’ve said goodbye to a tenured employee and welcomed a few new members to our team. Our Building Maintenance Worker, Gerry Martens, retired after 16 years with The Erb Group. He started as a Local Driver and transitioned into Maintenance as his career with us progressed. Anyone who worked with Gerry knew how much pride he took in keeping the Winnipeg Terminal in tip-top shape. He will be missed, but we all wish him well in his retirement.

Winnipeg has welcomed Graeme Doyle, Local Driver; Gurwinder Singh, Local Driver; Duane Allen, Dock Worker; Darrell Lecuyer, Dock Worker; Rahul Salaia, Dock Worker; and Brett Widenmaier, as our new Building Maintenance Worker.

As the weather turned from fall to winter, Winnipeg got into the holiday spirit. With the help of all employees (and some spouses), the terminal was decked out to embrace the holiday season. Winnipeg ended up victorious in the Annual Holiday Decorating Contest hosted terminal-wide. Additionally, just before the holidays, we had the pleasure of having our President and CEO, Wendell Erb, bring in a load from his trip

to Kenora and spend some time with the Winnipeg team. Finally, I’d like to send a special shoutout to John Gravline and his wife for an amazing chilli lunch and treats the week before Christmas.

In the spirit of giving back, donations were collected for Winnipeg Harvest during the month of December, and Greg Jacks and Brett Widenmaier were kind enough to drop off all the donations collected.

As the new Terminal Manager for Winnipeg, I feel very fortunate to have been able to join this team a few months ago. From day one, I have had the support of everyone in Winnipeg and across the entire Erb network. I want to thank Frank Heon, Tim Brubacher, Stephen Pethick and countless others for taking the time to teach me the Erb way. It is truly an amazing company to be a part of.

As we go into 2024, everyone is looking forward to growing The Erb Group across Manitoba and beyond.

“Progress is impossible without change, and those who cannot change their minds cannot change anything” – George Bernard Shaw.

Until next time, stay safe!

— **Karen Moloney**
Winnipeg Terminal Manager

Winnipeg Team tour with Karen Moloney and Frank Heon. Winnipeg, Manitoba, 2023.



Scott Snowdon, Rupert the puppy, Jake Mollard, Trevor Devries and John Gravline. Winnipeg, Manitoba, 2023.

ELVERSON TERMINAL



TERMINAL UPDATES

Hello from Elverson!

It has been a busy year of cool moves; we’re excited to start new and create fresh tracks on the road. To start, we’d like to update all our drivers who come into our yard at Elverson that the bridge construction at the entrance to our parking lot will continue throughout winter. It is still possible to enter and exit our yard normally; however, a detour may be necessary when they switch construction over to the other lane. We will keep you updated when that change takes place! Fingers crossed it won’t be until sometime in the early spring of 2024.

Although we are located in the U.S., our eagerness to share Erb’s commitment to the community reached our Elverson neighbourhood this past October at our community Halloween Parade. Our Fleet Maintenance Mechanic, Abbe, used one of our trucks to pull a float for a local business, Twin Valley Coffee, and help give chills to the ghosts, ghouls, and other parade-goers lined up for a frightful night full of fun. It’s always a highlight in our small town, and the turnout was great!

Fast forward to winter 2024; this winter, we’ve had more snow than last year, where we didn’t get one flake! It’s snowing as I write this, and I expect a couple more inches overnight.

Until next time, drive safely, and we’ll see you around!

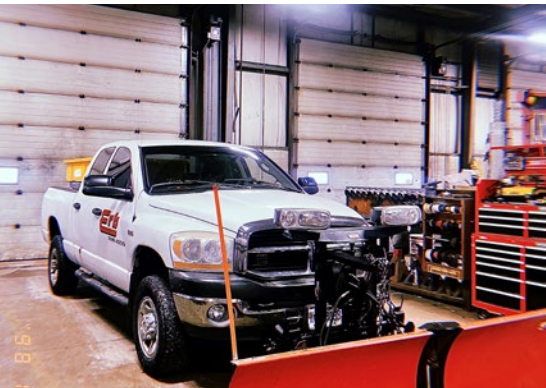
— **Bonnie Beam O’Hare**
Elverson Terminal Manager



Abbe Stoltzfus and his daughter Bryleigh with Bonnie Beam representing Erb at community parade. Elverson, PA, 2023.

SANDHILLS FACILITY

Sandhills facility,
Baden, Ontario, 2023.



Sandhill's plow truck Baden, Ontario, 2023.



Back: Sarah Demerling, Radha Theivasamy,
Jeremy A. Carter, Craig Ainsworth.
Front: Mike Kelly. Baden, Ontario 2023.

Happy New Year!

Amongst the latest updates on the Sandhills shop, the successful completion of Preventive Maintenance Inspections (PDIs) stands out as a significant achievement. The dedicated efforts of our skilled technicians have successfully brought all PDIs up to date, contributing significantly to our equipment's overall efficiency and reliability. This accomplishment underscores our unwavering commitment to proactive maintenance and showcases a responsible approach to ensuring the longevity of our valuable assets.

Operations at the Sandhills shop continue to unfold seamlessly, owing to the meticulous planning and execution of our comprehensive maintenance protocols. Notably, a significant roof repair has been undertaken, bolstering safety measures within the premises and establishing a solid foundation for a secure and hazard-free working environment. Despite the absence of any major changes since the last Erban Report, the commitment to maintaining and improving the facility remains steadfast, ensuring a continued focus on safety and operational excellence.

In the face of winter challenges, our snow removal equipment proves highly effective, seamlessly clearing pathways and parking areas, thus ensuring a safe and unobstructed environment for uninterrupted business activities. As we embark on the journey of 2024, we extend our warmest wishes to everyone, hoping that you stay cozy, safe, and experience a year filled with success, prosperity, and joy. Cheers to a fantastic 2024!

— Paige Burton
Fleet Maintenance Support

NORTH BAY TERMINAL



TERMINAL UPDATES

Greetings Erbland!

As I look out my window watching the snow come down, I'm reminded that winter is upon us once more.

We would like to welcome a few new employees to our terminal. In our Local Driver pool, we have welcomed Chris Bruno, Manpreet Singh, Aladhdeep Dhillon and Sahil Kumar. Also, welcome to Lee Ann Lefebvre for accepting her new role as OS&D coordinator and to Michael McBride for accepting his new role as Dock Manager. Welcome aboard, everyone!

We've also had a few milestones in the last few months. Congratulations to all on five years of service. Mark Livingstone; in the Yard, Wayne Stannell and Steve McNulty; Drivers, and Migel Giroux in Driver Services.

Finally, we've had to say goodbye and happy retirement to some tenured employees. After 27 years of dedicated service, Marcel Raymond, Dock Manager, walked the dock for the last time, and after 15 years, International Driver Paul Kroeker hung up his keys. Enjoy your well-deserved retirement, guys; you will be missed!



All about Trucks! Migel Giroux volunteering for Career Day at a North Bay school. North Bay, Ontario 2023.

In closing, I hope things keep moving in a positive way in 2024 with the return of our annual Erb Excellence Night in March. A big thank you to everyone here in North Bay who keeps us moving forward and keeps bringing food to our community's tables.

Till next time. From the gang here in North Bay!

— Marc Lafleur
North Bay Operations Manager



Marc Lafleur, Migel Giroux, Laurie Bissonette, Lee Ann Lefebvre, Mike Goulet and Bob Ethie. North Bay, Ontario 2023.



Tan's North Bay Meet & Greet. Marc Lafleur, Laurie Bissonette, Bob Ethier, Lee Ann Lefebvre and Tan Sandhu. North Bay, Ontario 2023.

CHARTING OUR GROWTH

Dive into the archives as we unveil cool stories and pivotal moments that shaped our company into the robust terminal network it is today.

Commemorate our upcoming 65th anniversary with us by sending in your subErb memories and milestone moments to marketing@erbgroup.com.

From our home base in New Hamburg, we have rented, bought, or built terminals in various strategic locations based on our clients' needs. The following history reflects our operations today. However, our cool moves have also spanned across Barrie throughout the 1990s and Windsor since the 70s, which we continue to serve today.



Wellesley — 1959

Vernon worked out of two yards in Wellesley before officially purchasing our Head Office in New Hamburg. The first was at the Wellesley Cider Mill yard, and the second was beside Futher Brothers Funeral Home.



New Hamburg, Head Office — 1971 to Present

We purchased a 4-acre property built initially for Sindall Transport in the 1950s. There, we built our own wooden cross dock and later properly refrigerated dock that expanded twice by the mid-1990s. Outgrowing the facility, Drivers had

to come to work early on the weekend to shunt several trailers before leaving with a load. When they returned on a Saturday night, there was no parking in the yard, so they double- and triple-parked the trailers.

Toronto — 1971

Erb first rented a dock, warehouse, and parking space from Bridgeland Terminal in Toronto in 1971. From there, our operations quickly outgrew our first three locations. Our last move was to 1889 Britannia Road, where we remain today. Moving the terminal into its present location on Britannia Road was a key milestone, as it reinforced the terminal's role as the hub of the entire operation. Business needs led us to expand our operations to add Cardiff Facility in 2022.



Thunder Bay — 1981

Did you know that The Erb Group has a long-standing history in Thunder Bay? Although the original terminal was opened in 1981, we have been present in the area since the 1960s.



FUN FACT: Our first "office" in Thunder Bay was at the Crossroads Best Western Hotel, where Wayne Baechler had a desk, and the billing was done. We later rented a small drop yard before finally moving into our first terminal in 1981.

Elverson — 1982

Our U.S. operations in Elverson, Pennsylvania, began in 1982. It operated from Viola's sister and her husband's farm until 1990 when we moved to the current terminal facility at 312 North Manor Road.



Montreal — 1985

The Erb Group has had three terminal locations in Montreal since 1985. We now operate from a modern terminal in Vaudreuil-Dorion, which was opened in 2005. This terminal is the second large-scale building designed to our very own specifications.



FUN FACT: Erb has a long history in Montreal, dating back to the late 1960s when Vernon made the first run with a load of frozen turkeys from Checkerboard Farms in Ingersoll, Ontario.



North Bay — 1986

In October 1986, we took over the lease on an existing Sears Warehouse and installed a freezer, refrigeration system, service bays and a wash bay there, marking the beginning of the North Bay Terminal. We officially purchased the facility at 4 Commerce Court in December 2005.

Sault Ste Marie — 1986

Our humble beginnings in Sault St. Marie began in 1986 where we transferred loads out of the Caswell Motor Inn. We have now leased a facility on Wilson Ave. since the 1980s. While very small it still serves our operations very well.



into our current Ottawa Terminal on 182 Colonnade Road in Nepean, thus combining all our company's Eastern Ontario operations under the same roof.

Ottawa — 1986

On July 1, 1986, we acquired our current Ottawa and former Kemptville terminals as part of the acquisition of Laurier Transport. Following the acquisition, the Kemptville Terminal was incorporated



Trenton — 1990

In the summer of 1988, we purchased land in Trenton, and construction on the new Trenton Terminal began in October 1989. The new refrigerated terminal, which continues to serve our

needs in the Trenton area to the present day, opened on June 4, 1990. Our drop yard and fuel islands on Glen Miller Road opened in the mid 2000s.

Baden Terminal — 2000

Built in 1999, The Baden Terminal has 21 loading docks, a large storage freezer, and the entire dock area is under refrigeration. It features a new modern wash bay, a safety lane, and ample office space. The terminal played a vital role in easing the pressure on our nearby New Hamburg Terminal and Head Office facility, which was bursting at the seams. The truck shop in New Hamburg was closed and moved to our central shop in Baden in 2016. In addition, the Baden Terminal served as a model for later additions to our terminal network.

Sandhills (K-DAC) — 2009

The 2009 acquisition of K-DAC added approximately 125 additional employees, nearly 80 power units, and over 120 trailers. We now have Erb Expedite, a great Shop and Safety team operating from this location!

Highland, Cold Storage Kitchener — 2009

Erb Cold Storage (ECS) expanded its capacity in 2009 with a new CFIA-approved warehouse in on Highland Road in Kitchener. This allows ECS to assist clients with CFIA-meat re-inspections on-site, providing them with an advantage when their products cross the border.

Winnipeg — 2010

In the late 1990s we began servicing Winnipeg, Manitoba, and Western Canada. In February 2006, we bought 7 acres of land on the northern edge of Winnipeg to build a new terminal. Construction was completed by the end of 2009, and on January 7, 2010, our Winnipeg Terminal team moved into the new location on 475 Lucas Ave.

Quebec City — 2012

Historically we use to serve Quebec City from our Montreal facility, however in 2012 we established a small terminal in Quebec City as our LTL services continued to grow. We now work with a trusted carrier partner to provide coverage in the Quebec City area.



WAYNE BAECHLER

A Link In Our Cold Chain Success

Briona Lahti — Public Relations Coordinator

Growing up during the early days of The Erb Group was a cool experience; and listening to the tales about it is an adventure in itself. In the company's rich and extensive history, Wayne Baechler stands out as a key figure in helping build our organizational structure and refining our services to reflect our operations today.

Wayne's story working with The Erb Group started in the early '60s when Vernon was still running loads with his dump truck in and out of the Wellesley Yard. Since then, Wayne has shared decades of dedication with The Erb Group, through delivering extra loads, opening a new terminal, or hosting Employee Appreciation BBQs; he always had a hand in creating the next cool move for the company. Wayne's contributions embody the core values of The Erb Group, reflecting a commitment to excellence that has helped propel us to the forefront of the cold chain industry.

Early Roots in Trucking

Our former Corporate Operations Manager, Wayne Baechler, was one of the first individuals hired as a driver on our team. Wayne joined the company part-time in 1969 and full-time shortly after. Wayne has always had a knack for trucking. From a young age, he was always surrounded by trucks and guided by the influence of his father, Ray Baechler, and our founder, Vernon Erb. Business between the Baechlers and the Erbs started when Wayne's dad picked up eggs at Vernon's Father's farm.

Wayne's father owned his own trucking company, hauling eggs and milk from local farms to grading stations in Toronto until he experienced an injury. Wayne was too young to take over. Acquiring Wayne's father's egg rigs aligned with Vernon's dream of receiving freight that would get him onto the highways and allowed him to preserve the Baechler family business and carry on its legacy in 1963.

While operating his dump truck during the summers, Vernon would be back and forth between construction sites in New Hamburg as they were installing the sewer system. Wayne would run back from school to catch Vernon wherever he was in town to ride with him in his truck. "I spent so much time with Vernon; he always teased me about how he was the one who taught me to shift gears when I was ten years old," said Wayne. Wayne went from shifting gears with Vernon at a young age to making his first haul to Walkerton as a Driver with Erb Transport. Joining forces with Vernon, Wayne embarked on a journey that would shape his career for years to come.



Milestone Moments

Across a side street in Wellesley, Vernon parked his trucks at a shop next door Futher Bros Funeral Home, where Wayne's interest in the industry grew. He often embraced opportunities to assist Vernon and made late-night trips to pick up loads from nearby destinations like Walkerton. Wayne, 19 at the time, remembers, "The first time Vernon let me go anywhere, he sent me off with a tractor-trailer." Despite his nervousness, Wayne said, 'I don't know if I can do it,' Vernon replied, 'If you can back up a hay wagon, you can back up this tractor-trailer,' and it worked! Vernon gave Wayne an opportunity to learn, and his trust in that moment reassured him that he loved trucking.

This was a milestone moment marking Wayne's official entry into tractor-trailer driving but also highlighted the mentorship and camaraderie shared between the two friends. Although Vernon used to joke at the beginning of their ventures that Wayne was his right-hand man, his efforts did not go unnoticed. With Vernon's personality, and Wayne being much the same, between the two of them, they steered the company's direction and laid a lot of the groundwork for what we are today.

Wayne held various Driving and Operational roles during his career with The Erb Group. While establishing our facilities, many of our terminals and routes were determined by our client's needs, and when we sought a new location, we utilized the human resources we had to get things running. Reflecting on his accomplishments, Wayne fondly reminisced about establishing the Thunder Bay Terminal. Wayne offered to lay down Erb's roots in Thunder Bay. "We had a friend in Thunder Bay named Bob Pfaff. I stayed with him; he's originally from New Hamburg, and we used his kitchen table to do the billing." Witnessing

the terminal's evolution from its humble beginnings to a bustling hub of activity was a deeply rewarding experience. "When you see where it started to where it is now, I drive into the Baden Terminal and just sit back sometimes in my truck and look around and say, 'wow, I never ever thought it'd be like this,' said Wayne.

Life Outside the Truck

Wayne is best known today for his dedication to spearheading our Annual Employee Barbecues. He personally visits each terminal and hits the grill with our executives to provide a meal for the team, who has helped fuel our cool moves as we've grown!

Reflecting on his innate willingness to step up and lend a hand, "I don't know how I got into those BBQs," he admits with a chuckle, recalling how the tradition evolved from modest beginnings. "The highlight of the day is seeing all the people coming, he remarks as he shares the heartwarming essence of our BBQs. Wayne's willingness to go the extra mile has created cherished company traditions and speaks volumes about his passion for the deep-rooted sense of community that has existed from the beginning of The Erb Group.

It is abundantly clear that his impact extends beyond any role – he is an integral individual in the cool moves we make across North America today. Here's to Wayne, a true embodiment of The Erb Group's values and a driving force behind our success!

Learn more about The Erb Group's history and Wayne's contributions to our company over the last 65 years visiting **ErbGear.com** to purchase your own copy of The Erb Group's Corporate History Book.

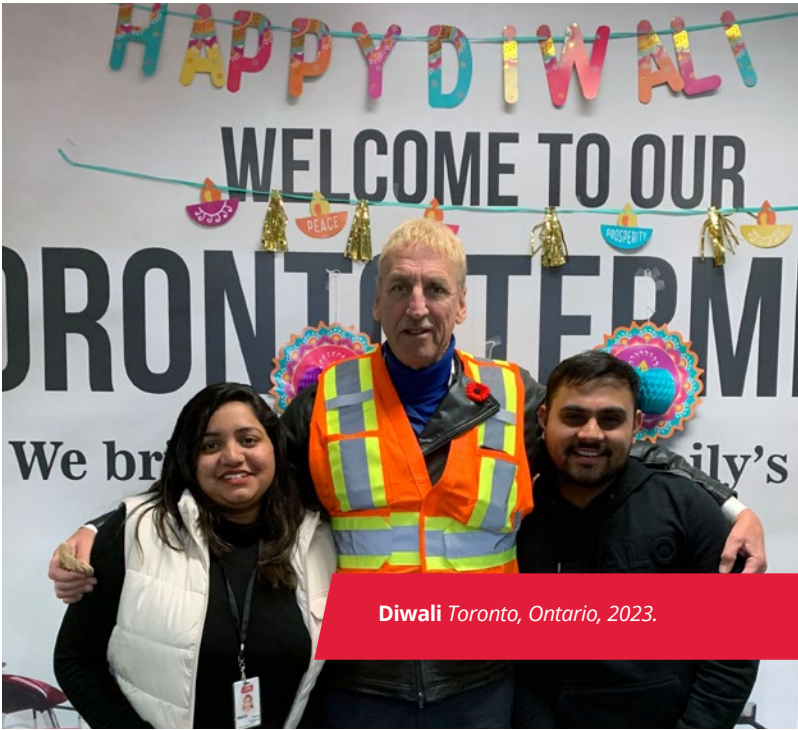
EVENTS & SPECIAL DAYS

At The Erb Group, we host and participate in various events and themed days to help us recognize important initiatives and fuel more opportunities to have fun together throughout the year!

Amongst the daily grind and dedication of our cool moves, we love participating in these special days. From industry events to company initiatives, we cover it all! In addition to showing off just how cool our team can be, it is an excellent opportunity to let different individuals and departments shine and share their personalities and spirit.

Do you have something fun you want to share?

Send your photos to marketing@erbgroup.com for a chance to be featured on Erb Connect, social media and future editions of the Erban Report!



GOOD CHEER CLUB

The Good Cheer Club is a voluntary club that exists to spread positivity to all participating employees and their immediate families in supporting childbirth, marriage, personal illness, or family loss.

Do you want to get involved? For more information about the club or details on how to enroll, visit the Additional Resource tab on Erb Connect.

Births
New Hamburg
Heather Cleasby & Dan —
Harleigh Muter born July 27, 2023

Katie Harris (Erb) & Ted —
Rory Elizabeth born January 30, 2024

Baden
Phil & Kayla Ferchat —
Taya Johana born on June 29, 2023

Free & Beth Toda —
Elianna Ruth born on November 18, 2023

Marriages
Montreal
Paula Powers & Richard Barnes —
August 5, 2023

Ottawa
Brian Booth & Linda —
August 19, 2023





Jagtar Gill - 4 Years of safe driving

DRIVER SAFETY RECOGNITION

Safe Driver Awards

Through the Infrastructure Health and Safety Association's (IHSA's) Safe Driver Program, we recognize our drivers who put safety at the forefront of every trip. The program aims to promote the benefits of good driving habits, honour professional drivers who have maintained accident-free driving records and uphold safe driving practices with a safe driver pin and card. Please join us in recognizing the individuals in the list below for their superb driving skills and contributions to safety at The Erb Group and in the trucking industry. Congratulations!

100 Percent Club

The 100 Percent Club includes drivers who have achieved perfect ProDrive scores in all four quarters of 2023. Safe driving measures are benchmarked according to company and industry best practice standards. Every year, we are proud that we get to recognize so many of our drivers for their safe driving!

100 Percent Club Members 2023

- Carl Jantzi — Baden
- Stewart Robinson — Mississauga
- Brian Robertson — Thunder Bay
- Andrew Cleroux — Ottawa
- Gilles Poirier — Ottawa
- Juan Carlo Garcia — Trenton
- Blair Sararas — Trenton
- Scott Martin — Winnipeg



Heinz Koehler - 30 years of safe driving



Carl Jantzi - 35 years of safe driving



Gurvinder Deol, Tracy Quinn, Jose Torres. Toronto, Ontario, 2023.

Want to see more?



Scan the QR code or visit:
<https://shorturl.at/IABNU>

Driver of the Year Awards

Highway Driver of the Year

Carl Jantzi — Baden

Local Driver of the Year

Scott Martin — Winnipeg

Owner-Operator of the Year

Orie Gerber — Baden

Most Improved HWY Driver of the Year

Sean McAnsh — Baden

Most Improved Local Driver of the Year

Dave Huerkens — Trenton

HWY Rookie Driver of the Year

Salwinder Singh — Winnipeg

Local Rookie Driver of the Year

Rock Lombardi — Baden



Winnipeg Terminal

Terminal of the Year Awards

Top Performing Terminal — Baden

Top Performing Small Terminal — Winnipeg

THE ANATOMY OF A TRUCK DRIVER

Strong Shoulders

Not just for hauling heavy freight, strong shoulders are needed to handle all the heat that comes your way on the highway

Baseball Cap

Even though high school kids now wear "trucker hats" every day, truckers have been doing it since before it was cool.

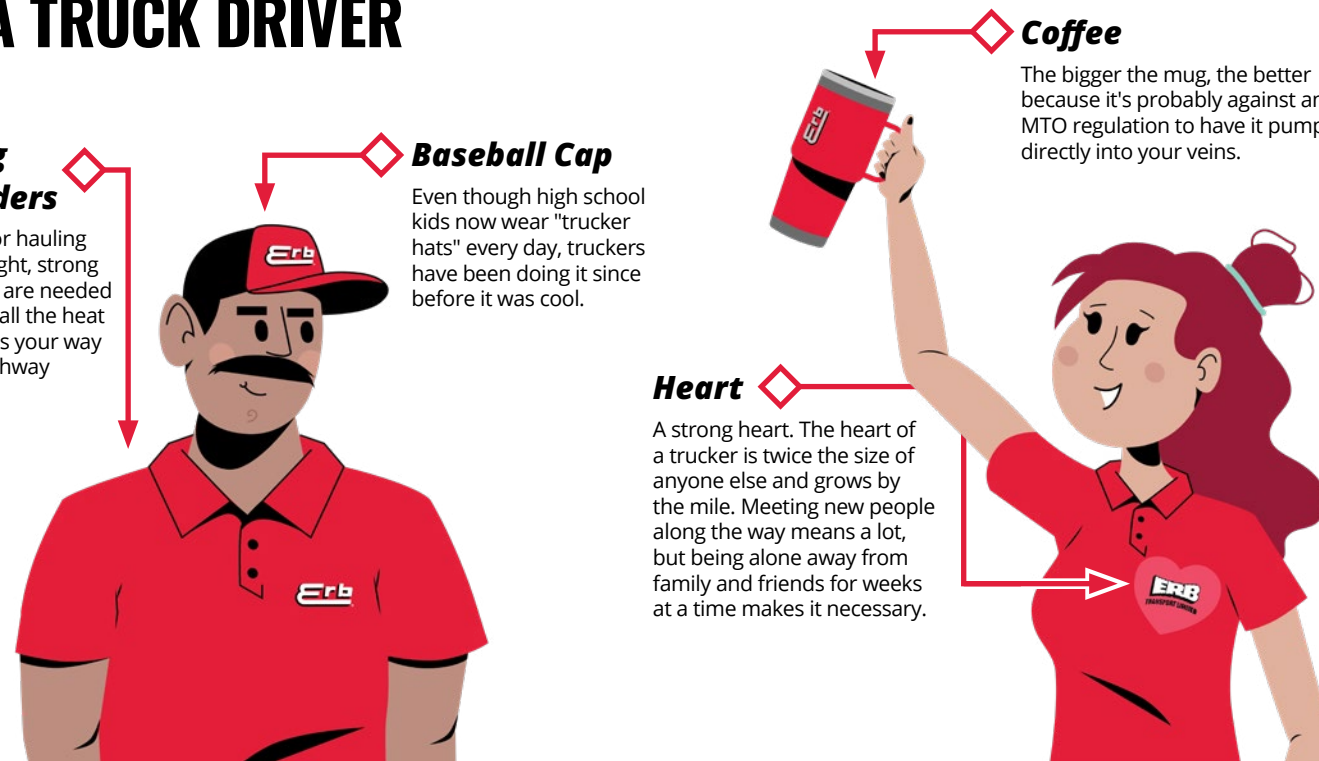
Delivered cold by warm hearted people

Coffee

The bigger the mug, the better because it's probably against an MTO regulation to have it pumped directly into your veins.

Heart

A strong heart. The heart of a trucker is twice the size of anyone else and grows by the mile. Meeting new people along the way means a lot, but being alone away from family and friends for weeks at a time makes it necessary.





BBQs

Our Employee Appreciation Barbecues are the perfect opportunity to let our team chill while the executives take over the grill! Our BBQs are an employee favourite and something the entire terminal network looks forward to every year.

This past summer of BBQs couldn't be beat! Our executives rekindled the tradition of visiting each terminal location, strengthening the connections between our extensive network and fostering a sense of community despite the distance between each stop.

It's always nice to take a moment to express gratitude towards the individuals who help us with our mission to bring food to family's tables every day!

Everyone had a great time with their peers and loved ones while enjoying a delicious meal. We would like to thank all the volunteers, organizers, and contributors who make these BBQs possible year after year. You're all simply supErb! Thank you.

GOLF TOURNAMENT

Our 30th Annual Golf Tournament raised \$30,000! This past September, we hosted our 30th Annual Charity Golf Tournament at Rebel Creek Golf Club in Petersburg, Ontario. This year, we were greeted with a beautiful, sunny day, and our 152 golfers were happy to be practicing their puts for a good cause!

Since its start in 1994, The Erb Group has hosted a charity golf tournament yearly, contributing over \$550,000 to local not-for-profit organizations. The proceeds were donated to Wilmot Family Resource Centre, Aldaview Services and Interfaith Counselling Centre.

We are grateful to be able to donate to charities that support and reinvest in the communities and people we serve. Thank you to our generous participants, suppliers, and business partners for helping make this day a huge success year after year!



DRIVING SUCCESS

Take advantage of your employee perks and programs!

Get involved in all our employee initiatives! Here are a few reminders about some of the programs we offer at The Erb Group. If you would like more information head on over to Erb Connect!

Employee Choice Awards

Recognizing Excellence, Celebrating Dedication



The Employee Choice Awards (ECA) Program is now live! The ECA is a testament to acknowledging and appreciating the exceptional dedication and contributions of our team members who go above and beyond the call of duty. Each terminal is eligible for one winner per award category listed below.

Award Categories

- Team Player Award
- Above & Beyond Award
- Customer Service Award
- Living by Our Values Award
- Coaching Champion Award

Nominate your peers throughout the year and help us recognize the incredible individuals we have on our team. All awards will be given out annually at Erb Excellence Night! For more information and to access the nomination form, visit Additional Resources on Erb Connect.

100 Days At The Erb Group

Have you recently received your Erb 100 Day card? Don't forget to tell us how we can make the next 100 days even better!

To access the survey, scan the QR code on the congratulatory card you receive once you've completed your first 100 days at The Erb Group!



Referral Bonus

Help us cultivate a great team by referring friends and family to current job opportunities at The Erb Group.

Earn a lump sum of \$2000 by referring someone to any full-time Certified 310T/310J Technician or \$1000 by referring someone to any full-time Erb dock or shunting position.

For more information and eligibility details visit <https://hrpolicies.erbgroup.com/>.

HR Suggestion Box

If you have a great idea, don't keep it to yourself. Help improve our workplace culture!

Email suggestionbox@erbgroup.com to share your thoughts and ideas to help us achieve the best possible workplace environment and foster an even stronger team!

Erb Connect

Erb Connect is a central hub for employees to stay connected with all the latest company updates, valuable resources and important documentation (*policies and forms*). All Erb employees have access to Erb Connect. Stay connected and see what cool things are happening across our terminal network.

How to access

Go to erbconnect.erbgroup.com
Username: your last name
Password: your 4-digit employee number

A VIEW FROM THE DRIVER'S SEAT



I heard a very interesting acronym for the word Bible a short while ago.

Basic
Instruction
Before
Leaving
Earth

The Bible is the words of God. The New Testament book of 2 Timothy 3:16 describes Scripture as being the very "breath" of God. Verse 17 tells us how it equips us to be all we have been designed to be by our Creator God. He is a personal God and is not some capricious being that we are unable to approach.

As I read somewhere recently, the Bible shows the reader two things:

1) the way to find God, and 2) how to walk with God and be in a relationship with Him. God actually reveals Himself to us through His word. He has not left us on our own. Nor are we given a life that is wound up like a watch and then sent off with a "Good luck!"

No, He is involved in every detail of our lives whether we realize it or not. Psalm 139:1-6 makes this very clear.

- 1) O LORD, you have examined my heart and know everything about me.
- 2) You know when I sit down or stand up. You know my thoughts even when I'm far away.
- 3) You see me when I travel and when I rest at home. You know everything I do.
- 4) You know what I am going to say even before I say it, LORD.
- 5) You go before me and follow me. You place your hand of blessing on my head.
- 6) Such knowledge is too wonderful for me, too great for me to understand!

Even though our existence comes with an expiry date, God is present in our lives right from the moment our life begins at conception until we breathe our last breath.

Since each of us inherited a sinful nature as a result of Adam and Eve's act of rebellion in the Garden of Eden, we are unable to bring ourselves into a right relationship with God. Because of His great love for us, God provided a way of escape from the judgment of sin that He will execute at the end of time. God has given us the good news of the Gospel – a man, Jesus Christ, died on a cross to pay the penalty for our sin debt to God so that He can forgive us our sin and bring us to God—His Father.

This is why the Gospel is defined as 'Good News.' Have you appropriated this gift that God gives freely to anyone who will receive it?

If not, why not?

**All quotations taken from the New Living Translation*

Roger's Thoughts for the Day

For every tax problem, there is a solution that is straightforward and uncomplicated, but it is wrong.

How to cope with stress - Fill out your tax form using Roman numerals.

A penny saved is ... just ridiculous!



COOL MOVES START WITH COLLABORATION

Briona Lahti — *Public Relations Coordinator*

Selecting a carrier that can grow with the various phases of a business and the cold chain expertise to cater to its needs ensures streamlined solutions for client shipping requirements and an elevated experience for their end customers. At The Erb Group, our approach goes beyond mere logistics by putting collaboration at the core of our relationships with our clients.

Connecting With Clients

Nnenna Muo, our Customer Solutions Specialist, has been with The Erb Group for over a year. Nnenna engages in one-on-one conversations with clients every day to discuss their distribution challenges and offer flexible solutions that meet their current and future needs.

As a Customer Solutions Specialist, Nnenna says, "No day is the same," which is something she appreciates about her position. However, "every day requires a lot of brain work, creativity and collaboration." Nnenna works with businesses of all sizes, striving to build strong relationships by collaborating with her clients to pinpoint a specific challenge. Through understanding business concerns on a deeper level, she can serve them more effectively and strategically consider the roster of cold chain solutions The Erb Group offers to mould our services to fit our client's needs.

Having an in-depth conversation plays a significant role in ensuring that we can efficiently solve the challenges faced by our clients. Clients often approach us with a specific problem, and our goal is to identify the challenge and tailor a regime that truly works for them. "The process of asking questions is valuable because clients may not realize they are missing an opportunity for excellence," said Nnenna.

One-Stop-Shop Solutions

Since 1959, The Erb Group has been at the forefront of the cold chain logistics industry by offering a one-stop-shop range of services and a refreshingly "cool" approach to collaboration. Our flexibility is a quality that stands out to businesses of all sizes.

Part of a Customer Solutions Specialist's role is to actively listen and articulate what a client is asking for. St. Brigid's Creamery is a company that specializes in the production of premium grass-fed Jersey butter. While beginning to consider new avenues for their business, they found it difficult to find a transportation company that would offer all the specific solutions they required in one place. Nnenna began to collaborate with their operations team to find a solution that would work for them. It required details and discussion from both parties; however, in the end, Nnenna provided them with a wealth of information, including quotes and the different capabilities of our equipment and facilities to ensure they were confident in their next steps down a new path for their business. Nnenna understood exactly what St. Brigid's required and provided the expertise for them to be able to integrate a mixture of our in-house services from Cold Storage to Erb Expedite and LTL delivery services.

St. Brigid's was ecstatic to have found a solution to streamline their business needs and to have Nnenna, who was just as enthusiastic about solving the problem as they were. "Nnenna has been a joy to work with," said Guillermo Anderson, Chief Operating Officer at St. Brigid's, "She has been incredibly patient, clear, and timely in her communications and support. Thank you, Nnenna, for helping us thus far."

Making Cool Moves with Confidence

The Erb Group is a family-owned business and implements those values beyond everyday interactions. Working with clients is about more than just transporting products from one point to another. We want to understand where your business is coming from and where it's going. We are here to grow with you and help your business thrive at every stage of its development.

Being open to exploring and having a larger conversation about your cold chain challenge is vital to making a "cool move" confidently with The Erb Group. "At the end of the day, a solution that you thought could never work could actually work; there is no one-size-fits-all solution. We make our services work for you," said Nnenna.

Nnenna is known for her exceptional patience and friendliness towards her clients. In addition, she shared a personal anecdote about her experience working with clients at The Erb Group, stating that "continuous collaboration for continuous solutions" is what she thinks makes her clients happy. The satisfaction of a client and the feeling of overcoming a logistical challenge together keeps Nnenna motivated to make cool moves every day for her clients across Canada and the U.S. Without the commitment of our employees, our cool moves would not be possible.

Do you want to share an experience about the cool moves you've made with The Erb Group? Email marketing@erbgroupp.com to start your story today.

QUIET MOMENTS

The long day's sun is setting
and soon will come the night

The stars will then be shining
with their quiet light

From oceans shores to prairies wide
to massive mountains height

For all the times I've seen this

There is no better sight

For all the sights and all the towns

And all the things I see

There's nothing like the quiet, calm

The night run brings to me.

Created by John Comber, A former proud
driver from the Toronto Terminal.

*John created this poem while briefly waiting
at Trenton for a return load one night.*





ERB GIVES BACK

Producing meaningful work in the transportation industry and community has been at the heart of our business since 1959. Each year, we strive to go above and beyond our daily operations and give back to the neighbourhoods we serve.

As a company built with our community's support, our commitment to supporting others throughout their journey is fueled by our passion for giving back. We appreciate everyone who got involved in giving back this year.

Here is a round-up of some of the great things our team accomplished together in the second half of the year.

Breakfast Club of Canada

With the help of our employees, we were able to broaden the reach of our cool moves by donating over \$10,000 to Breakfast Club of Canada to help fuel children's potential by providing increased access to healthy, nutritious foods. Currently, The Club helps reach over 580,000 children in more than 3,500 school nutrition programs across Canada. Thank you to our employees for fueling a good cause throughout the summer and to Breakfast Club of Canada for providing children with the energy to learn.



Special Olympics Truck Convoy

This fall, some of our drivers participated in the 19th Annual Special Olympics Truck Ride in Paris, Ontario. Special Olympics Ontario (SOO) is a volunteer-driven organization with over 26,000 athletes and 10,000 volunteers registered in 95 active communities across the province. This year, the event raised \$80,000 for SOO, with a portion of the funds coming from participating drivers. We are so grateful that we could be a part of this cool day!

Stratford 5K

For the second year in a row, we are proud to be a presenting sponsor for the Stratford 5K Run/Walk hosted by The Local Community Food Centre to support its mission to provide healthy and accessible food options in their community. Some of our team took to the track, while others provided water refreshments to help runners keep cool. This year, the event raised \$20,000 dollars. Not only do we go the extra mile for the neighbourhoods we serve by truck, but also by foot.

"Put a Stop to Human Trafficking" Truck Convoy

Our Driver Trainer, Rob Couture, participated in the "Put a Stop to Human Trafficking" Truck Convoy at the Woodstock Fairgrounds to show our support and raise awareness toward combatting human trafficking. We are proud to be a part of this event and continue our corporate partnership with the TAT as a bronze sponsor advocate for an end to modern-day slavery.

Firebirds Hockey Sponsorship

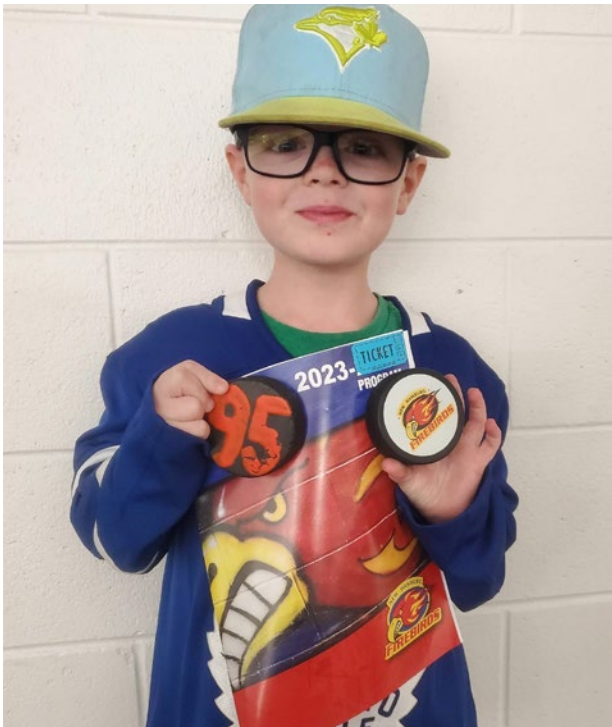
We got chills watching the New Hamburg Firebirds vs. the Wellesley Applejacks at the Wilmot Recreation Centre, showing off all their cool moves! While sponsoring a local hockey team, we also provided our employees with a fun-filled night at the game!

Holiday Donation Drive

This past holiday season, our terminals donated non-perishable items and toys for boys and girls to organizations in need. Thank you for getting in the spirit of giving!

Trip to Kenora

In partnership with Trucks for Change, our CEO, Wendell Erb, made a solo trip to the Kenora Chief's Advisory Community over the holidays to deliver food donations and help alleviate food insecurity in the North. Thank you, Confederation Freezers, for letting us help fuel your initiative and bring extra joy to families by bringing food to their tables this holiday season.



EMPLOYEE PROFILES



Alexandra Ureche

Marketing and Communications Manager

— New Hamburg

Been with Erb since

September 6th, 2019

What is your best memory with The Erb Group?

Joining Wayne Baechler at the Montreal Terminal's Employee Appreciation BBQs.

What did you want to be when you grew up?

A lawyer - I grew up watching a lot of Matlock with my dad and really liked the court cases. As I got older I decided to pursue something that allowed me to be creative and social!

Where is somewhere you would love to travel but haven't yet?

Thailand and Bali



Adré Thivierge

Mécanic — Montreal

Been with Erb since

April 28th, 2008

What is your best memory with The Erb Group?

See the friendships bloom between employees.

If you could go on a long-haul drive with any person, alive or dead, who would you take?

Take my old dad to California. He was a Local Truck Driver all his life. I would also take my wife and two kids from Montreal to Los Angeles, from Los Angeles to Nogales, Arizona and back.

Invite four famous people to dinner; who would you choose and why?

Someone famous in my eyes would be my grandkids. Aliee my 1 and a half-year-old granddaughter is battling cystic fibrosis. She is a real fighter!

If you could have one superpower, what would it be?

To heal.



Pawandeep Singh Warring

Operations Manager — Mississauga

Been with Erb since

December 2nd, 2019

What is your best memory with The Erb Group?

Working on Winnipeg Dock in 2021, I learned a lot about our operations from the Dock to Dispatch. It was challenging time for me, but it became great turning point of my life.

If you could go back in time, what age would you revisit and why?

I enjoy every single day, so I will not ever think to go back in past instead I will focus on my future.

If you could describe The Erb Group in one word, what would it be?

Supportive.

Name the top two items on your bucket list.

To go on vacation with my family to Dubai again, also to take a road trip across Canada and the U.S.



Maryam Esmaeili

Driver Coordinator — Baden

Been with Erb since

September 6th, 2022

What is your best memory with The Erb Group?

Erb Excellence Night last year.

If you could describe The Erb Group in one word, what would it be?

Dynamic.

If you could go on a long-haul drive with any person, alive or dead, who would you take?

Hamid is my husband. I wish to talk all the way to him, and he won't have options just to listen to me. I have lots of subjects to talk about with him.

Name the top two items on your bucket list.

Aim to excel in my position and get a promotion. Study and try to learn more to be a Data Analyst in Canada especially with Erb.

ERB ON THE GO

We want to hear from you

Our photo-sharing program Erb on the Go is back! Take us along on your journey. This year, we will give one participant a \$50 gift card to **ErbGear.com** each month! Have you experienced a photo-worthy moment while on the go? Save your photos throughout your travels, even if it's just to the office, and send them to **marketing@erbgroup.com** for a chance to win!

What to Submit

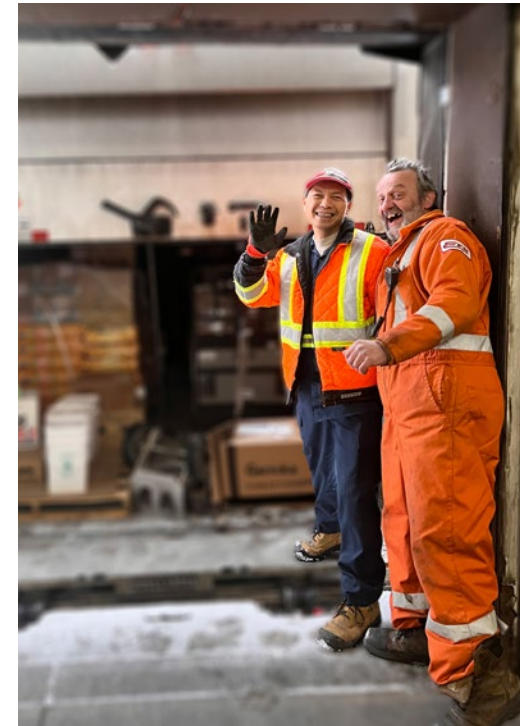
- Erb Gear looks
- Team activities
- Fun projects or deliveries
- Community initiatives
- Work milestones
- Truck photos
- Cool new experiences and more!

What to Include

- Employee Name(s)
- Terminal Location
- Photo Context

**Upon submission, you consent to The Erb Group using any image(s) for marketing purposes.*





LOOKING FOR MORE **CONTENT?**

Check our Flickr account!

Visit our online albums to see more photos of our yearly events.

Our recent events

- Erb Excellence Night
- Holiday Office Decoration Contest
- 2023 Golf Charity Tournament
- 2023 Summer BBQs
- And more!



Visit our online album here



<https://shorturl.at/cgQX0>

flickr

ERBGEAR.COM

Cruise Into the New Year with Style!

Rev up your Erb spirit! Have you checked out **ErbGear.com** recently? Explore the latest additions to our Erb Gear collection – fresh styles for days at the office and the roads ahead. We provide items for men, women, children and pets, delivered right to your terminal!

- Available to employees and non-employees
- Free terminal delivery options available for employees or ship directly to your home!
- 30-day guarantee on returns and exchanges



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The Erb Group



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