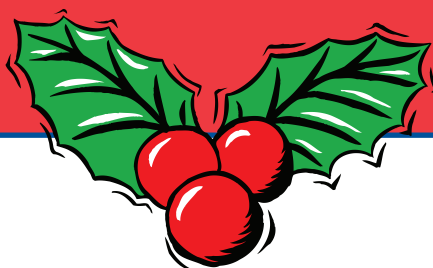




Great Customer Service 4



Althea Duncan Has Boots 5



St. Pierre Wins 6



Happy Holidays! 7



4th Quarter 2003

A Publication for United States Cold Storage Employees and Associates

Building The Best Logistics Network is a Complicated Business

USCS & TechnoLogix Team Up For Optimal Results

- Where is the best location to store my products?
- How many distribution centers do I need?
- Where is the best location for a new warehouse?
- What are the optimal routes for transporting my products?
- What is the best way to optimize my distribution network?

These are questions that United States Cold Storage receives everyday. Answering them requires a time consuming, case-by-case analysis of complex data of situation-specific information about locations, transportation routes and products. The information these analyses provide is vital to USCS's business and a valuable tool for USCS customers. So four years ago, USCS set out to find a way to employ leading edge technology to help streamline

the process of answering these questions.

When USCS first approached TechnoLogix, a Canadian software design company

specializing in optimization models for business and logistic planning, it wasn't even certain this type of analysis

could be effectively "modeled" for third-party logistics providers (3PLs) serving thousands of different customers, each with their own unique individual requirements. Lucky for See TechnoLogix page 6



Swire Group's Michael Bluck Joins US Cold From Cathay Pacific Airlines



Michael Bluck
Vice President of Corporate Development

Farewell to Boyle from USCS and President David Harlan

Jerry Boyle, Vice President, IT Development Retires After 37 Years

Introduction by President and CEO David Harlan

Jerry Boyle, Vice President Information Technology, officially retired on August 31, 2003. Jerry's retirement is the end of an era. He joined USCS in April 1966 as IBM Supervisor and for the next thirty-seven years directed the company's IT efforts.

I want to thank Jerry for his contribution and most importantly his friendship. I also want to thank his wife Betty for putting up with the crazy demands the company put on Jerry.

See Jerry Boyle page 2

US Cold is very pleased to welcome Michael Bluck as its new Vice President, Corporate Development where he will work to develop new business initiatives and opportunities for USCS.

"With his extensive background in global transportation business operations, Michael brings a unique and valuable perspective,"

See Michael Bluck page 6

Jerry Boyle – cont' from page one

Please join me in wishing Jerry and Betty many happy and healthy years of retirement.

Please read the following profile about Jerry and his enormously successful career.

Jerry Boyle is looking forward to *nothing* in retirement. And that's just the way he likes it. Because Jerry has made a career of filling empty space.

It all started in April 1966, when he joined American Consumer Industries (ACI), then the parent company of US Cold Storage. He was given an empty office and asked to create the first financial software program for ACI's many diverse businesses. And he did.

He authored a program that could handle the accounting for icehouses, a cold storage business, a gas company even a general merchandise store, all on a then state-of-the-art IBM 360 punch card input system. It took years to get in place and as soon as it was up and running, Jerry was asked to do it all again - this time designing smart programming to work with the newest in computer hardware equipment. And so his career has gone creating something out of nothing and then doing it all over again.

"Jerry has been an incredible asset to US Cold," says David Harlan, CEO and President. "His ability to take this company from the

beginning of the computing age right through to the Internet age is something for which we owe him a debt of gratitude."

Over the span of his career, Jerry was vital to the adoption of information technology to the cold storage industry. Many consider Jerry a pioneer of PRW information technology. He served on an IARW committee to establish EDI network standards for public refrigerated warehouse companies to communicate with their customers. And, on occasion, Jerry was tapped to consult for other food companies on the application of compatible information systems.

Jerry's professional life began, after serving in the US Army, when he started at General Electric in computer operations. His expertise took him into business consulting where he was introduced to American Consumer Industries. He joined the company and for the next 37 years, Jerry kept USCS on the leading edge of the flourishing world of information management.

Most recently, Jerry was the chief architect behind USCS Taskmaster™. Recognizing the need to integrate systems, Jerry devised a program that would work seamlessly with the existing USCS warehouse management system (WMS). The result was an event-driven automated system that facilitates cost-efficient inventory management, order flow and coordination of personnel activities.

From the customer's

perspective, Jerry's work is largely transparent. But to the company's VP National Sales and Marketing, Jerome Scherer, it's been the crucial link to offering the highest level of storage and logistics services to customers. "It's been Jerry's creativity and programming acumen that has made it possible to meet the specialized needs of inventory control, specialized billing systems and customized reporting critical to the cold storage business. His innovations made our IT systems do much more than anyone thought could be done."

His intricate knowledge of USCS software made Jerry an integral part of the company's automation and information initiatives. Whether it was the roll out of an entirely new operating system or the introduction of radio frequency (RF)/bar code scanning or the advent of E-USCOLD, Jerry had a role in making the latest technology work for USCS and its customers.

From his perspective, Jerry attributes his ability to accomplish so much to the people with whom he's worked. "The people made the difference," explains Jerry. "I had the chance to work with very talented people whom I can't say enough good things about."

Jerry's plan for 'nothing' in retirement includes a few more special people. Jerry is looking forward to spending time with his wife, Betty and their four children and four grandchildren. He may spend some time playing golf, taking a class or just

enjoying the empty space around their beach home on the Jersey Shore. There's really nothing planned, you see.

Jerry will just do what he's always done - use his imagination to create something out of nothing.



Fun & Facts

The winter of 1932 was so cold that Niagara Falls froze completely solid.

The microwave was invented after a researcher walked by a radar tube and a chocolate bar melted in his pocket.

Winston Churchill was born in a ladies' room during a dance.

Rubber bands last longer when refrigerated.

There are more chickens than people in the world.

Peanuts are one of the ingredients in dynamite.

The Bible does not say there were three wise men; it only says there were three gifts.

Why do toasters always have a setting that burns the toast to a horrible crisp, which no human being would eat?



USCS Refrigeration Preserves Food & National Ski Competition

First artificial snow for ski jump facility made by US Cold Storage in 1927

Imagine you are the organizer of the National Ski Jumping Championships to be held in Palos Hills Park, Illinois on January 6th. A 108-foot scaffold has been built into the side of Swallow Cliff.

Forty-eight world-class skiers and forty-thousand spectators are en route to Cook County to be a part of the annual event and you are looking out the window. There's no snow. Nothing.

Even the newspapers are reporting on the unusual circumstances. What was Anton J. Cermak, President of the Cook County Board of Commissioners, to do with just one week before the big event?

Cermak, who eventually became Mayor of Chicago, was a resourceful man. He knew that cold storage facilities 'made snow' every day when they scraped down their ammonia pipes as part of maintaining their cooling systems. Usually the unwanted shavings were dumped nearby and melted away.

Faced with this seemingly insurmountable dilemma, Cermak called United States Cold Storage, Fulton Cold Storage and People's Ice Cream asking for help.

Together the three companies provided more than 1,800 tons of 'man-made snow' which came by six railroads cars paid for by an emergency allocation of \$1,000 by the Board. The snow was hauled to the jump and "gracefully distributed about the landscape" according to published reports. The ski jump was now ready. The only remaining



Palos Hills Park 1926 in better days with normal snowfall.

challenge was convincing the ski jumpers that this unusual snow was safe to ski on. Many skiers refused to jump. Finally, Anders Haugen of Minneapolis mustered up the courage. He had competed in the first Winter Olympic Games* held three years earlier in Chamonix, France. Slowly Anders climbed the jump carrying his 8-foot longboard skis and shot down the snow covered ramp, landing in the record books. Anders Haugen was the first person ever to jump on artificial snow.

Photo courtesy of the Chicago Historical Society from the Chicago Daily News negatives collection, DN-0003451

*Anders Haugen holds a

See *Ski Competition* page 8

Message from the President David M. Harlan

As 2003 winds down, I am pleased when I look back on the year and see tremendous



*David M. Harlan
President and Chief
Executive Officer*

advancement in our transportation programs, our IT infrastructure and disaster recovery capabilities and our continued progress with improving service levels while reducing controllable costs.

This year started a bit slower than anticipated. Several of our large accounts were successful in reducing inventory levels while maintaining or even increasing throughput. Unfortunately, we seem to be the last to know that our customers are reducing inventory (and we will do a better job of communicating and planning with our customers), but that provided us with needed room to grow our business without building more space.

I am also pleased to report that an aggressive sales effort (made easier by operations that have excellent service reputations in the industry) has been very successful and we have increased occupancy levels to optimum levels. In many instances this new business has helped strengthen already successful transportation/consolidation programs providing our existing and

new customers with even more cost effective distribution programs. US Cold Storage remains committed to expanding our warehouse network to meet the needs of our customer community. We are pleased to report that our Northeast Distribution Center is scheduled to open in late 2004. This facility will fill a strategic void in our national distribution coverage.

We are also scheduled to open a new warehouse in the Miami market in late 2004. This facility will give our customers a beautiful new center that can expand to meet their growing needs.

We are finalizing next year's operating budget and it's a pleasure to see the results of all of the hard work, planning, systems development, training and staff development reflected in these forecasts. As I look at next year's business plan, we remain challenged to control health care costs; improve workplace safety and limit workers compensation abuse; and challenge new excessive governmental taxation and regulatory burdens.

I want to thank my dedicated and talented fellow employees who make my job easier and more enjoyable and, as always, I want to thank all of our customers who trust us to be an integral part of your business.

My Best Wishes to all for a Happy Holiday Season and for a Healthy and Prosperous New Year!



People Make the Difference at US Cold

Meet the people in Customer Service and Administration at Lumberton, Milford and Warsaw

by Dan McGugan, Area Office Manager

They take pride in keeping customers happy. They respond to requests efficiently and meet our customers' needs everyday. Some customers believe that USCS people set the standard for Customer Service in the cold storage industry. They just call it "doing their jobs". This unique group of people is the fourteen member Customer Service Team for the mid-Atlantic region. Together, they bring almost 85 years of experience to their jobs. That's an average of over 6 years experience per person and experience counts when you are helping customers handle thousands of pounds of product everyday.

It's my pleasure to recognize this great team and to thank them for all their efforts. Each person's dedication and professionalism has been a key factor in the company's ability to fulfill our commitment to quality service for each and every customer. This exceptional group of people is part of what makes US Cold a leader in the industry. They are what truly make the difference.

Please take a moment and meet the Lumberton-Milford-Warsaw Customer Service and Administration Team.

IN LUMBERTON:

Brenda Acquard Shipping & Receiving

Brenda started with USCS in November 1999. She has worked in shipping & receiving from the beginning and is the primary shipping & receiving person, handling those functions single handedly for most of the business day.



Lumberton Customer Service Team



Milford Customer Service Team



Warsaw Customer Service Team

Denise Bryan Area Accountant

Denise has been in the accounting department for more than 3 years and is responsible for payroll and accounts payable for the Lumberton, Warsaw, and Milford plants. In addition, she prepares business analyses for the managers, month-end reports, handles accounts receivables and anything else we challenge her with. She is an integral part of the accounting department.

Wayne Cribbs Office Supervisor

Wayne joined USCS in December 1994 as

a shipping & receiving clerk on our second shift. He quickly proved his abilities and was soon moved to our first shift with additional duties in customer service. He continued to excel and in spring 1997, Wayne was promoted to Office Supervisor in Warsaw. Wayne had the dual challenge of working in a start-up environment while learning the company's new WMS and RF systems. His ability to handle whatever he was given brought Wayne back to the demands of the Lumberton facility as Office Supervisor.

Stephanie Locklear Customer Service

In August 1995, Stephanie was hired as a shipping & receiving clerk. Stephanie was the perfect fit for the demands of USCS shipping & receiving. The environment was just a tick slower than her previous position in patient registration at the local hospital's emergency room. Currently her primary job is customer service and accounts receivables but she still makes time for a little shipping & receiving.

Gloria Mickles Customer Service

Gloria has been with us since May 1988. She joined us not long after the plant opened and has had various duties in shipping & receiving and customer service over the years. Today, Gloria works with several major Lumberton customers making sure their storage and handling requirements effectively.

Sue Powell Customer Service & Export Documentation

Sue is the newest member of the Lumberton team having started in December 2001. Her experience in export documents comes from a number of years in the industry making her a valuable asset to the

See *People* page 5

People – cont' from page four

group. In addition to export, Sue is the CSR for two of our larger export customers.

IN MILFORD: **Mark Dissinger** Office Supervisor

Mark is the 'new kid' on the block; he's just completing his second year. He has been instrumental in the successful implementation of new methods introduced by WMS at Milford. His prior experience in customer service on the retail side of the food industry is reflected in his good relationships with our customers and staff.

Janice Lambertson Customer Service

Janice joined USCS in 1985 and for 18 years has been involved with all aspects of customer service. Janice is the primary contact for most of the Milford customers and has gained the respect of managers for her careful eye for detail. She also

assists in the shipping & receiving area and often lends her experience and knowledge to others to help them do their job better.

Debbie May Customer Service & Export Documentation

Over the past nine years Debbie has handled almost every job in customer service and shipping & receiving with care and efficiency. Export documentation is her principle duty today but she is often called upon to help with everything else to keep things flowing smoothly.

Kathy Zachariah Shipping & Receiving

Along with a number of other important tasks, Kathy is our primary shipping & receiving person. She greets everyone with a smile and handles the hectic pace with ease and efficiency. Kathy has been with USCS for over three years.

IN WARSAW: **Dawn Marshburn** Customer Service

Dawn handles most of the domestic and export shipments of our customers and assists them in the tracking of their inventories. Dawn also assists with the shipping & receiving duties. Dawn has been with USCS since July 2001.

Billie Jo McCoy Office Supervisor

Billie Jo started working with USCS in 1997 through a temporary agency and was hired in January 1998 as a Customer Service Representative. She has worked in every capacity within the office and in early 2000 she was promoted to Office Supervisor. With the limited number of people in her staff, she has insured continuing good customer service by cross-training each employee for every job within the office.

Michelle Murray Customer Service & Export Documentation

Michelle serves as our primary contact for our exporting customers: scheduling, preparing export documents, in short making sure things run smoothly. Her attention to detail and follow up make customers' work a lot easier. She also assists with shipping & receiving. Michelle has been with USCS for three years.

Sonia Smith Shipping & Receiving

Sonia came to USCS in October 2000. She brought with her years of experience working in the industry making it easier for her to be a valuable asset from the start. As expected in the case of a small staff, she combines her shipping & receiving tasks with other customer service functions and handles it all with a big USCS smile.



Going the Extra Mile

Althea Duncan Tries on Some New Shoes - or is That Boots, Partner?

Even though Althea Duncan grew up at US Cold in Miami, she's learning new ways of cold storage facility management: Texas-style. In November 2002, the Arlington facility welcomed Althea as Operations Manager after having served as the USCS Miami plant Superintendent for 2 years. "Giving Althea the reins in Arlington has proven very valuable for USCS," explains George Cruz, Area V.P. "Her positive approach to

leadership and well-honed organizational skills insure the facility will maintain its high quality of service."

With one year behind her, Althea has had the chance to tackle the new challenges posed by the Arlington

plant. Overseeing the storage and handling needs of a handful of large corporate customers is much different

than the largely import-export business of smaller companies that she knew in Miami. But for Althea, it's the varying

demands of the job that attracted her in the first place.

Althea joined the company in December 1981 in the front office at Miami. It

wasn't until she found herself in the warehouse as a supervisor that her affinity for the job flourished. The



Althea Duncan Operations Manager

warehouse had the right workload for Althea's high-energy and smart approach. "Once I got into the warehouse, I just loved it," says Althea. "And now I want to make the Arlington plant one of the most active in the Metroplex." To do it, she's using her same enthusiastic approach to identifying and talking to new customers and taking on more responsibility. "I have a great group of staff here that have helped me all along the way. We're going to do some great things together," she promises. Is that with new boots, Althea?



Headliners

TechnoLogix – cont' from page one

USCS, Ralph Skrzydlo and Jerry Bendiner, founders of TechnoLogix, had been tackling these kinds of questions at major manufacturing and industrial companies for years. Six years before, they had started their own consultancy, so they were ready to take on the complexities associated with a 3PL company, like US Cold.

Since the initial trial programs in 1999, "the optimization guys" have been using their logistics network and routing optimization engines to help USCS support its current and potential customers design the ideal network for their needs.

"TechnoLogix has become an extension of the USCS team," says Larry Alderfer, Director of Transportation. "On a dedicated basis, they maintain a confidential database of proprietary information on US Cold facilities, as well as a history of past programs.

So when we have a new business request all we need to do is identify and collect the relevant customer data, feed it into the system and we have what we need to determine the best approach for placing and transporting that customer's inventory."

The cache of information that TechnoLogix retains for USCS is also used to help customers refine their networks. It is often used as a resource for logistic professionals to demonstrate that existing programs are appropriate and products are positioned properly. USCS is also able to benchmark (use historical and other industry data for purposes of comparison) its own programs in order to ensure USCS service offerings and costs are on target.

Serving the Americas with offices in Toronto and Monterrey, Mexico, TechnoLogix is expanding its

coverage to help corporations throughout North, Central and South America. In far ranging industries from food products to agriculture, and chemical to automotive, TechnoLogix facilitates supply chain planning and other logistics-centric business decisions. Their applications provide valuable analyses of intricate business issues such as strategic network analysis, tactical planning and routing, and scheduling. Depending on a client's needs, they will develop and implement a fully integrated system, a 'service bureau' type of program, like USCS's, that utilize their in-house optimization engines.

"No two problems are identical, even within the same industry," explain Skrzydlo and Bendiner. "Our solutions are tailored to each customer's needs, and designed to fit the specific

problem TechnoLogix point of difference comes from their approach as 'model builders'. They work with their clients to define the business problem and then to identify the most appropriate approach to finding a solution. TechnoLogix has recently expanded its offering to the industry, by creating its first application platform, Optinet, a flexible modeling system that can be tailored to each individual client. Once a company is set up on Optinet, it incorporates all the planning, operational and financial information applicable to logistic decision-making.

When all is said and done, it may not be all that complex. "TechnoLogix provides US Cold with the highest caliber of support...their reliability and dependability is second to none," says Larry. It's really that simple.



Michael Bluck – cont' from page one

said David Harlan, CEO and President. "We are fortunate to have him as part of our executive team."

Michael comes to USCS from Cathay Pacific Airlines (CPA) where he worked throughout Asia in various roles. He has developed revenue management systems, route and aircraft acquisition development planning and managed business improvement systems since he joined the company in 1984. His career with CPA has included country manager roles in the Philippines, Malaysia, India and most recently, South Korea where he was

responsible for all aspects of CPA operations including customer service, cargo operations, engineering, sales and marketing. This is not Michael's first experience in the United States however. He worked for Swire Bottling, the Coca-Cola distributor in Salt Lake City, Utah.

Michael comes to the USA with his wife, Astrid and three daughters. Michael holds degrees from the University of Exeter, UK and Stanford University, California.



Chris St. Pierre Wins 2003 North American Scott Cup

USCS - Cherry Hill employee, Chris St. Pierre, won this year's Swire Group North American Scott Cup golf tournament, which was held on September 12, 2003 in Vancouver, BC. Chris beat out 23 other competitors from Swire Group companies including Swire Coca-Cola and Cathay Pacific. Prior Scott Cup winners included Jerry Pohl of USCS-Lyons.

Chris' score of 37 points also won him the chance to



David Harlan President and CEO USCS with Tournament winner Chris St. Pierre

vie for the Scott Cup in Hong Kong. Rod Noll also represented USCS at the tournament by winning the US(CS) Open at this year's management meeting.

25-Year Anniversaries for Diane Stewart and Tim Joyce

Success is the reward one can achieve through hard work and dedication. This fall, Minooka celebrated the 25th anniversaries of two of its most successful managers: Diane Stewart, Plant Manager and Tim Joyce, Operations Manager. Both Diane and Tim are known for their own special brand of customer service using skills that they've developed and fine-tuned over their tenures at USCS.

Diane Stewart, Plant Manager By Jerry Pohl

Diane started her career on the front lines as a Customer Service Rep on the very large, complicated programs at one of USCS's busiest facilities in Lyons, Illinois. Here she learned how to do the difficult immediately. It was the impossible which took a little more time.

From the front office, Diane made the unusual move into the warehouse to understand the operational side of the

business as Warehouse Supervisor. With her understanding of both the customers' needs and US Cold operations, Diane was tapped to help open the Minooka plant as Administrative Manager bridging the gap between office systems and warehouse practices. Diane was instrumental in the development of the plant assisting in customer service, training new staff and creating operational procedures and practices. When the position of Plant Manager became available in 1998, Diane was the obvious choice.

Since then, Diane has been a critical force in the growth and achievement of Minooka. Under her leadership the plant has been expanded three times and is now in excess of 9 million cu. ft. with 98 employees. Each day she remains committed to serving the most important asset of the company: the customer. Her deep knowledge of the cold storage and logistics business, and USCS systems and

facilities has made her one of the most respected managers in the company. Celebrating Diane's Silver Anniversary is a special honor for everyone who's worked with her over the years.

Tim Joyce, Operations Manager By Diane Stewart

Tim's career also started at the USCS Lyons facility when he joined the team as a forklift operator. His interest in his work and his innate ability for organizing and planning moved him quickly to Warehouse Supervisor. Here he honed his skills learning the most efficient ways of handling product and applying people to keep the highly active Lyons plant running smoothly.

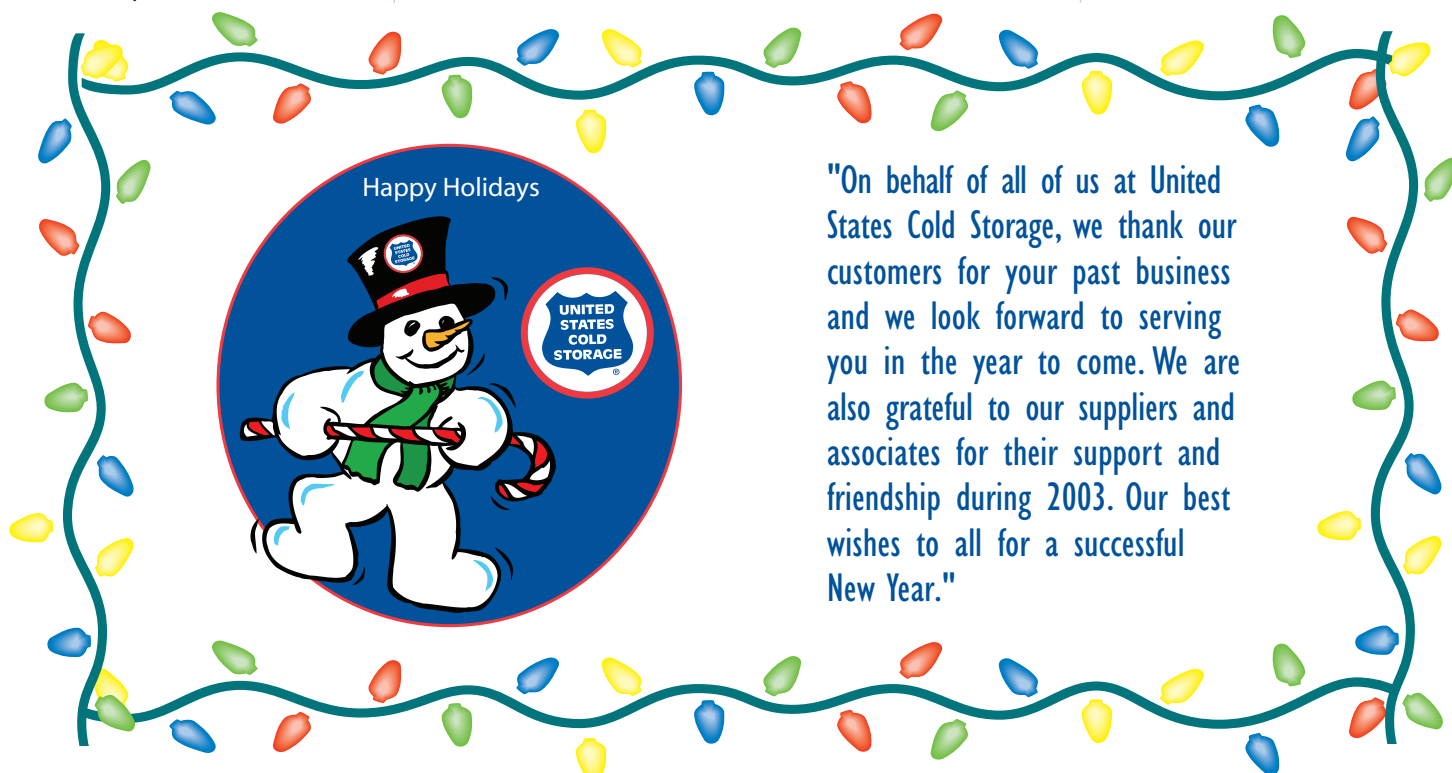
Tim is well known for assisting customers with improvements in all aspects of product movement and control. Tim has a gift for recognizing poorly utilized pallet configurations and providing guidance on more effective pallet patterns to customers. In one particular instance, Tim's suggestion saved a customer more than

\$100,000 annually in transportation costs.

In 1997, because of his commitment and willingness to extend himself Tim was promoted to Superintendent of the ultra-modern Minooka facility. Even before the plant was open for business, Tim's talents were put to the test: learning new technologies, hiring and training new people, ordering and organizing new equipment. By 2001, Tim's success in helping to get Minooka up and running earned him another promotion, this time to Operations Manager.

To this day, Tim continues to find new ways to serve US Cold customers, employees and the facilities. He formulates new ways to ensure better customer service and to coordinate workflow and communication between departments. In his 25 years with US Cold, his professionalism and desire to seek out and master new challenges has made him an invaluable asset to the company.

Congratulations Tim and Diane!



Ski Competition – cont' from page three

special place in the Winter Olympics record books. In a controversial call, Haugen finished just out of

the medals for the 1924 Olympic ski jump event. Deprived of a medal due to a marking error, Haugen

spent the nearly half a century challenging the decision. Some 50 years later, he won his appeal and was

awarded the Bronze Medal. Haugen was 83 yrs. old.



United States Cold Storage Updates

EMPLOYEES

Dinuba:

Manager Gordon Petersen, announced Acting Chief Engineer Anthony Magana has successfully completed his RETA Level A Operator's Certification exams.

Miami:

Billy Brock is still stationed in Jacksonville, Florida awaiting further orders from the military reserve. He may be sent overseas to help with the rebuilding of Iraq.

Lyons:

Len Howard came home to a hero's welcome for an 11-day visit. Len's neighbors threw him a huge welcome home party with the mayor of Orland Park in attendance. After spending time with family and friends, Len has since returned to Kuwait. He expects to be home in April or May, 2004.

SAFETY RECORDS

Fresno:

The Fresno Safety Committee is proud to

announce the plant has completed 5 years without a lost time accident. With this great accomplishment it's clear the entire plant takes safety seriously, not "by accident".

Lumberton:

Plant Manager Darron Ezzell reports Lumberton is approaching their four year "without lost time accident" anniversary.

Minooka:

Manager Diane Stewart

reports that the Minooka facility is working on its sixth year of accident-free operations. Congratulations Minooka!



Mission Statement

United States Cold Storage is dedicated to being the leader in providing highly reliable and cost effective logistics solutions to the frozen and

refrigerated food industry, giving our customers the competitive edge they need to succeed in the ever changing business environment



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For pictures, we welcome prints, color slides or computer graphics in jpeg form. (300 dpi)

