

In Dedication:

To my Dad, the king of punsters and second “captain” who gave his heart to this industry and our company; to our incredibly quirky, ridiculously hard-working, talented AND laugh-out-loud funny crew; and with credit to our untraditional (70s-music-obsessed) financial “steward” who set sail with this very simple summary of what rocks our boat:

Shapiro, we give a ship.

A handwritten signature in black ink that reads "Mase". The signature is written in a cursive, slightly slanted style.

We asked our employees and a few customers
some interesting questions to see what they
thought about the company...
these were their answers.

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*What is the quirkiest
thing about Shapiro?*

Customer Says:

That **they** think they're quirky.



The people. All a little left of center, but we seem to mesh pretty well. No one is "quite right."

WHAT IS THE QUIRKIEST THING ABOUT SHAPIRO?

That our people can laugh at the high pressure and demands of this industry. It's a very competitive group with an odd sense of humor.

Customer Says:

I'm impressed with the amount of alcohol that is consumed. I believe it's part of the training process to be able to hold your own. Always a great group to be around!



Rubber band fights.



is quirky because...

Shian works here, &
She Cares!

WHAT IS THE QUIRKIEST THING ABOUT SHAPIRO?

We work hard but play harder!



We are a family and consider our customers to be part of that.



We are creative maniacs!



Overall, I would say the willingness to be honest and transparent, and, as the cliché tells us "truth is stranger (and funnier) than fiction."



We can tell you about our customers' pets, kids, etc.

Customer Says:

I think nothing speaks quirky like your website; one gets the impression that the working environment is light and fun.

WHAT IS THE QUIRKIEST THING ABOUT SHAPIRO?

We are SHAP happy.
We like to “Shap-erize” anything
we can -- Shap Talk, Shap Blog,
Shappity doo daa!



It's a diverse family from
every country and culture.

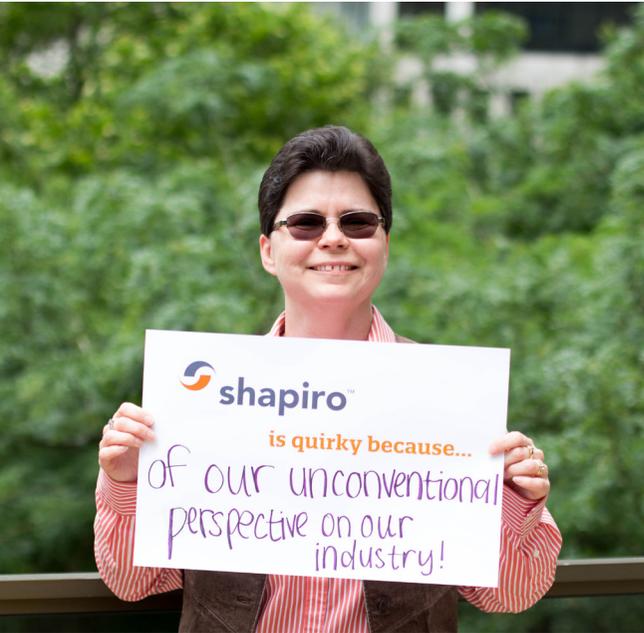
We stamp our brand
on EVERYTHING.



is quirky because...

We ride the waves with you, AND
we laugh & splash water on each
other along the way!

WHAT IS THE QUIRKIEST THING ABOUT SHAPIRO?



I don't like the word quirky. I'm in compliance, we just want everything to be done correctly. No quirky here.

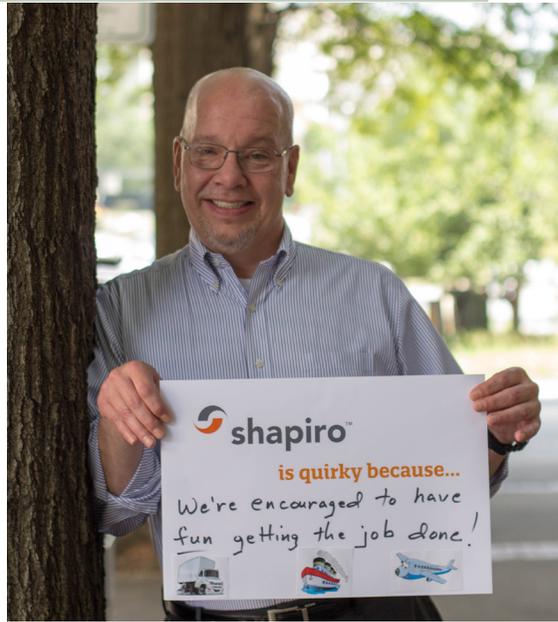
The culture is by far the quirkiest thing at Shapiro. From day one you become part of the Shapiro family and are treated as such.



We think and act outside of the box.

WHAT IS THE QUIRKIEST THING ABOUT SHAPIRO?

We truly all get along like family: through the bad, the good, and the ugly! It provides for a better work ethic since our teamwork is strong and is reflected back in the way we service our customers.



International transportation and brokerage is not a fun topic, but Shapiro employees are able to approach their roles with good humor and levity.



is quirky because...

We Are Centenarians
"100"

WHAT IS THE QUIRKIEST THING ABOUT SHAPIRO?



Shapttoos (temporary Shapiro tattoos that were handed out at the last Crab Feast), Shapsquatch (a Shapiro sasquatch that serves as our internal mascot), Shamigos (all of us here at Shapiro), need I say more?

WHAT IS THE QUIRKIEST THING ABOUT SHAPIRO?

We are not afraid to change positions, to morph with the ever-changing demands of our industry...we do this swiftly and without hesitation.



Happy hour
on Fridays.



shapiro™

is quirky because...

OUR CFO has a
NICKELBACK Lunch Box!



WHAT IS THE QUIRKIEST THING ABOUT SHAPIRO?

We embrace the unconventional.



In such a stressful environment, it is always a delight coming to work.

The fact that we can go from dealing with some tough situations to laughing the next second.

WHAT IS THE QUIRKIEST THING ABOUT SHAPIRO?



shapiro
is quirky because...
We have impromptu
rubber-band wars

We like to have fun and
we have a sense of humor.

The quirkiest thing about
Shapiro is the quirky
personalities that are hired.

The ages, differing
experience levels of
personnel, nationalities, and
backgrounds.



shapiro
is quirky because...
OF the people - diverse
group + personalities



shapiro™

is quirky because...

We go the extra $\frac{10}{3}$ miles for
our clients!

WHAT IS THE QUIRKIEST THING ABOUT SHAPIRO?

The Shapsquatch



I don't know if this is quirky, but when I first started here, Shapiro bought the employees lunch once a week. I thought it was very nice that they recognized everyone had been under a lot of stress at that time and it was away to help out.



is quirky because...

we are cray cray... in a good way

***What is the best time you
had a Shapiro event?***

WHAT IS THE BEST TIME YOU HAD AT A SHAPIRO EVENT?



The parties where Sig played the piano, some sang along, games were played and fun was had by all.





shapiro™

We embrace the
is quirky because...
unconventional

WHAT IS THE BEST TIME YOU HAD AT A SHAPIRO EVENT?

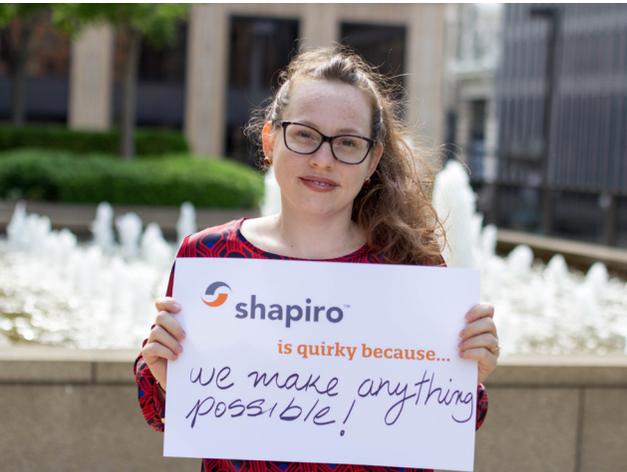


We celebrate a lot of birthdays, wedding showers, and holidays. Last year for Christmas, we had a really nice dinner and played the white elephant gift exchange, which I volunteered to set up and handle since I was the newest employee at that time. It was a lot of fun and everyone welcomed me and made me feel like a part of the team. It just shows that Shapiro really is a big family and will be there for someone even when they are new and don't know anyone yet.



WHAT IS THE BEST TIME YOU HAD AT A SHAPIRO EVENT?

The Crab Feast in 2013! We were the most popular tent in the land, most likely due to our shot bar! It was a fantastic idea and a great way for people to be attracted to our area. We got to meet a ton of vendors and customers this way.



Manager meeting 2015 when I did karaoke for the first time and got to spank Olga's butt.



shapiro™

is quirky because...

WE DMBRACE

EXTREME democracy

WHAT IS THE BEST TIME YOU HAD AT A SHAPIRO EVENT?



Bowling at Mustang Alley for a TSR summit in 2010. Robert Burdette is very competitive.

Watching Janice eat oysters for the first time at the Charleston Oyster Roast.



WHAT IS THE BEST TIME YOU HAD AT A SHAPIRO EVENT?



It would be karaoke and seeing Randy dressed up like an 80s rocker singing heavy metal songs.

Beer.



WHAT IS THE BEST TIME YOU HAD AT A SHAPIRO EVENT?

The Crab Feasts are a blast. I watched a customer dump the leftover alcohol in our cooler on his own boss' head after a long day of shots!



Every event has been better than the previous. I would have to say it's a tie between the annual customer holiday party, because I got to put so many faces to the names of people I work with, and taking the office out to a fantastic outdoor beer garden for drinks, food, and games. Nice to be outside of work and just let loose!



WHAT IS THE BEST TIME YOU HAD AT A SHAPIRO EVENT?

Going out to dinner with my Shapiro brothers and sisters is always hilarious and delightful. I can honestly say that I have cried with laughter and wet my pants (just a little) for the antics, stories and overall camaraderie.





is quirky because...

We geek out on GRI's

WHAT IS THE BEST TIME YOU HAD AT A SHAPIRO EVENT?

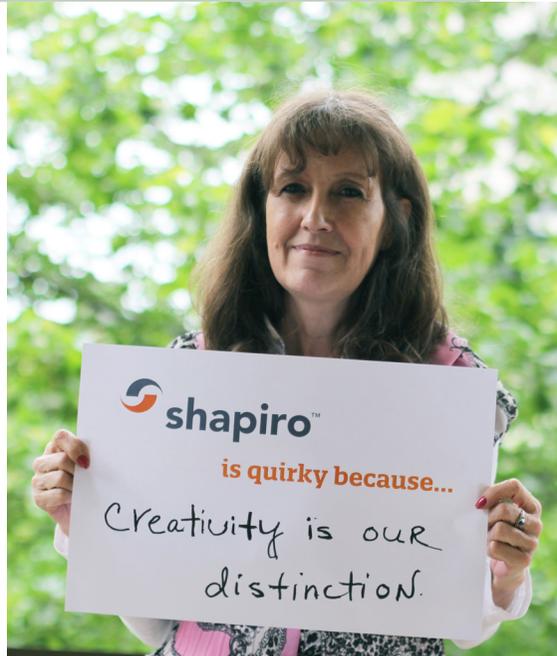


I went to the crab feast last year for the first time! Obviously, you can't beat free beer and crabs, but more than that, it's great to drink and laugh with folks you only get to speak with via email mostly. Also, it's nice to get to know the customers on a more personal basis. It's quite an awesome event!

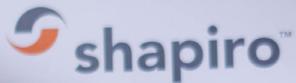
Has to be the holiday dinners - feeling relaxed and getting to know co-workers on a different level.

WHAT IS THE BEST TIME YOU HAD AT A SHAPIRO EVENT?

Too many to count. Officially, a tie between the most crab feasts, Philly cocktail party, and late night manager meeting jam sessions.



A Baltimore Orioles game I have been to. It was really fun!



is quirky because...

WE CARE
Even UNDER Pressure!

WHAT IS THE BEST TIME YOU HAD AT A SHAPIRO EVENT?



Certainly, late night guitars and bongos.

The softball games where Shapiro's team was almost all girls and the other teams were almost all men. We had a lot to talk about the next morning... I won't go any further! Equally fun, was the Christmas parties in Little Italy; we laughed all night.



WHAT IS THE BEST TIME YOU HAD AT A SHAPIRO EVENT?

Our holiday parties every year are a highlight for the Atlanta office. Our office does two “white elephant” gifts at our parties -- one gag gift and one that’s more thoughtful. The gag gifts are, of course, incredibly hilarious and creative, and they always result in so much laughter! It’s such a good ab workout!



Shapiro events are always a good time. I especially enjoyed our 95th anniversary party and am looking forward to the big bash for our 100th birthday!

WHAT IS THE BEST TIME YOU HAD AT A SHAPIRO EVENT?

It wasn't exactly a "Shapiro" event, but an event Shapiro gave me... the best Baby Shower for my first baby was unforgettable, even though it took place over 20 years ago! It's still quite meaningful.



Going out to dinner while in Baltimore for Shapiro University.



*Tell us about your craziest
import/export story.*

TELL US ABOUT YOUR CRAZIEST IMPORT/EXPORT STORY.

I was importing a container of paper from Portugal and there were stowaways in it! Customs called to tell us that the stowaways smoked a lot because there were cigarette butts all inside the container.

Not too smart to do in a container filled with paper...



Early in my career, we handled carnets for Barnum & Baily shows that went abroad. We had a shipment returning and it included the animals. We got to go to the pier and watch the animals come off the vessel and get loaded in the trucks. It was pretty exciting watching this.

TELL US ABOUT YOUR CRAZIEST IMPORT/EXPORT STORY.

This one time, everything went exactly as planned and the dates barely changed, there were no delays. Then, I woke up!



Tracking the delivery of a rug from China to Chicago to Southeast Georgia that had to deliver within 24 hours to be in place for a G8 conference and the delivery site was experiencing the remnants of a hurricane. The unload site was not covered and I had to contact a local funeral home to set up a tent so the rug could be moved from the truck to the hotel without getting wet.

TELL US ABOUT YOUR CRAZIEST IMPORT/EXPORT STORY.

On an export of hazardous dye stuffs to Saudi Arabia, we learned two essential lessons for supply chain: 1. we now know what dock workers do during labor slowdowns, and, 2. hazardous shipments can be hazardous in more than one way. Upon opening the container in Saudi Arabia, the warehouse crew refused to go back into the container. The crew was very religious and devout, and some future Picasso in the U.S. had spray painted a woman with a very impressive endowment for the Fans of Cleavage Society. Ultimately, I had to send in our less religious agent with more spray paint to cover over the masterpiece, and order was restored.



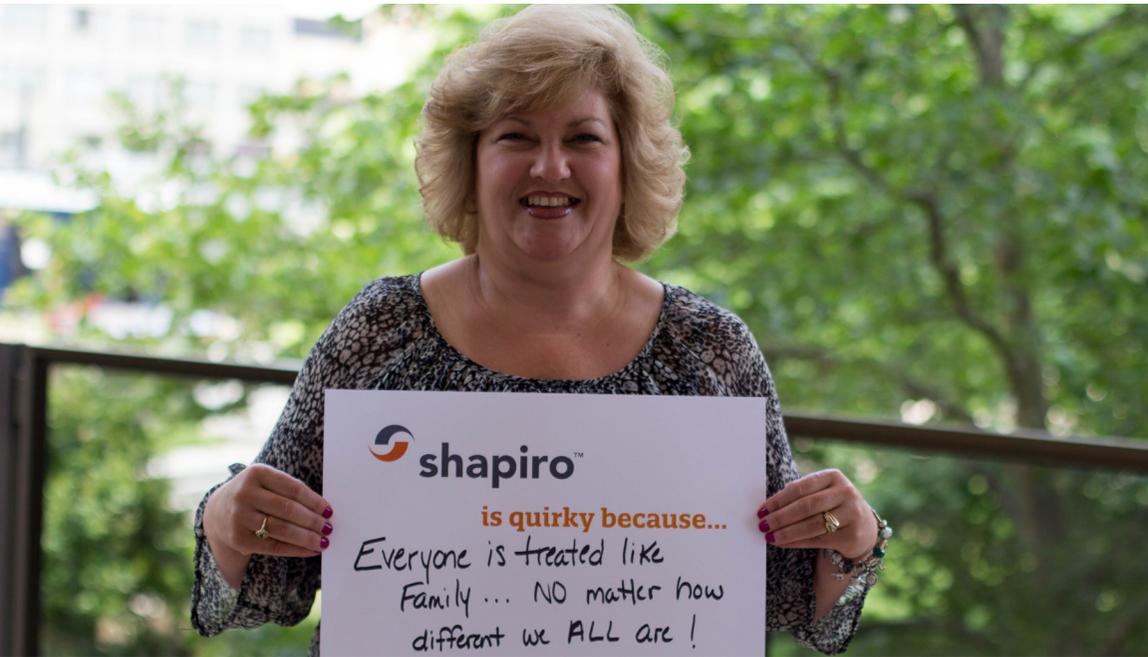
TELL US ABOUT YOUR CRAZIEST IMPORT/EXPORT STORY.

I was importing a live reptile shipment which I did quite frequently. It arrived into BWI Worldwide Flight Services. I had to make arrangements for Fish & Wildlife to go examine the reptiles as soon as the shipment arrived and the customer would drive and meet them there. When I called to confirm the shipment arrived, the airline told me that the snakes, scorpions, and turtles all got loose and were crawling around the warehouse. They said the warehouse guys and fork-lift operators had to stop and were chasing around the reptiles to get them back in their breathable bags. I had to call the customer and then meet him at the airport to make sure none of his reptiles escaped out into the parking lot!



TELL US ABOUT YOUR CRAZIEST IMPORT/EXPORT STORY. | 50

TELL US ABOUT YOUR CRAZIEST IMPORT/EXPORT STORY.



I once had to clear a deer penis and testicles.

51 | TELL US ABOUT YOUR CRAZIEST IMPORT/EXPORT STORY.



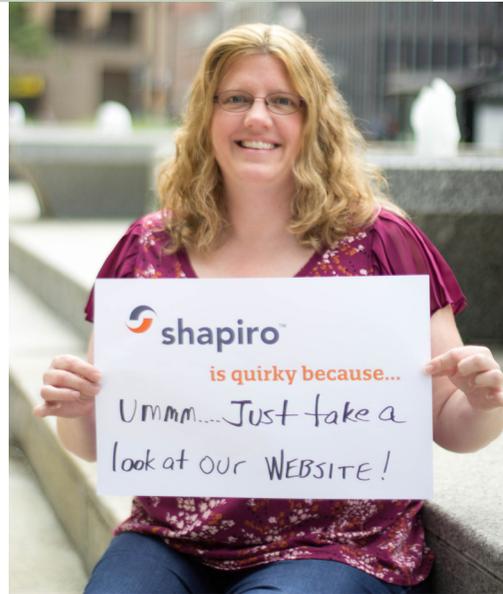
shapiroTM

is quirky because...

We are on a first
name basis with the CEO

TELL US ABOUT YOUR CRAZIEST IMPORT/EXPORT STORY.

We had an outport shipment of cobalt from South America we were bringing in for a small, two-person broker in Dulles. Come to find out, Customs received a tip that a shipment of drugs was being imported to the East Coast. Well, it turned out to be this shipment. Customs picked it up because cobalt was spelled incorrectly on the manifest. Customs contacted us and followed the shipment to the destination. The destination was a high-tech laboratory that did a chemical process to this 'cobalt,' a bright blue stone, and turns it into a white powder, cocaine. Customs could not figure out why they used Shapiro because they normally stay away from compliant brokers. We told them we were doing the shipment for a smaller brokerage firm. Customs got the bad guys in this case, so I guess they were "Breaking Bad." Ha!



TELL US ABOUT YOUR CRAZIEST IMPORT/EXPORT STORY.

I had a customer, who had brought energy drinks in through the West Coast, drive to the Los Angeles terminal during congestion and beg truckers to pick his container up...and it worked! Later, they drove to FDA office and banged on their door to release the container...and it worked again!

(Not recommended!)



In Dulles, we used to talk to the mice and gerbils before they left for the airport to be exported.

TELL US ABOUT YOUR CRAZIEST IMPORT/EXPORT STORY.



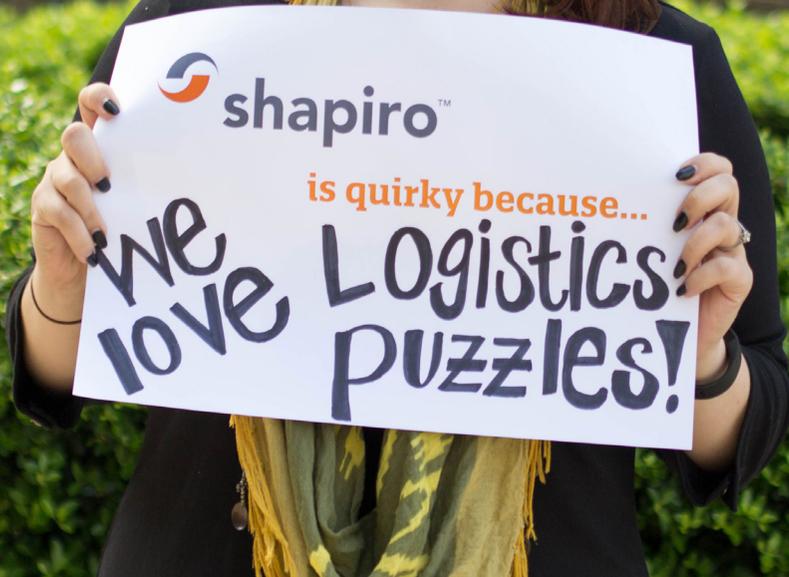
The people in our office can't forget about the infamous rotten meat container. There's a big difference between degrees in Celsius versus Fahrenheit, which is why it's always important to read the temperature instructions for reefers very carefully! Once the re-imported container arrived back into port, Customs called to let us know that this container was stinking up the place and had blood leaking out of it. Apparently someone at origin didn't check the correct temperature instructions. Needless to say, this shipment had to be destroyed!



TELL US ABOUT YOUR CRAZIEST IMPORT/EXPORT STORY.

Everyone has heard this story before. I once had an AMLI air import consolidation with a door move. The airline gave the wrong trucker a \$100K painting and the other trucker a leaky drum of chemicals. One was delivered to the office of a chemical company and the other to a residential home... on a Friday. The person at the office took out the painting and hung it. Needless to say, it was a LONG Friday.





shapiro™

is quirky because...

we
love

Logistics:
puzzles!

TELL US ABOUT YOUR CRAZIEST IMPORT/EXPORT STORY.

We had a customer import hookahs from overseas, they were a first-time importer, so, as suspected, CBP flagged their shipment for exam and wanted proof the hookahs were not being imported into the country for recreational drug-use. To prove this, CBP asked for marketing material to see how the hookahs were being advertised. Easy enough, huh? Well, the importer provided me a flyer advertising their phone app where they could order anything from hookahs to “munchies” and they could deliver until 4:20 a.m... I asked, “Are you sure you want me to provide this to CBP?” They said, “Yeah, why not?” They were furious after CBP refused to release their shipment.



Back in the mid 1980s, I worked at Shapiro's BWI office and got a new customer importing items from Indonesia. Some of the items had ivory in them, so, Fish & Wildlife had to open up the shipment to take a look. When we opened the shipment, it had all kinds of items that were carved in the shape of skulls. Some were jewelry and some were very weird trinkets like knives with skulls carved into the handles. However, the weirdest thing we found was a real human skull! When we examined it, we noticed that the top of the skull came off and if you flipped it over, it was bronzed on the inside, basically, made to be an ash tray. We thought maybe he was some kind of voo doo priest. When we met him, he looked like a hippy from the 1960s with long hair, beads around his neck, and sandals. He turned out to be a really nice guy and when we asked him about all the skulls, he said that he sold them in his store in Ocean City. He went on to explain that he had a lot of customers that were Grateful Dead fans and they were really into skulls. His shipment did finally clear and he went on to be a regular customer.

TELL US ABOUT YOUR CRAZIEST IMPORT/EXPORT STORY.

Handling a shipment of condoms for a priest that never made it into commerce...



I once had an inquiry that would not go away. It was a Ukrainian national who wanted to ship used cars to Odessa. We politely declined the business after he became very rude and started harassing my export department. He called me and said that "he had people that would take care of me..." but alas...I'm still here.



 shapiro™

is quirky because...

I was hired
to hold signs.



shapiro™

is quirky because...

WE HAVE HAD THE PRACTICE.

99 YEARS ÷ COUNTING! 🎉

***If Shapiro could be any
Superhero, what would it be
and why?***

IF SHAPIRO COULD BE ANY SUPERHERO, WHAT WOULD IT BE AND WHY?



The Flash.
We do things quickly and are funny.



Customer Says:

I would say Superman. Firstly, the "S" of the Superman logo could stand for Shapiro, that is the obvious reason, but more importantly because Shapiro is unassuming like Clark Kent, always staying low key and working behind the scenes for us, but when we need you, you spring into action quickly and are able to take on any problem that arises.

IF SHAPIRO COULD BE ANY SUPERHERO, WHAT WOULD IT BE AND WHY?

Power Rangers.
We succeed because we work well together as a team.



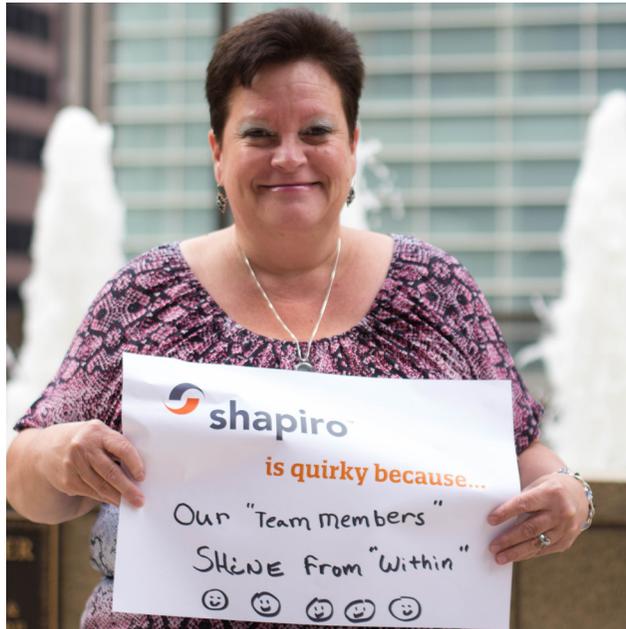
Hawkeye. We're not big and huge, a god, or extremely wealthy; instead, our Superhero status is derived by our ability to focus a super-human amount of attention on what we do best and to be the best in our industry.

IF SHAPIRO COULD BE ANY SUPERHERO, WHAT WOULD IT BE AND WHY?

I would give us a cool name like
"The Shapiro Allegiance" or "the League of SHAP!"
We are not an individual Superhero, but rather a collective
made up of the finest minds in the logistics world.

Here to solve all problems:
SHAP -- Shapiro Helping Advocate for Progress!

The Hulk,
because
we smash
all other
competitors!



IF SHAPIRO COULD BE ANY SUPERHERO, WHAT WOULD IT BE AND WHY?



Superman.
Fly above
all others.

Optimus Prime because Shapiro can transform to meet each and every requirement the customer needs and save the day when an issue occurs.

shapiro

 shapiro™

is quirky because...

OF.... FUN & COOL....

UNCLE LARRY



IF SHAPIRO COULD BE ANY SUPERHERO, WHAT WOULD IT BE AND WHY?

Shapiro would definitely be Wonder Woman because we are quick with our services and look good doing it!

Telepathicon with the ability to anticipate what our customers need/want.



Shapiro is Superman because of our abundance of dynamic powers. We have x-ray vision to look deep into the logistical needs of our customers. We exercise super-human strength when it comes to handling large volumes of work in a timely manner. We are indestructible!



is quirky because...

We let our
freight geek flags
FLY!



is quirky because...

We Are FAMILY

Superman.

We leap over delivery delays in a single bound.

We clear shipments faster than a speeding bullet.

We get shipments through whether it is by bird or plane
or a speeding locomotive.

Customer Says:

I don't know which one specifically, but it would be a nerdy computer superhero because Shapiro 360° is the best thing that ever happened for you guys. It saves me a ton of time so I know it must save your employees at least as much, probably more.



IF SHAPIRO COULD BE ANY SUPERHERO, WHAT WOULD IT BE AND WHY?

Wonder Twins.

Because we adapt to each situation as it comes up.
Is this showing my age?...

Captain America.

He is not afraid to stand up for what he believes in.



Iron Man.

I haven't seen a company that is as advanced in technology, for both customers and employees, as Shapiro.

Customer Says:

Popeye. Shapiro is Popeye the Sailor Man, the customer is Olive Oil, and customs and laws are Brutus. Popeye is always looking out for Olive Oil and keeping her out of trouble, protecting and guiding.



Squirrel Girl. Shapiro has the unique ability to converse with and relate to anyone on any level, even squirrels. Also, much like Shapiro, she is not well known, but once you do get to know her you can't help but fall in love.

IF SHAPIRO COULD BE ANY SUPERHERO, WHAT WOULD IT BE AND WHY?

Superman.
He's indestructible.
Nothing will keep
Shapiro down. We never
give up. We always strive
for excellence.



The Avengers!
Everyone has their
unique power to battle
in this crazy industry
that is always changing.

IF SHAPIRO COULD BE ANY SUPERHERO, WHAT WOULD IT BE AND WHY?

It would Captain America, not only because we get the job done, but because we also do it a professional manner.



Batman.
We do not have super-human powers, but we have all the right tools to get the job done.

IF SHAPIRO COULD BE ANY SUPERHERO, WHAT WOULD IT BE AND WHY?

It would have to be Iron Man.
We are always championing the little guy.



Shapiro would be Iron Man because we know we're good and we take a lot of flak for doing what we do, but we trudge through it anyway and ultimately do what's best for the greater good of our customers, ourselves and our community.

IF SHAPIRO COULD BE ANY SUPERHERO, WHAT WOULD IT BE AND WHY?

Plastic Man! Plastic Man is a superhero whose unique completely malleable body chemistry allows him to stretch to great lengths and contort himself into any position imaginable.

Despite being one of the most powerful entities on the planet because of the limitless nature of his powers, he has a care-free and humorous attitude towards life. I think this sums us up!





shapiro™

is quirky because...

"Just Wanted to Check"

Fin

Published (with love) by Shapiro.
2015

www.shapiro.com



shapiro™

WE DELIVER. PROBLEM SOLVED.™

