



16 May 2019

Dear Valued Logistics Partner,

Re: Empty Container Supply Chain Study

I would value your input into a review that Transport for NSW (TfNSW) has commissioned related to the empty container supply chain. A key goal of the NSW Freight and Ports Plan 2018-2023 is to improve the flow of freight through trade gateways. A key action to support this goal is to collaborate with shipping lines, container terminal stevedores, intermodal terminals and empty container parks, to investigate how to improve both the movement of empty containers into and out of Port Botany and their utilization.

Industry engagement is an essential part of this review. To assist, TfNSW has engaged industry experts NineSquared and Neil Matthews Consulting (NMC). I have directed the NineSquared-NMC team to consult extensively with industry and report back to me their key findings.

As a key stakeholder, your input into the review would be greatly appreciated. All information provided by you will be treated as commercial-in-confidence, and no individual stakeholders or organisations will be identifiable in the key findings and / or recommendations.

The consultants conducting the review are shown below.

Should you have any questions or concerns relating to this review, please do not hesitate to contact John Donnell at john.donnell@transport.nsw.gov.au or on 0466 303 343.

Thank you in advance for your support for this important review.

Yours faithfully

A handwritten signature in blue ink, appearing to read 'Vic Regina'.

Vic Regina
A/Executive Director
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