

MAINFREIGHT TEAM REVIEW

NEWSLETTER JULY 2024



MAINFREIGHT

DAILY FREIGHT

CHEMCOURIERS

OWENS Car^oTrans



NOTE FROM DON

Welcome to our July newsletter, full of interesting contributions from the people across our international network.

Our results were recently released to the market, and reflect a tougher year compared to the two prior years. However, it has not deterred our teams in every region. Their newsletter contributions depict the ongoing excitement, passion, and energy for more growth across the business.

While our financial results disappointed us – particularly in light of the prior two years of record earnings due to significant freight demand – we are still seeing opportunities on every street corner.

We know we could have performed better. Disposing of short-term leases associated with our overflow warehouses, moving more freight via rail, and better utilisation across our domestic transport and international networks, were opportunities missed. Our team are focused on improving performance as we make our way through this current year.

A number of new property projects have already been completed, and a number of exciting new projects are about to get underway.

In New Zealand, Daily Freight has just moved to our newly built Owens site

in Auckland while their facility is being remodelled. Owens will move in once the Daily Freight depot reconstruction is completed.

Our new inland rail service container handling and bulk tanker facility is now operating at Alderman Place in Otahuhu, Auckland. Mainfreight 2Home's new Auckland warehouse and freight facilities are nearing completion, which we look forward to occupying later this year.

In Australia, earthworks have begun on our new cross-dock in Brisbane, a newly designed facility featuring 34 rear loading doors for greater efficiency.

We have also opened and transitioned our customers' product into our new Moorebank warehousing facility in western Sydney.

Two new transport cross-docks in Dallas and West Chicago are expected to be complete in late 2024, an exciting new era for us in the United States.

We remain ambitious and invigorated to continue finding new opportunities, delighting our customers with high levels of quality service, and improved efficiency across their supply chain requirements. We are very lucky to have wonderful loyal customers across our network internationally.

Our annual report, and latest sustainability disclosure, are now available. A copy has been mailed to our team around the world, keeping them informed and aware of our performance and ambitions.

Mainfreight remains a very special company, powered by very special people.



A SPECIAL THANKS TO



Tim Williams

At the end of June we farewelled Tim Williams, who retired after 40 years of impeccable, dedicated, and loyal service to Mainfreight. The retirement celebration was attended by his wife, Sheryl, along with some of his family members. Also present were Bruce Plested, our founder and chairman, several Mainfreight alumni, former and current directors, key service providers, representatives from EY, banks, insurers, software developers, and members of our current Mainfreight family.

Tim is the longest serving CFO of any NZX listed entity and had held

the CFO role since our public listing in 1996. Tim's ability to relate and communicate with people at all levels within the business is a hallmark of who he is. It has helped us with our decentralized accounting processes - always humble and unassuming.

Tim has played a crucial role in providing guidance and direction as we opened in 27 different countries. At the same time, he has developed a marvelous accounting team around the world for us – all capable of providing us with the comfort and knowledge that we are counting the pennies correctly.

Being able to promote Graeme Illing to replace Tim is as much about Tim's guidance and leadership, as it is Graeme's abilities.

Bruce and Don presented Tim with a Kākahu (Māori cloak) to represent our respect and thank you for all Tim has achieved. The design signifies and relates to his overwhelming support of all those in Tim's family and work family, characteristics of loyalty, integrity, honesty, leadership and his hobbies including rugby, golf, and tramping.

We wish Tim a very happy retirement.

MAGAZINE DIRECTORY

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AUSTRALIA



Mainfreight Australia

Rodd Morgan

Team,

At this time last year, we predicted a tough year from a financial perspective, and unfortunately, we were correct. After several years of good profit and sales growth, for the financial year ended March 31, 2024, we were behind the previous year's profit by approximately 20%, with sales down 8%. We also missed the targets we set ourselves in March 2023, which was disappointing. Setting challenging annual targets, and working each day to ensure they are overachieved is a fundamental part of our culture and strategy. With that in mind, the targets we have set for the current financial year are suitably stretching, and we are doing everything possible to achieve them.

We feel we are carrying much improved momentum as we work into the new financial year, despite the tighter economic environment precipitated by the high cost of living. Irrespective of that, let's ensure that branch by branch, we are doing our very best to manage costs, find efficiencies, and grow our sales so that we can get back to being a business that achieves what it says it will achieve.

We held our annual Branch Managers Conference in Melbourne in March this year. Our main focus was to agree on sales and profit growth targets we expect to achieve this year. Most importantly, we spent time plotting how we will be able to achieve this growth, which is mainly through finding business efficiencies and quality created by our team behaviours, our network intensity, and the targeted use of technology.

Along with plenty of hard work (and some fun), we also acknowledged and celebrated some individual and team success from the previous year:

- Turnaround Branch of the Year – Full Truck Load (Brayden Hackling)
- Remeasure Branch of the Year – Transport Geelong (Scott Jones)
- Cash Collection King – Wharf Sydney (Pasqua Riservato)

Transport Geelong went back to back, and Wharf Sydney completed a three-peat, which is a great credit to them.

The most significant award, the Branch of the Year,

was won by Warehousing Berrinba (Brisbane), led by the ubiquitous Paul Fraser, who joins Steve Anderson as the only two-time winners of this award.

Somewhat disappointingly, we only presented 25 profit plaques to branches that achieved their profit target (down from 51 last year), and three profit pins to Branch Managers who have achieved this five times (Charlie McDermott, Rifet Gorovic, and Maraea Ekueti). We also presented the special Branch Manager Mainfreight blazer to 10 team members who have been promoted to Branch Manager for the first time.

In October last year, we opened the first stage of our latest 55,000sqm warehouse at the Moorebank Intermodal Terminal in Sydney, with the second and final stages completed in February this year. This new purpose-built facility has the capacity for 70,000 pallet spaces, and some of the latest warehousing technology that helps our team deliver efficient, fast, and very high standards of service to our customers. It also has 27,500sqm of temperature-controlled space, and the capacity to handle a range of hazardous and retail dangerous goods. Its location at the intermodal terminal allows us to provide a direct port-to-warehouse solution for our customers' shipping containers using rail, which minimises delays, eliminates road tolls and fuel surcharges, reduces cartage costs and helps us to return empty containers more efficiently.

When fully operational, the Moorebank complex will take 3,000 trucks off Sydney roads daily. We look forward to a very long period of contribution and success from our new Moorebank branch.

In closing, we hope you enjoy our mid-year team newsletter. These pages are filled with tremendous positivity, and we are sure you will see why we have so much confidence in our business. Although we did not achieve our profit target for what would have been the fourth year in a row, we have little doubt we will do so this year.

Thank you to our team for your efforts in a tough economic environment. Let us all get stuck in and ensure our quality of service and efficiency are the best they can be for our customers.

Best Wishes,
Rodd



L-R: Brent Smith, Sengly Tann, Alex Panait, Annie Mckee-Salesa, Martin Proctor, Rodd Morgan, Anton Fitt, Adam Real, Adam Horne, Jesse Galende, Joel Ward, Nathan Zahra



Australian Branch Managers - 2024

Transport Australia

Simon Hart

A new financial year requires our branches to set new targets. Collectively, we have an exciting challenge in front of us. The most exciting part of this process is the thrill of the chase over the next 12 months. It's a nice element of our culture to set a stretch target and do everything possible to achieve it. This involves doing what we know works, doing it all the time, and doing it while under pressure. This is our culture translating into value for our customers.

Quality comes first. If we have good quality, we have a chance of having good morale. If we have both of those, we will make money. Our goal is to develop long-term relationships with our customers by delivering exceptional quality service. This is what separates us from the competition. Quality always comes first.

The beginning of this year has been all about delivering quality service for our customers. This started at our annual Branch Managers Conference, where the team was tasked with planning for the next 12 months to ensure we are well positioned to deal with whatever comes our way. We followed this up with our annual Operations Managers Conference, which again was all about acting to be match-fit for the next 12 months and beyond.

We are making progress toward more rear-loaded linehaul. We currently have 15% of our set runs on Pantech's, and intend to double it by the end of the year. This change is to help improve our productivity and quality. It enables us to do more in less space while handling the freight less, which translates to less damage and on-time departure of linehaul.

We have a big new business sales target this year, and a strong team of 110 to achieve it. Earlier this year, we held our annual Sales Conference. The challenge set out for the team was simple: We need to keep what we

have through exceptional quality, and grow the business by meeting and exceeding new business goals. We are encouraged by the depth and experience of our team and expect to surpass our target.

In terms of network development, we will have a new branch built in Townsville by April 2025, and two new branches in Brisbane by late 2025. These new facilities will help increase network capacity and provide the team with an environment that is conducive to providing a high level of service to our customers. We will hold onto what we have achieved in the last 12 months with respect to cost control, cash collection and quality.

There is a lot of hard work ahead of us, but please remember that we need to have a bit of fun while we are doing it.

As always, there are several areas to focus on that will improve our business:

1. Forklift safety: Forklifts are dangerous if the operator or pedestrians choose not to follow their training. PLEASE ensure that both drivers and pedestrians stay a minimum of 3m apart. Pedestrians, please use marked walkways.

2. We are part of an international business. Be conscious of how our actions impact other parts of the Mainfreight world.

3. Meticulous attention to presentation: Never walk past a piece of rubbish on the ground. We are proud of our world-class facilities, and they should always look world-class.

4. Loading quality: Use stowage aids wherever possible to protect freight. Think about the end destination, and restrain freight with those extraordinary events in mind. It's not uncommon to encounter a stray kangaroo when crossing the Nullarbor!

CLAIMS PERFORMANCE

Outward Consignments Per Claim				Inwards Consignments Per Claim			
Branch	To Mar 2024	To Sep 2023	To Mar 2023	Branch	To Mar 2024	To Sep 2023	To Mar 2023
CCA DANDENONG SOUTH	35540	28342	18545	CCA DANDENONG SOUTH	28640	42866	26292
CCA ADELAIDE	20874	9526	5789	MFT BALLARAT	17200	0	2722
CCA BRISBANE	8925	6431	10689	CCA ADELAIDE	16044	15971	16728
CCA PRESTONS	6694	5039	4930	MFT ALBURY	12302	42960	4288
CCA EPPING	6575	9515	14708	CCA PRESTONS	10032	5018	7831
MFT DUBBO	5580	9070	0	MFT TRARALGON	8792	0	9943
CCA PERTH	4674	2972	8133	CCA EPPING	8789	4151	11092
MFT NEWCASTLE	4450	4058	3906	MFT GOLD COAST	8343	7866	5192
MFT TOWNSVILLE	4409	4534	2845	MFT DANDENONG SOUTH	6034	4943	7573
MFT PRESTONS	4115	1758	2007	MFT GEELONG	6013	4464	10018
MFT CANBERRA	3334	2930	2458	CCA BRISBANE	5960	4890	4658
MFT DANDENONG SOUTH	3325	4544	4094	MFT BENDIGO	5556	5636	5946
MFT ADELAIDE	3218	3331	3354	MFT EPPING	4963	4329	2266
MFT ALBURY	2663	4191	1899	MFT BRISBANE	4911	6210	2141
MFT NARANGBA	2604	4957	1788	Total Company	4737	5005	3761
MFT BALLARAT	2484	2487	2862	MFT DUBBO	4638	2754	1455
Total Company	2438	2648	2243	MFT NARANGBA	3987	3958	2761
MFT GEELONG	2353	3808	9255	MFT CANBERRA	3925	6595	3122
MFT TAMWORTH	2305	2518	3328	CCA PERTH	3696	3771	5492
MFT EPPING	2184	2220	1828	MFT TOWNSVILLE	3660	5920	8020
MFT TRARALGON	2084	1320	1473	MFT MACKAY	3629	3650	2672
MFT MACKAY	2031	1733	0	MFT ADELAIDE	3003	2441	2410
MFT TOOWOOMBA	1825	2662	1133	MFT PERTH	2724	5966	3643
MFT GOLD COAST	1405	1368	1108	MFT NEWCASTLE	2720	2648	2993
MFT BRISBANE	1363	2134	1498	MFT WOLLONGONG	2445	1920	5310
MFT ORANGE	1150	505	3004	MFT EASTERN CREEK	1828	2474	2449
MFT PERTH	1075	1097	741	MFT ORANGE	1788	1433	5819
MFT EASTERN CREEK	955	772	964	MFT PRESTONS	1675	3155	2149
MFT WOLLONGONG	679	522	1321	MFT BUNBURY	0	5908	0
MFT BENDIGO	0	0	0	MFT TAMWORTH	0	0	2643
MFT BUNBURY	0	217	438	MFT TOOWOOMBA	0	0	0

If your branch is below the Total Company number, then you are below average. Make sure you and your team members work hard this year to be above this line.

Driver Appreciation Week

Owner Drivers are such an important part of our business, and every year, we take the time to really show them how much we appreciate all that they do.

Here are some celebrations from around the country.



Rob Rix with Jesse Gray-Morgan from Transport Perth



Metro Melbourne Team Members and Drivers
L-R: Rajinder Joshan, Aman Chahal, Daniel Casha, Daniel Lavars, Kamal Sharma, Ajay Sandhu, Varinder Singh, Gurjeet Singh and Sukhdip Singh



Transport Toowoomba Drivers
L-R: Phil Jeffrey, Richard Briel and Jason Gilboy



Electric yard truck, Dandenong South



Electric forklifts



Jaymahl Ngahure, Dandenong South

Going Green around the Depot

Andrew Weymouth | Transport Dandenong South

Transport Dandenong South has moved to an electric forklift fleet. The team has adjusted well to driving them, as they are different from driving the forklifts that we have been using for the last five-plus years.

We have also successfully trialled an electric yard truck, which the team are very happy with.

By moving to electric vehicles (forklifts, yard trucks, and sweepers), we will reduce our carbon footprint on the environment, and potentially save on maintenance costs.

These vehicles are a lot quieter than the previous vehicles, so all team members need to keep this in mind while on the depot floor and in the yard.



A-Double Combination

**Sander Vreeburg |
Mainfreight Epping**

We are excited to share our biggest linehaul combination between Melbourne and Sydney, two 48-pallet space A-double combinations. It runs on one of the busiest lanes in Australia, connecting Epping, Victoria, with Prestons, New South Wales, daily, allowing us to move up to 30% more freight with the same driver and prime mover.

State-of-the-art technology ensure our customer's freight gets delivered on time and in a safe manner. So far, the utilisation has been impressive, moving up to 160cbm of freight and 45 tonnes in one trip. This has translated into cost savings of up to 15% compared to a B-double equivalent, and significant improvement in our carbon emissions per tonne of freight moved.

JSI Branded Units

**Sai Saleesi |
Chemcouriers Sydney**

Our brand new Chemcouriers dedicated B-Double pan/tautliner sets on the daily Sydney to Adelaide run have finally arrived.

They are in the same configuration as our Melbourne, Sydney and Brisbane units with rear loading and six inbuilt underslung segregation devices. This enables our team to load different dangerous goods classes simultaneously, that wouldn't usually be able to travel together on a standard trailer.

Drainage tanks are incorporated in the main trailers, keeping the community and environment safe in the likely event of a leak in transit.

Towing the units are the latest in Volvo Prime Movers, giving drivers superior comfort on the road, with safety features similar to most brand-new cars.

We are really excited about the efficiency gains from the upgrades to the pan units, and also providing Chemcouriers additional ability to help customers move challenging, dangerous goods with reliability across Australia.



Warehousing Australia

Riyaz Jordan

The supply chain industry has faced its fair share of challenges recently. Yet, our collective resilience, dedication, and commitment to quality have set us apart, enabling us to maintain high service levels and outshine our competitors.

Last year was significant, with the opening of five new state-of-the-art warehouses. Their design and operation reflect our commitment to a greener, more sustainable future, and this is something we should all be proud of. Thanks to every one of you for contributing towards this achievement.

With our recent relocations and moves behind us, we now move towards setting new goals for 2024.

Our focus? Quality improvements and disciplined processes. This year is about honing our processes, and ensuring we continue leading with our best foot forward. We're working to improve our operations, and are excited about the positive impacts these will have on our service promise.

Sales must be at the forefront of our efforts to achieve our ambitious targets. Regardless of their role, every team member should view themselves as a vital part of our sales team. Together, we can identify opportunities and drive our branches to new heights.

We're excited to implement new technology at our Moorebank site by introducing an Autonomous Mobile Robotics (AMR) and sortation solution. This investment in technology symbolises our forward-thinking approach, promising efficiency and process improvements across all our warehouses. Change is on the horizon, and seeing the opportunities this will present to our team and customers is exciting.

A special shoutout to our Berrinba and Dexter Drive Warehouses for their outstanding performance, which earned them a spot in the top three at our annual Branch of the Year awards. Congratulations to Berrinba Warehouse for clinching the prestigious award, a well-deserved recognition of your hard work and dedication.

As we progress through 2024, we're not just aiming for a bounce-back, but setting the stage for future growth and success. Thank you, team, for your commitment and efforts.

Goals for the year ahead:

- 1. Presentation and Branch Image**
The presentation of our branches and teams speaks volumes about our values and work ethic. A well-maintained, welcoming environment is a priority.
- 2. Training and Development**
Our team is the backbone of our success. This year we will double down on training and development opportunities, encouraging and challenging each other to learn more and improve our processes.
- 3. MBWA (Manage by Walking Around)**
This hands-on approach helps us stay connected with the day-to-day realities of our branches. It encourages our team to communicate openly and provide immediate feedback.
- 4. Quicker Decision-Making**
Time is of the essence in our fast-paced world, and efficient decision-making is critical to staying ahead, as it lets us understand challenges fully, and work towards quicker resolutions.
- 5. Cyber Security Awareness**
Remember, it only takes one click to compromise our systems. Let's all be alert and proactive in our efforts to protect our infrastructure.



Autonomous Mobile Robotics (AMR) and Sortation

The outlook in the warehousing world continues to be exciting as we challenge how we do things, looking toward solutions that maximise the utilisation of our facilities and provide our team with the tools to service our customers better, and more efficiently. An example of this is our latest endeavour into goods-to-person solutions at our Moorebank facility, which combines shuttle racking, AMR, and conveyor-driven sortation systems.

The solution is an innovative approach to utilising what is ordinarily unused space above an AMR environment, through shuttle racking and adopting a conveyor-driven sortation system at the output end of the AMR. This allows for a leaner approach to our picking logic, reducing waste in travel time and increasing pallet output.

This project's design and sign-off phase was successfully completed



Aerial view Moorebank Automation AMR

in April, followed by procurement and construction in May. The system will be rolled out in two-phases: testing and team onboarding from April to June. As we move into July, we're ready to embark on the next stage of this exciting journey - the induction of customer freight into the solution.

We're eagerly looking forward to witnessing this solution in action. Its implementation underscores our commitment to innovation, and promises to enhance our warehouse utilisation, efficiency, and customer service. It's a testament to our continuous efforts to improve and evolve.

Australian Branch of the Year - Warehousing Berrinba

Our Australian Branch Managers Conference was held in Melbourne, and wrapped up with an awards dinner. We proudly announce that our Warehousing Berrinba team has been awarded Branch of the Year 2024. We thank the team for all their hard work and dedication.

A note from the Paul Fraser, Branch Manager:
With immense pride, I accepted the bat on behalf of the Berrinba team.

As some of you may know, I spent much of the year away from Berrinba, initially facilitating the opening of our new warehouse at Wacol and handing Tim De

Beer a branch in profit. I travelled interstate, aiding the team where I could and giving some guidance to our warehousing Branch Managers across Australia.

Considering this, it's evident that the quality, profit, ROR, and customer satisfaction that led to our recognition was a testament to the team's resilience and adaptability, working diligently day in and day out. A special acknowledgment to Brandon McCorkindale (Operations Manager) for his exceptional leadership in my absence. Brandon has done a remarkable job managing the team, meeting KPI's and exceeding all customer expectations. The result is particularly gratifying when you consider that, without my presence, the average Mainfreight tenure of the team is only two years. Lastly, a heartfelt thank you to the entire Mainfreight team. Each of

you has played a significant role in our success this year, and we are truly grateful for your contributions.



Paul Fraser – Branch Manager Warehousing Berrinba

Warehousing Moorebank

Craig Smith

Since taking on our new Moorebank Warehouse, the team has worked nonstop to fill it. There has been a constant mix of contractors completing ongoing works, new team members coming from other sites, and visitors coming to see the new depot. Many key milestones have been met, including transferring the teams and inventory from the Ingleburn, Ash Road, Eastern Creek, and Minto Warehouses.

Each week, our branch is marked by a new 'first', from our inaugural inbound and outbound operations, to our first Christmas lunch, and even the first meal prepared by our talented new chef. We've also had our first audit, a testament to our commitment to setting up the site.

Our branch, strategically located in what will be

Australia's largest multi-modal precinct, boasts impressive features. We have 20 container docks lining the back end of the warehouse, complemented by another 10 trailer docks on the front side. Driverless cranes efficiently service the rear docks. The 55,000sqm branch is divided into two equal-sized sheds. Shed One, our temperature-controlled facility, can accommodate a whopping 34,000 pallets and is maintained at a comfortable 17 degrees.

On 27 February, Shed One held 34,000 pallet spaces, so we opened Shed Two. Shed Two has two large blocks of satellite racking that hold 8,200 pallets. We started filling stock into the satellite racking and moved 12,000 pallets in the first three weeks of opening Shed Two.

Our AMR solution will be underneath the satellite racking, and will be combined with a sorting and labelling conveyor system. We will look forward to showing off this combined solution in July.



Moorebank Warehouse aerial picture

Warehousing Wacol

Tim De Beer

Wacol, our newest warehouse in Queensland, is located west of Brisbane in a rapidly developing industrial area. From its inception in 2023, the 15,000sqm site primarily catered to our lawn care customers. However, it has swiftly evolved, and we now serve a diverse clientele, ranging from lawn care and pharma to FMCG.

I took on the Branch Manager role at Wacol in October 2023, after spending nearly five years as Branch Manager for Brisbane Metro. It has been fantastic to move to another area of the Mainfreight business, and learn new things daily. I'll say one thing for warehousing that I never expected when I was on the other side of the breezeway, you have to work hard for your revenue. The work is rewarding, and it's always a good feeling to walk outside on a Friday afternoon when everything's been done, the floors are clean, and you are set up for the next week.

I am fortunate to lead a team of Mainfreighters who



The Wacol Team
L-R: Dylan Ball, Cody Hart, Jacob Murphy, Tracey Redman, Olivia Goldsack, Nikki Hemmings, Martin Proctor

are instrumental in driving our branch to new heights. Their collective experience has made us more agile, adaptable, and efficient. We have also welcomed new team members, and it's heartening to see our seasoned Mainfreighters guiding them through the intricacies of the warehouse operations.

We have a busy few months ahead of us. We still have about 6,000 pallet spaces to be installed, and if we can get these in and fill them, we will really have the wind in our sails. For now, we focus on our new customers' implementations, and set our sights on peak season because that will be upon us in no time at all.

Air & Ocean / CaroTrans Australia

Grant Draper

It's all about sales at the moment, Team. We have started the year with a bang, getting our sales call numbers up and visiting as many prospective and existing customers as possible. Our sales teams have built some great knowledge over the last couple of years, and the more experience they have, the more customers they can introduce to the Mainfreight network.

We say it starts with quality, then morale, and then the profits flow. Well, quality is what we need to deliver to our customers, and that is something we are all involved with. Quality includes answering the phone promptly, personally finding a solution for our customers, providing real value for what we charge, and having pristine presentation of our buildings, vehicles, depots, and ourselves. Please do your part to ensure we continue to provide great quality in all we do.

Our team loves talking in person to our customers, but we know some customers will also make good use of our online tools. We are investing a lot of time and money into our customer-facing technology. Most of our features are contained within Mainchain – our global online portal where customers can monitor their orders and shipments online, and even view their progress on an online map. They can enter export and import bookings online through the Shipment Centre area, using templates that save time and effort. In the

Maintel module they can perform their own data analytic reporting, including CO2 emissions and so much more, to get visibility to their whole logistics chain. Our team need to be telling our customers about these tools we have developed so that everyone can save time and money.

Team, we have a lot of hard work ahead of us this year, but, like we say on the back of some of our trucks, “the harder I work, the luckier I get,” and I am sure that will apply to all of us this year.

Things to think about:

1. Sales – We need to keep growing; everyone is a salesperson.
2. Quality – This needs to be a habit; without it, we can't grow.
3. Data integrity – What we have in our system is displayed to our customers in Mainchain, keep it correct and on time.
4. International Network – Keep talking with our overseas branches to maintain the close relations that a good network needs to succeed.
5. Display Integrity – when dealing with our suppliers and our customers, and expect the same in return, payments included. This is a key to a good ongoing business relationship.

Brisbane Supporting Mates

Ogi Vuksanovic | Air & Ocean Brisbane

I'm so proud of this that I just had to share it.

One of our team is going through chemotherapy, and started losing his hair. He said that he is going to have

to shave it off. A few of the boys decided to join him in a show of solidarity, and let him know we were in his corner.

We even had Sales Managers from Gold Coast and Wharf (Legan and Adam) join in. Naturally, the Team made a big deal of the whole experience, and the whole place was buzzing.



Before and After photos – supporting our mate!

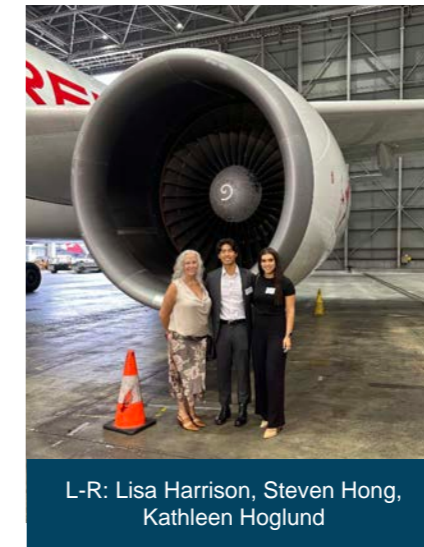
L-R: Julien Barrett, Nicholas McKenzie, David Hall, Luke Belpatroune, Ogi Vuksanovic, Alex Maslowskyj, Adam Horne, Legan Nyabenda, Mehau Phillip, Back Row Aidan Maxell, Jerry Phillip

Sydney view new Qantas A330 freighter

Lisa Harrison | Air & Ocean Perishables Sydney

The team from our Air & Ocean Sydney and Brisbane branches attended a function held by Qantas at their airside hangar at Sydney Airport, to celebrate the delivery of their newly converted A330 Freighter. This plane had been in the Qantas passenger fleet since 2007.

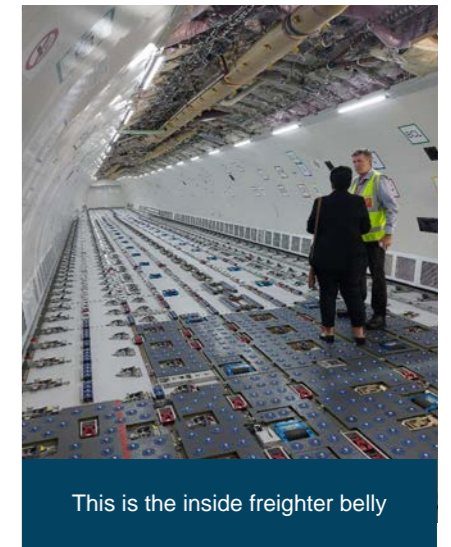
Joining the Qantas fleet of more than 20 dedicated freighter aircraft, the converted freighter has the capacity to carry up to 50 tonnes of cargo per flight, 23 aircraft units in the maindeck area and 26 aircraft units in the cargo hold, significantly boosting capacity on their



L-R: Lisa Harrison, Steven Hong, Kathleen Hoglund

international network. This plane will travel from Sydney to Hong Kong, and has the flight range to fly into Shanghai.

We were able to sit in the cock pit and talk to the pilot who, although one of the original pilots of this



This is the inside freighter belly

plane before it was converted into a freighter, had to undergo extensive retraining due to the configuration and loads that would be where passengers previously sat. Their training is ongoing as per normal pilot and air personnel.

Wharf Australia

Mike Reid

It has been an incredible journey since our last newsletter, with another six months behind us. These recent months have been filled with challenges and triumphs, and I am sincerely grateful to each of you for your dedication and hard work.

As we reflect on our progress, it is important to acknowledge that our profitability declined compared to the previous year. While we fell short of the ambitious targets, we had anticipated this would be a challenging year. Despite these financial hurdles, the team have made significant strides in enhancing our business operations. Our renewed focus is on leading the way in providing top-tier wharf services.

At Wharf, we firmly believe that success is a shared journey. Every team member plays a crucial role in helping our customers achieve their goals. Whether you are part of our customer service team, operations team, or driving, every action you take directly affects our customers' experience. It is essential for each of us to consider how we can contribute to the overall success of our business.

Remember that our customers' success is linked to our own. This principle guides everything we do, from acting with integrity and trust, to working closely as a team. We prioritise safety, transparency, and continuous improvement. By upholding these values, we not only

deliver exceptional results for our customers, but also forge strong and lasting partnerships that help us all. Throughout our business, there are countless examples of team members going above and beyond for our customers. Our future success hinges on our collective efforts rather than individual business units. However, it is equally important for each of us to take ownership of our respective areas of responsibility. Let's ensure our processes and procedures are in place to deliver the best possible outcomes consistently.

As our sales team continue to expand, let's stay committed. Together, we will navigate the challenges ahead and build a stronger, more resilient business.

Thank you for your continued hard work and dedication.

Things to do better:

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



Sydney Wharf Team
L-R: Roberto Catalano, Bobi Karaguleski, Jack Pezzutti

12 months on from the Adelaide branch opening

Jaimie Collyer

What a difference 12 months makes!

With a different looking team than we started with, and an increase in our driver fleet, we are still growing! This time 12 months ago, we had only three team members and two Owner Drivers. Since then, our team has grown to four team members in the office, and six Owner Drivers in our fleet, with the introduction of one more Owner Driver soon.

We have had many ups and downs since day one, and I am happy to report that there are mainly ups lately. One of these ups was introducing the first sizeable account to our branch, an export customer, which couldn't have come at a better time. 2023 was quite challenging to secure some desperately needed new business! Our pipeline is growing, with the opportunity for national import tenders being submitted. We are very excited about what this year has in store for us. We feel that we have started very strong, with some good solid accounts to kick off with, and we are hungry for more. Our main goal for next year is to have week-on-week P&L profits consistently. This is within the team's reach, so once it is achieved, our next focus will be exploring further opportunities, such as rail movements and depot/fumigation services.

The Wharf Adelaide branch is a very tight-knit, passionate, and resilient team, which is a must. We aim to work very hard towards our goal, while providing quality service to our customers. I am so proud of us - how far we have come and where we are going.

NEW ZEALAND



Mainfreight New Zealand

Carl George

Once again, we have started a new trading year, and while we will reflect on the year that was, we will focus more on the year ahead, and what we can do better as a business to continue delighting our customers and achieving the targets we expect, and have set as a team, for this year.

Firstly, thank you to our wonderful teams throughout the country who have all helped the business navigate through the year, working together in a year that felt very much the opposite of previous years. Every year, we come up against a different set of factors, some controllable and some not. Either way, it is all about dealing with what we can control, and everything else will take care of itself.

The continually changing environment we have managed through over the past few years started showing signs of normality last year, as normal habits returned to many industries. This required our teams to focus on being smarter about how we operate the business, helping across divisions and branches when needed, reflective of the operating conditions we have been faced with this past year.

Like every year, a strong and honest focus on quality is always our number one priority in every branch. As the old cliché goes, it only takes one branch to throw a spanner in the works. We have seen positive improvements throughout the year, and we must all continue to work on consistently delivering what we promise to our customers, every day, and every shipment.

As we learned several years ago, even when the economy looks calm, we should not stop investing in our network. As you will see in this newsletter, this is certainly the current situation, with properties in Auckland beginning to be delivered, some of which are of significant scale and capability. We have projects beginning later this year in Blenheim, Nelson, Hawke's Bay, Gisborne, and New Plymouth that will provide new and improved facilities for our customers' freight movements.

Although the past year did not deliver the results we have become accustomed to, it gives us

huge motivation to improve this year. Increasing sales activity across the business is not solely the responsibility of the sales team, but all of us, including our Owner Drivers. Everyone is a salesperson this year, and more importantly, we need to play to our strengths, utilise our network and look for opportunities across the country that will provide growth and future service offerings for our customers.

Team, thank you for all your efforts and commitment to what we do, especially for our customers, who, without their support, none of this would be possible. The strength of our culture, and working together as a team, will always be an unbeatable recipe for success.

Thoughts for this year:

1. Lots of walking about your operation keeps you close to the action and team, and allows you to observe the good and the not-so-good, It highlights things that need straightening up and that includes the backyard as well!
2. If the tide goes out in your branch, have an action plan to 'right size' your branch quickly.
3. Every sales call is an opportunity to introduce additional Mainfreight services to our customers. If uncertain, refer to your Branch Bricks! We must continue to grow our business with more activity and energy than we ever have this year.
4. We should always be passionate about our image. Mainfreight Mondays every Monday, how we look every day, and our facilities that we are so proud of—let's make sure they are gleaming every day.
5. Quality, the buck stops here. Every time we move our customers' precious consignments, we must treat it as if it were our own with urgency and care.

National Sales Manager Review

Jaan Ilhan

Fearless Hustle into 2024:

And we're off! New business sales have kicked off with a bang! The hard work in searching for new business throughout 2023 has paid off, and we are now seeing the benefits. Keep it up, team!

As we celebrate our early successes, let's remind ourselves that we're not simply bystanders on this journey; our mission is to grow our business and disrupt the market. As we approach the second half of 2024, it's vital that we continue our strong momentum, and remain proactive in seeking opportunities for continued business growth. Let's stay committed to finding additional ways to contribute to our growth and success, such as reefer containers, container unloads/packs, container fumigation, and project shipments.

Our message in the Wharf business is "Fearless Hustle" – let's challenge what we can do and find innovative solutions for our customers.

To the Wharf team, remember, we can only achieve our targets when we're all moving in the same direction. Let's embrace the discomfort of pushing our boundaries and exploring new possibilities. Keep pushing onward!

Additionally, let's keep an eye out for opportunities to collaborate and support each other in our pursuit of supply chain excellence. Together, we can achieve remarkable results and drive our business forward. Here's to a successful 2024!

Pending Property Development

Hugh Johnston Drive, Auckland

Our largest freight cross-dock facility in New Zealand became operational in mid-June. It features a four level car park, an internal rail line for 14 wagons, and a significant raised dock over 18,000m².



Savill South – Mainfreight 2Home / Mainfreight Warehousing, Auckland

Mainfreight 2Home Auckland will move into its new facility in Otahuhu, Auckland, in the last quarter of this year. Not too far behind will be a new warehouse facility specifically designated for brown goods / white goods, electronics, and homewares.



Beach Road, Auckland

Beach Road, Otahuhu, Auckland, our new high-spec Major Hazardous Facility (MHF) for Dangerous Goods storage, continues to rise from the ground, with completion expected in early 2025. Pictured is the first-stage warehouse, with foundation works for the new bunkers underway.



Transport New Zealand

Nic Kay

We have launched into a new financial year, which we are incredibly excited about! Resetting our business goals, quality, image, and profit pledges are all areas we have focused on over the last two months. Recent conferences have been a great platform to align quality, profitability, and service targets across the network and teams. As we keep expanding our network and business, we must think and work smarter across our network to maximise our service offerings, brands, and the network to provide customers with the best service experience.

Be passionate, take ownership of your branch depot systems, and look after your mate with quality loading, communication, and delivering freight. Our service levels must be consistent across our sales, transport, and operational touchpoints to provide the best service and customer experience. We have introduced new disciplines and improvements to the business over the past 12 months; if we hold onto these, along with the sales intensity and hustle, we will be an even stronger, fitter business this year. As a network business, we are only as good as our weakest link, so don't be it!

Whatever team, brand, or service you are a part of, take ownership of our customer experience and understand the role you play in the sales process for our valued customers. Challenge yourself to learn and understand how our network and huge range of services offer supply chain solutions to customers. Our international network and service offerings across Warehousing and Air & Ocean give us exciting opportunities to expand our offering to customers. We continue investing in our environment, sustainability, Health & Safety and technology. Make sure you know how we can use these to deliver even more value to our customers.

Every year, it's incredibly humbling to celebrate the number and tenure of "legends" in our business. We appreciate the commitment, loyalty, and passion they have contributed to the business. It's important that all "legends" share their knowledge, stories, learnings and mentor our newer team members. It's a key strength across the country where we have a good mix of experience and youthful energy, and enthusiasm to develop careers and future leaders. We are a growth-focused business that creates a lot of momentum and opportunity – broaden your knowledge and understanding across our services and countries to ensure you keep developing your career!

Thank you to all our Owner Drivers, you are a massive part of our team and service offering. We appreciate the investment you have made into the business, along with the professionalism and work ethic you bring to our business every day. As we continue to grow, it is critical that we maintain our standards, image, and professionalism. We must be the very best on the road with our driving behaviour, Health & Safety in depots, customer sites and compliance.

Thank you for your commitment, passion, and energy you bring every day to ensure an amazing service and customer experience is delivered!

We thank you for making a difference and the support that you and your families provide.

Things to think about:

1. Our image is everything – protect it by ensuring our buildings, fleet, and team look the best! "The standards you walk past are the standards you set."
2. We are a network business – we lift quality across every branch. Don't be the weakest link.
3. Sales – we are a growth-focused business, and everyone is a salesperson.
4. Take opportunities – step up and take the opportunity to develop your career.
5. Look after each other to ensure health, safety and well-being in and out of work.



CLAIMS PERFORMANCE

Outward Consignments Per Claim				Inwards Consignments Per Claim			
Branch	To Mar 2024	To Sep 2023	To Mar 2023	Branch	To Mar 2024	To Sep 2023	To Mar 2023
Metro Christchurch	24,379	41,343	7,316	Masterton	6,730	13,114	8,450
FTL South Island	7,446	6,685	0	Hastings	6,164	15,473	1,544
Metro Auckland	6,339	8,039	7,416	Oamaru	3,964	2,636	2,525
Seaview	2,525	1,997	1,134	Metro Auckland	3,436	4,289	4,563
Chem Auckland	2,165	2,364	2,534	Levin	3,350	3,058	1,865
Neilson Street	2,131	1,230	118	Whakatane	3,219	3,732	3,701
Hastings	1,853	3,165	714	Christchurch	3,038	4,048	2,692
Gore	1,268	3,371	693	2Home Auckland	2,714	2,018	2,762
Gisborne	1,239	765	787	Chem Auckland	2,679	4,353	2,406
Rotorua	1,229	1,106	1,068	Whanganui	2,522	3,235	2,125
2Home Auckland	1,164	1,056	1,193	Seaview	2,300	1,618	2,657
2Home Christchurch	1,161	1,090	1,343	Wellington	2,053	2,139	1,613
Masterton	1,157	1,135	1,048	Tauranga	1,998	1,256	1,404
Mobile Hire	1,152	730	897	Metro Christchurch	1,936	2,109	3,708
Oamaru	1,036	1,314	887	Rotorua	1,927	2,420	1,689
Timaru	973	1,068	699	Gore	1,810	1,718	2,422
Hamilton	957	852	609	Hamilton	1,807	1,560	1,009
Levin	893	991	872	Ashburton	1,740	1,535	1,391
Tauranga	828	721	657	New Plymouth	1,650	1,732	1,426
Invercargill	822	884	565	Timaru	1,561	1,533	1,599
Greymouth	762	1,120	609	Owens Auckland	1,541	1,409	1,366
Dunedin	748	762	782	Palmerston North	1,466	1,316	943
Napier	734	749	680	Cromwell	1,462	0	1,648
2Home Hastings	709	713	3,917	Hobsonville	1,444	1,399	864
Palmerston North	675	551	833	Thames	1,437	1,601	899
Total Company	667	666	603	FTL South Island	1,436	781	7,420
Owens Auckland	666	718	440	Auckland	1,430	1,773	1,013
Wellington	635	618	623	2Home Hastings	1,419	973	3,875
Thames	627	460	431	Total Company	1,393	1,408	1,178
New Plymouth	617	674	737	Napier	1,359	1,441	1,228
2Home Tauranga	597	0	0	Taupo	1,339	1,398	1,756
Whanganui	553	1,063	553	Greymouth	1,240	1,560	701
Hobsonville	544	628	534	Invercargill	1,218	1,247	988
Auckland	543	581	584	Dunedin	1,209	1,501	1,516
Owens Christchurch	527	504	510	2Home Christchurch	1,156	1,433	961
Whangarei	523	564	556	2Home Wellington	1,113	1,262	416
DF Christchurch	489	507	496	Blenheim	1,061	960	821
Christchurch	483	504	548	Owens Christchurch	917	918	913
Nelson	483	448	306	DF Auckland	853	868	937
Mobile Auckland	463	0	510	DF Christchurch	798	849	778
Taupo	440	363	280	2Home Hamilton	789	0	0
Kaitaia	438	434	196	Mobile Auckland	718	0	164
Cromwell	437	0	513	Gisborne	634	565	710
Blenheim	425	489	470	Whangarei	609	605	859
Ashburton	365	424	634	Nelson	560	539	370
2Home Wellington	346	348	211	Kaitaia	485	521	536
DF Auckland	324	298	338	2Home Tauranga	432	0	0
Whakatane	324	438	375	Neilson Street	110	78	106
2Home Hamilton	233	0	0	Mobile Hire	79	140	100
FTL North Island	104	0	14	FTL North Island	2	3	11
2Home Levin	0	521	0	2Home Levin	0	1,318	0
Metro Wellington	0	0	0	Metro Wellington	0	0	2,139

If your branch is below the Total Company number, then you are below average. Make sure you and your team members work hard this year to be above this line.

Superhero Awards Gisborne

The War Memorial Theatre provided a grand backdrop for the recent Superhero Awards held in Gisborne. The awards honoured everyday people who did extraordinary things in the wake of Cyclone Gabrielle last year.

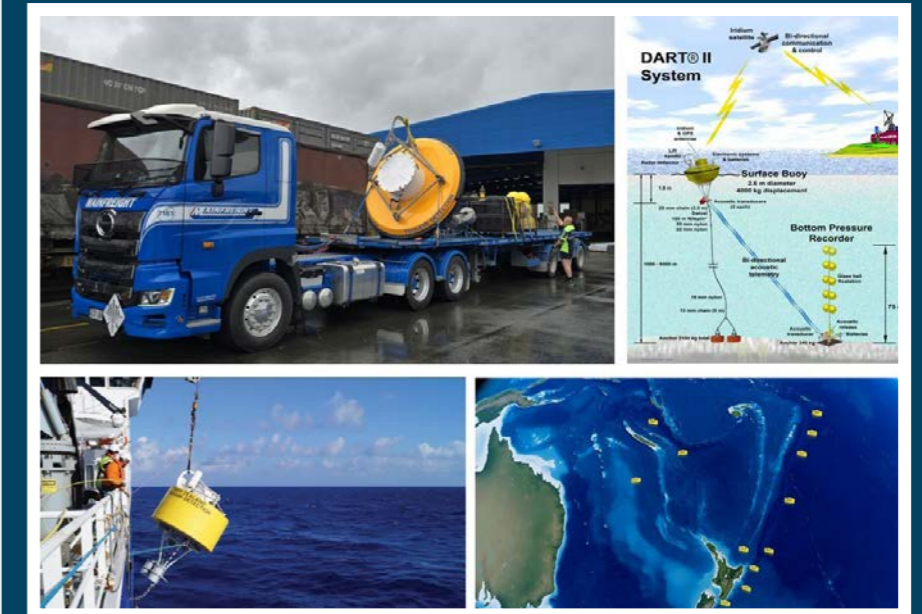
As the region reflected one year on from the devastation left in Gabrielle's wake, Gisborne Mayor Rehette Stoltz reflected that it was important to show Tairāwhiti some aroha and give thanks to the amazing people in the community who supported other whānau in need to get through in the aftermath of Cyclone Gabrielle.

She shared heartwarming and heartbreaking stories of outstanding acts and contributions with the crowd. "This time last year, everything that could be broken was broken. But we know how to look after each other in this region".

Our Mainfreight Gisborne team were the recipient of a Superhero Award for their assistance in sourcing and bringing in 100 Starlink units directly after the cyclone.



Receiving Superhero Award
Sally, Heath, and Wietske receiving the award from Mayor Rehette Stoltz and Business Applications Team



Delivery of Tsunami Buoys

Mainfreight Invercargill completed a project in conjunction with NIWA and DART (Deep-Ocean Assessment and Reporting of Tsunami) to deliver tsunami buoys, measuring 15m3 and four tonnes each, to Bluff at the bottom of the South Island for deployment on a vessel 120km south of Stewart

Island. Pictured is our Owner Driver, Ricky Wylie, strapping down one of the two buoys for delivery to the Port of Bluff. The project spanned six weeks as the buoys were assembled at Mainfreight Invercargill by Australian technicians from DART and NIWA, having arrived by shipping container from Australia through Mainfreight Air & Ocean. A great example of our full supply chain offering.

Books in Homes Board visit to Kaiti School Gisborne

The Books in Homes Board recently travelled to Gisborne for the first board meeting of 2024. They were hosted by Kaiti school in central Gisborne, and welcomed with a Waiata and Haka from the kids. Heath Woollett and Sally Taylor from our Gisborne branch, together with Gregg Conning from FTL New Zealand came out to cook lunch for the kids.

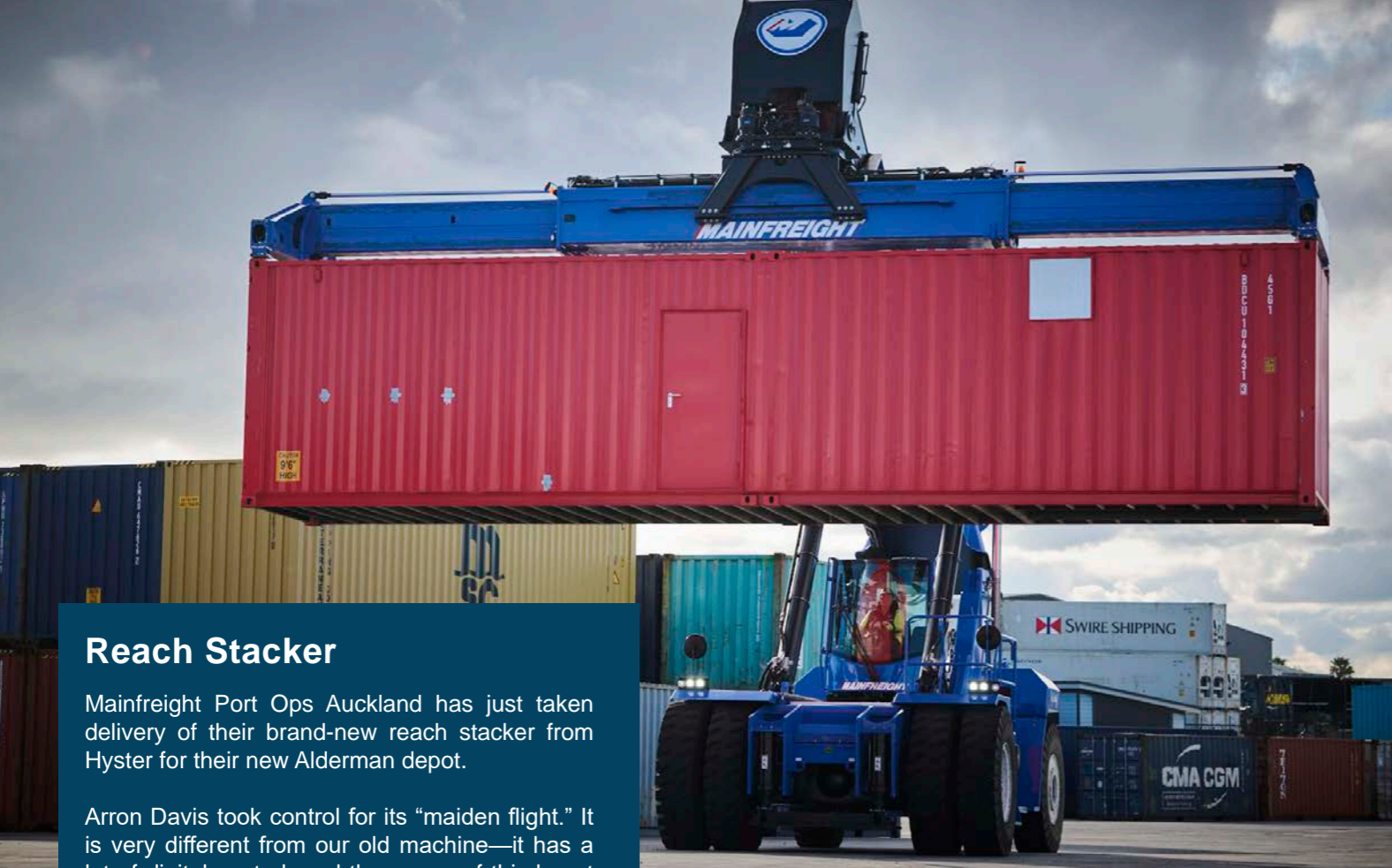
Books in Homes are always looking for sponsors for schools throughout the country to be able to deliver more books every year. If you can help here, please get in touch with the Books in Homes team.



Kaiti School pictured with the Books in Homes Board



Gregg Conning, FTL New Zealand, cooking up a feast



Reach Stacker

Mainfreight Port Ops Auckland has just taken delivery of their brand-new reach stacker from Hyster for their new Alderman depot.

Arron Davis took control for its “maiden flight.” It is very different from our old machine—it has a lot of digital control, and the power of this beast is just amazing!

Charter Loads

This is the first year our Tauranga branch has done charter loads (palletised linehaul) from packhouse to the wharf, and the containerised reefer cargo from packhouse or coolstores directly to the container terminal at the Port of Tauranga.

Mainfreight has committed two dedicated units to the charter work, and two dedicated units to the container work. Charter volume is approximately 2,000 pallets per week, and container volume is currently forecast at 1,400-1,500 TEU per week. The total season estimate is 750,000 pallets and 20,000 containers.

Loads come from as far south as Gisborne, and as far north as Kerikeri.



Tauranga

Tane and his Flatbed Quad

Tane from Mainfreight Whanganui has recently moved into this Mainfreight-branded Tractor unit and Flatbed Quad. Prior to this, Tane started his Mainfreight career in the store, and eventually became a local Owner Driver in a 6-wheeler.

Tane has been up and down the country doing all sorts of deliveries to our customers.



Tane Orange and Black Coils
This load is orange and black coils destined for Wellington



Tane picking up from a beekeeper in Durie Hill Whanganui destined for Napier

Cherries Galore

Mid-December to the end of January saw us take on chilled work between Central Otago and Auckland.

With the expansion of our ‘orchard to packhouse’ local movements in chilled gear this year, the team at Mainfreight Cromwell moved approximately 650 tonnes of cherries in six weeks. This was completed using a couple of chilled curtain siders across the region. We are looking to add to this fleet next year to increase our offering locally. As this market is very similar to what we do with the grape harvest, and believe we can scale it accordingly to work alongside the local packhouses.

This project saw us working with FTL, and utilising backloads for the chiller units they have put on. Collectively, our teams managed to move 403 tonnes of export cherries this year, with one of our customers running three units weekly into Auckland alone. This was also all done in six weeks.



Cherries Galore

It is exciting to see this model work. Demonstrating our capability to move fruit from the orchard all the way to the final destination. Utilising our international network opens up potential opportunities in other summer fruit industries.



Jared Sherwin operating the Polystyrene Compactor



Polystyrene Compactor, Mainfreight 2Home Christchurch

Revolutionising Recycling Efforts

Nowadays, many products are secured and protected with polystyrene, which is difficult to recycle and dispose of. At Mainfreight 2Home in Christchurch, we recently invested in the latest Polystyrene Compactor from Miltek: EPS2000.

Our Mainfreight 2Home brand specialises in two-man deliveries, providing customers with a reliable and efficient service. We recently added an unpacking service for our customers, meaning our drivers unpackage the freight, place the product in the desired room and remove the rubbish.

All the packaging is returned to our site, sorted, and recycled appropriately. Once sorted, polystyrene packaging is put through the compactor.

Our compactor can reduce the volume by a factor of 40 and can compact up to 70kg per hour.

This turns the compacted polystyrene into a commercial commodity, which is not only environmentally responsible but also economically beneficial.

Warehousing New Zealand

Brynley Riches

“Sometimes you will never know the value of a moment until it becomes a memory” – Dr Seuss.

Take time to stop and appreciate where you are, who you work with and the company you work for. It is easy to get caught up in the hustle and pressure of modern life, missing the opportunities to connect with those we spend the most time with, and appreciate our surroundings. The simple art of conversation with our workmates is being replaced with staring at cell phones at break time, missing the opportunity to develop personal connections. Instead of living in the moment, we are becoming more disconnected and attracted to an artificial world where we miss connecting with colleagues, not reaching our potential as individuals, and missing the opportunity to empower the work environment.

Culture is a critical pillar of Mainfreight: the way we do things around here, providing the horsepower for getting the job done and setting out who we are as a company. A key part of creating a vibrant culture is through team bonding, engagement in team activities, empowering the individual to make decisions, and clearly defining and understanding the shared vision. Communication and participation are critical to ensuring we have an enjoyable and progressive work environment, as we do not remember days; we remember moments.

The past 12 months have provided our New Zealand Warehousing team with plenty of challenges and change. Leadership changes have recharged and injected vitality across our branch network. External cost pressures from suppliers, continued elevated inventory levels and softening local demand for goods are a sample of issues impacting our team. Thank you to everyone for your support, and for making this business a successful and fun place to work.

Key Areas of Focus for 2024/25:

1. Warehouse image
2. Operational standards
3. Quality – stock control and inventory accuracy
4. Communication – PAT meetings and customer engagement
5. Structure – right team in the right role
6. Team training – create pathways, continue to learn
7. Sales, Sales and Sales



Our business focus remains simple - delighting our customers with quality service whilst achieving a fair financial return.

The key to continued growth lies in our sales pipeline as we look to expand our property portfolio on the back of increased enquiries for outsourced services. We are making investment decisions to ensure additional capacity is available to cater for future growth. In the last year, we have increased our operational footprint with the opening of the Favona Warehouse in Auckland and the McAlpine Warehouse extension in Christchurch.

Thank you to everyone in our Warehousing business for your ongoing dedication and commitment to making this a special team to be part of.



Clarke with his daughter Grace

Farewell Petal

Earlier this year, Clarke Hegan, Branch Manager at Manu Street, confirmed his shift to the USA to take on the role of Operations Manager at Mainfreight Transport Chicago.

Clarke has had several roles in New Zealand, starting in Dunedin, then moving to Wellington and Cromwell, and finally relocating to Auckland. Along his journey, Clarke has been integral to turning those branches around, creating a positive work culture with solid financial performance, and becoming a well-respected Branch Manager amongst his peers. We wish Clarke, Caroline and Grace best wishes for this life-changing move.

Reducing by 175,780 pieces of paper would save:



As well as preventing...
2,742 kg CO2e emissions, the equivalent of:



Cost-saving Initiative - Paperless Connotes

Several of our warehousing branches have gone paperless for their out-of-town connotes. Currently, 54% of connotes are not printed, and we have removed 175,780 pieces of paper.



L-R: Ashwin Ramaswamy, Brianna Hamilton, Cody Watts, Luke Rudolph, Todd Feng, Arthur Hoeft

Beach Clean-up

Landing Drive Beach clean-up with Sustainable Coastlines at Te Atatu Peninsula – Ideas Day March 2024.

Air & Ocean New Zealand

Paul Riethmaier

Our first Team Review newsletter for 2024 is a great time to reflect on a challenging 2023, and reset ourselves for what is set to be an exciting year ahead. While our year-end profit result fell short of the record we set for ourselves in 2022, we can still be very proud of the way we have navigated the resetting rate landscape of 2023, handling more shipments and growing our market share compared to last year.

We have also taken big steps forward in working smarter over the past 12 months, using our technology to find further efficiency in our operations. Our increased usage of automated task and billing tools has helped us get more done faster, improving our productivity despite having fewer team members. Well done to all of you for embracing these changes, and thank you for your consistent effort in getting through a tough and challenging year.

We start the new financial year with plenty to do. With the freight rate reset of 2023 now largely behind us, we can already see our sales revenue performance improving. Our focus has now shifted toward getting these figures ahead of last year as soon as we can. We must lift our sales intensity again, prioritise getting out in the market and in front of customers, and stay true to our promises.

Quality must also shine through in everything we do, so think about this in the way we answer the phones, respond to emails, welcome visitors to our branches and present ourselves, our facilities, and our company vehicles to the market. We need to keep a watchful eye on our customer's shipments as they move across the world. Recent Suez Canal challenges and industrial action at the Ports in Australia have disrupted things again, however we know we can draw from all the good things we learnt during the pandemic by keeping customers informed and finding solutions to any problems presented to us.

Our network continues to expand with the opening of offices in India late last year, which gave us a huge opportunity to learn and improve our service offering in one of the world's fastest growing economies. With the opening of India, our 1Mainfreight (1MF) Air, Perishable and Less-Than-Container (LCL) Consolidation Service Road Map continues to advance, and we expect this to grow to hit 93 weekly 1MF services to and from New Zealand this year.

Opening more 1MF service port pairs will challenge freight utilisation inside our LCL containers and airfreight units. Please pay close attention to how much freight is sitting in these consols in the days leading up to departure, and draw in all your last minute hustle, skill, and energy to get as much freight into our consols before we close the doors. Our technology stack also continues to step forward with the recent Shipment Centre Air & Ocean launch. This delivers a leading

edge our customer booking portal and gives customers a far more efficient way to create Shippers Letter of Instruction documentation. We have a goal to have 50% of total shipments booked through Shipment Centre or via direct EDI connectivity with our customer's systems. At the time of writing, around 10% of our bookings are coming through this portal, so we certainly have plenty to do.

In closing, we are also excited to move our Auckland Container Freight Station (CaroTrans CFS) to a new purpose-built facility in Favona. This will enable us to transfer ocean containers to and from ports by both rail and road. A rail-served CFS not only reduces our carbon footprint, but also speeds up our unpack availability time for import, and will enable us to offer later close-off for export customers choosing to ship their LCL with us.

Challenge ourselves to do the following better:

1. Sales Revenue – We need to get this ahead of last year as quickly as possible. Time in the market in front of customers remains a priority. Lifting our sales disciplines, and regularly hitting our weekly sales call targets will bring success.

2. Shipment Centre Air & Ocean – Let's give this new technology a huge push, and demonstrate its capability to every customer.

3. Quality - Proactive customer communications, on-time and undamaged deliveries, meticulous attention to data integrity in our systems, and immaculate presentation of ourselves and our assets make all the difference.

4. Utilisation – With more consolidated freight services running to and from New Zealand every week, we must plan our weeks better and make sure we are chasing last-minute freight into every LCL and Airfreight consol.

5. Smart Billing – Keep using this technology to further improve our on-time billing performance. We need to recognise all revenue in the same week a shipment arrives or departs.

6. Embrace India – Make the most of the first-time new business sales call opportunities a new location opening in our network creates.

7. Perishable Network Development - Leverage the addition of USA to our perishable network, and hunt out opportunities to grow two-way perishable freight to and from the USA.

Thanks again, team, for everything you do. Enjoy reading these pages, which showcase some of the recent highlights in our New Zealand Air & Ocean business.



Red Phase Technologies

We have been working with Red Phase since they first started importing components last year, assisting with the import of electrical components from Hungary, Japan, China, and Australia. However, this is only the beginning. As this takes off here, it then provides endless opportunities in New Zealand and across the globe, and we at Mainfreight Air & Ocean Napier are very excited to be along for the ride.

Red Phase Technologies, a tech start-up located in Hawke's Bay, is innovating in the electric vehicle (EV) charging industry. The company is revolutionising how EVs are charged. Red Phases' technology minimises impact on the local power grid while maximising power output.

Red Phase's cutting-edge charging solutions can power multiple vehicles simultaneously from 200kW-up to megawatts to meet the future demand for heavy vehicle charging. Their keystone product, the Prime unit, has clever technology that prevents costly network upgrades with a footprint smaller than a carpark.

Red Phase is less than three years old but has a team of experts with deep roots in the electrical industry spanning decades. It was able to deploy its technology quickly because of the team and thanks to forward-thinking companies like @Z Energy, which partnered early on with a pilot site in Waiouru. Red Phase was able to prove its technology, and Z has installed Red Phase chargers at seven stations across the country, with more to come.

Motorists should look for the charger's majestic "Skyhook" design. This feature simplifies the process for customers manoeuvring the 6.2m charging cable over or around vehicles of any size. Red Phase's technology is not just needed here in New Zealand; the company has its sights set on providing its solution globally, where EV adoption is even higher.



Example of installed Red Phase Chargers at the Z Station in Ngatea/Waikato

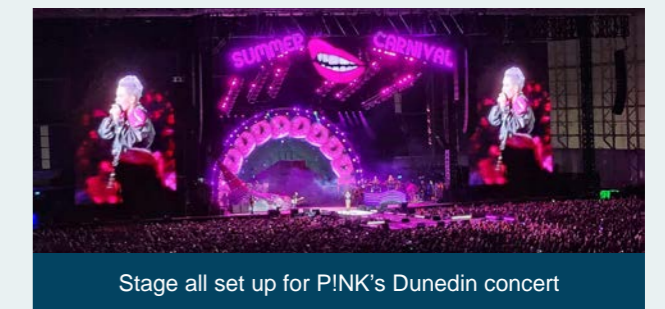
Concert Work

After a dry spell on the concert front, our Christchurch Airfreight team were about to embark on a massive week of concert freight.

With only a few weeks to prepare, the onslaught started on 28 February 2024, with 12 airline units for Matchbox Twenty and The Goo Goo Dolls. This was only the entrée to the main event later that week.

Once again we were given the opportunity to assist with the P!NK concert. Although smaller in volume, it would be a bigger logistical challenge this time. Starting with three airline units arriving on Friday 1 March, 2024, followed by two freighters on Sunday/Monday (compared to three freighters in 2018).

The preparation started in the weeks prior, with James and the CFS Christchurch team clearing the majority of containers from our yard and freight from the dry store to provide the space needed to stage the airline units for unloading, and 17 hard-sided trucks to transport the gear to Dunedin. We also sorted two large hire forklifts, dunnage from the Auckland Airfreight team and airside access for the four FTL trucks Lindsay Miller and the FTL team had arranged.



Stage all set up for P!NK's Dunedin concert

Then, just when we thought we were 100% prepared, the freighters were delayed. The first one was delayed for just an hour, but the second freighter was postponed by 5 hours. A few WhatsApp messages and phone calls later, and the team are prepped and ready to go. Plenty of Red Bull, coffee, pies, and sandwiches later, the job was done. It was an amazing team effort by all involved, and the team who kept our normal day-to-day airfreight moving. The CFS team also chipped in and shuffled freight and the FTL team accommodated the last-minute changes.

Safe to say, the concerts were a success and it was a job well done.

EUROPE



Mainfreight Europe

Ben Fitts

Every week of every year, we set out to beat our results from the same week the year prior. When we talk about what makes us Mainfreight, it's this ambition and dedication to push ourselves week by week, year by year. We thrive on this, and it drives the growth and momentum we have gotten used to.

We ended the last financial year behind the previous year for the first time in many years. Yes, it was always going to be tough to beat – but we could have done better, so we've taken the lessons learnt and taken action to ensure that we're straight back into growth mode in the new financial year.

Plenty is happening around the business, and there is so much to be proud of, so we hope our team and their families enjoy the brief glimpse of the action over the coming pages.

The Mainmove rollout is now complete (a big thank you to the Mainmove team!), and we are starting to see the benefit of one standard operating system across our entire transport network. Our talented dock teams are now fully in control of freight loading decisions, and are squeezing more freight into each trailer as a result. This puts loaders "in the driver's seat," meaning faster decision-making closer to where the action is, and less administration per consignment, meaning we can increase volumes without increasing team numbers.

Over the last year, we have either opened new or moved to larger facilities in the Netherlands, Poland, Romania and Germany, creating additional capacity and increased consolidated freight services between our European and international branches. These network enhancements are exciting, but there is room to improve utilisation. Let's all understand where utilisation can improve and target freight that will fill any available capacity in our linehaul, 1MF's and warehouses.

The above growth and development only happens when we all take personal responsibility for quality.

When quality is exceptional, customers are satisfied, we are efficient, and our sales teams – who are all pumped up following the recent Sales Conference – can do what they love to do and be out winning new customers. Seek to improve quality everywhere, and don't walk past something that is not up to our standards. Seeing the energy and ambition at our recent Branch Managers Conference was great. The targets you've all committed to for the coming year indicates confidence amongst the team. Remember, resilience will come through better quality, sales performance, and taking action. A big congratulations to the Born Warehousing team for taking out Branch of the Year for the second year running. Winning once is hard enough!

We have a big year ahead, team, and as cliché as it sounds, get the basics right in every branch, and there will be no stopping us! Good luck, and have fun.

If you're taking a break over the European summer, relax and enjoy time with family and friends!

Challenge ourselves to do the following better:

1. Why not now?! What have you done today that you will be proud of tomorrow?
2. Debriefs – Every week, every branch, every sales rep. Don't overcomplicate it.
3. Improve utilisation – Plenty of opportunity to squeeze more freight into our linehauls, 1MF's and warehouses. Hustle it. Hunt it out.
4. Take personal responsibility for quality. Own it, your customers will notice.
5. Make bottom-up decisions—trust those around you to make decisions. This will be good for your career and theirs.

Transport and Trucks & Drivers Europe

Frans Zuidgeest

We are well into the new financial year. Our European transport network is ready to handle more freight. Seventeen new linehaul units have been added recently. With more freight in our network, we can increase the density and efficiency. All our team members play an important role in obtaining more freight, and working together closely and spotting opportunities are part of our Mainfreight sales culture.

When talking about the quality of our service, we often look at the delivery performance. This, including the proper shipment statuses, is an important KPI for measuring our performance, however quality goes beyond the KPI. It is about delighting our customers. We can make a difference in all stages of the process. For that reason, we have launched our Customer Quality Journey. Familiarise yourself with it, and spot where you can make a difference. Enjoy! We continue to develop our technology. Mainmove, Maintel, board computers and Mainchain are all connected. Doing things right the first time will enable us to become more efficient. All this technology is available to our customers, so let's make sure we explain it to them.

In the changing environment we operate in, it is important to work safely and securely. Ensure that you are aware of the procedures and guidelines in your branch. These are there for you and your fellow team members. We will continue to invest in security measures to protect our team and our customers' freight. A good example of this is our latest GPS tracking. Read on to learn more about this.

There is a lot of positive energy in our branches. Combined with the KPI measurement of our performance, we can identify areas for improvement and fix them.

Thank you for your contribution, dedication, and service to our customers. We appreciate it very much. We continue our journey. Good luck, and enjoy the ride! We wish you and your families a great summertime.

Challenge ourselves to do the following better:

1. There is a lot of freight that fits our network. Go out to visit customers. We need everyone involved. Do not underestimate your influence on sales.
2. Bottom-up, share your ideas and actions that make us better. Positive Action Team (P.A.T.) meetings are a great way to share and execute.
3. Quality in everything we do, follow the Customer Quality Journey in all steps. Look after our branding and immaculate image of our assets and teams.
4. Check freight on the dock. Ensure that dimensions are correct and charge accordingly. Check the packaging to reduce damage. Fix it and report it.
5. Create a sense of urgency, get things done and move on to the next task.
6. Work as one team, talk face to face and by phone instead of e-mail. Celebrate success!



Driving Forward: Mainfreight's Continued Pursuit of Sustainability and Efficiency

At Mainfreight we work hard to be eco-friendly, while still being efficient and affordable. In Ghent, our Transport branch offers both traditional road transport and greener intermodal solutions, where we move goods using trains, ships, and trucks. It's a smart way to meet our customer's needs and take care of the planet at the same time.

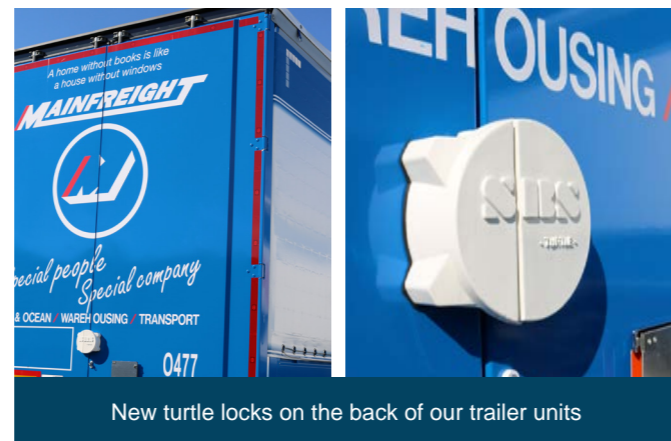
Using intermodal transport has many benefits. It helps us work faster and save money by reducing the time goods spend sitting around. Customers don't have to pick between fast delivery and saving money anymore. Plus, it's one of the best ways to do logistics without hurting the environment. We manage our resources carefully to minimise our impact on nature, showing our commitment to a greener future.

In Belgium, we've made our transport routes even better. For example, we've shortened the route from Ghent to the UK hub by shipping from Zeebrugge to Tilbury instead of driving through a tunnel. This new route reduced road travel (from 250km to 85km), and significant time for our drivers. We've also made similar improvements for routes to Leeds, saving even more kilometres.

These changes make it possible for us to serve more places at a lower cost, being efficient and eco-friendly while giving our customers the best service possible.



All our new trailers will now be fitted with a new GPS tracking system



New turtle locks on the back of our trailer units



Guido Staels (left), together with our driver Lorenzo Verburch, (right) at the port of Zeebrugge

New trailers equipped with GPS tracking system and "turtle lock"

Our 80 latest trailers are equipped with a GPS tracking system directly mounted on the trailers during production. With this system we can track each individual trailer independently of which tractor pulls it.

The system is linked to the ABS/EBS of the trailer, and with that link, we know the weight of the trailer. Especially with untethered trailers, this helps us identify the status of trailers on parking as "empty" or "loaded". The visibility of the trailers on a map is integrated into our transport planning portal, where we also track our trucks, enabling our planners to see trucks and trailers on the same screen.

The new trailers are also equipped with a turtle lock. We hide the lock in a special block on the rear doors, offering added protection for our customers' goods. The GPS and turtle locks will be installed on all new trailers in the future. The next step is connecting the Tyre Pressure Management System (TPMS) to the Telematics system. TPMS is mandatory on new trailers in Europe registered after July 1, 2024.

Warehousing Europe

Liane Philipsen

Why not now? That is the question we should ask ourselves every time we want to postpone a decision. Do not live in a question mark, but act now. This proactive and ambitious attitude is especially important as we seek to double our business within the next seven years. Neither warehouse capacity nor customer potential will limit us. We can only limit ourselves. Every action we take should be focused on delighting our customers. If we get the balance right, improving our ROR is a logical outcome.

The ROR is an important indicator of the healthiness of your branch. While storage and outbound volumes are slowing down compared to the last couple of years, cost control is crucial. This requires us to have a proactive attitude as a team member. If you notice anything in your branch that can be improved (quality, efficiency, ergonomics), make sure you discuss this in your Positive Action Team (P.A.T.) meeting. We need your input to improve the ROR of your branch and realise our growth ambitions.

Next to cost control, we have a strong focus on sales. To grow, we need a stable base of existing customers and, on top of that, we need more sales. In this newsletter, you will find a good example of a joint sales effort of all three of our products. The Big-M meetings in Belgium are a great example of collaboration and joint sales successes while having fun. Keep up the good work!

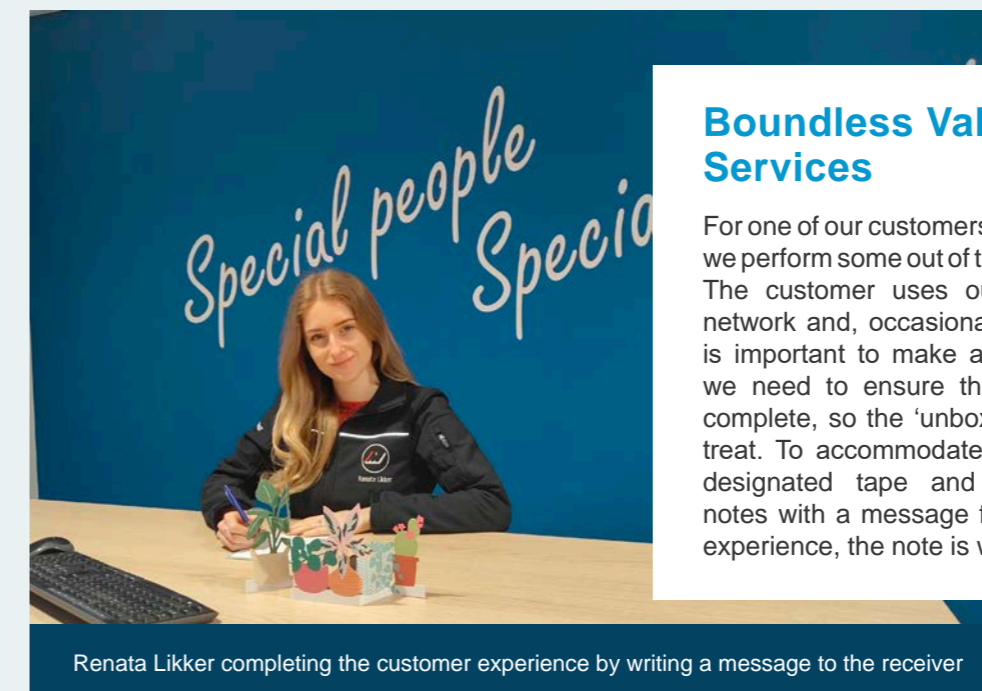
During the Branch Managers Conference in March, our Born team won the prestigious European Branch of the Year award for the second year in a row! What a proud

moment. Born stands out by continuously growing the branch while improving the ROR. Positive feedback from customers and excellent audit results closed the deal. Congratulations!

Focus points:

1. Existing customers – Stay in close contact. Understand what is keeping them awake at night. We can help!
2. Sales – We all know the drill –
 - Target market food and beverage (what makes the city breathe)
 - Go for medium-sized customers (around 5,000 pallet spaces)
 - Additional Transport and/or Air & Ocean sales are mandatory.
3. Proactive team – Increase and reward proactive behaviour.
4. Cost control – Be critical. Benchmark your costs with other branches. There is always room for improvement.
5. Delight our customers – Continuous improvement plans are crucial to keep our customers engaged and happy.
6. New technology – Big or small, if it can support our teams and delight our customers, we will go for it!

Thank you, Team, for your passion and dedication. Enjoy the summer holiday!



Renata Likker completing the customer experience by writing a message to the receiver

Boundless Value-Added Services

For one of our customers in the party accessories industry, we perform some out of the ordinary value-added services. The customer uses our Transport and Air & Ocean network and, occasionally, ships to influencers. Since it is important to make a good impression on influencer, we need to ensure the packaging and experience is complete, so the 'unboxing activity' is experienced as a treat. To accommodate this, our team ordered specific designated tape and boxes, and add handwritten notes with a message for the receiver. To complete the experience, the note is written in the receiver's language.

Big-M meeting Belgium Team

During the Big-M meeting in March, the Belgian sales team gathered in our Warehousing Oostende branch. In addition to the branch updates and cross-selling activities, we visited the factory of one of our customers, followed by a tour of our warehouses.

It was interesting to learn how their factory was organised, but even more interesting to understand how their supply chain was managed, and how Mainfreight plays an important role in their logistics.

On the inbound side, we are involved in transporting raw materials of the different components to their factory to just-in-time delivery.

For outbound logistics, Mainfreight handles orders for finished products to customers worldwide. All distribution in Belgium and the Netherlands is executed within our Mainfreight network. As a strategic distribution centre, we supply all European regional warehouses, and global sales projects are delivered from our warehouses.

The partnership between Mainfreight and this customer is built on a foundation of trust and collaboration. Our visit highlighted the crucial role that Mainfreight plays in supporting their logistical needs, showcasing the strength of our partnership in driving success for both companies.

It was a very interesting day for both experienced and new sales team members!



Rodions Naidunovs picking items on one of our modified pick trucks

Optimising Quality Control: The Pick-By-Weight Project in Zaltbommel

We have been conducting manual quality control checks for all orders for one of our customers at the Zaltbommel warehouse in the Netherlands. To reduce the number of quality control hours and enhance overall quality, we initiated the "Pick-By-Weight" project. True to its name, this innovative approach involves picking items based on weight control.

To implement this project, we upgraded several pick trucks (with short and long forks) by installing precision weighing systems. Our operational process incorporates a voice-based picking system that seamlessly integrates with these modified trucks. Once the picked products are placed on a pallet, an immediate quality check by weight is conducted, and the picker is immediately informed whether the weight is accurate. The picker receives immediate feedback if the weight does not align with the expected measurement, enabling them to verify and adjust the total number of picked cases or units before proceeding with another weight check.

This innovative picking approach primarily improves quality but also increases efficiency, reducing the need for a quality control check at the end of the process.



L-R: Sandro Arena, Aline Draps, Frederik Gielis, Mitchell Stint, Vincent Coninx, Kristof Franssen, Ward Debeuckelaere, Jules Branswyck, Rudy Yoka, Wim Foulon, Vladislav Bardukov, Roderik Debou, Stephanie Baudot, Maarten Vannoppen, Tom De Walsche

Our dynamic trio Björn, Elodie and Lidia and their passion for cooking

Björn, Elodie, and Lidia form a dynamic trio at Mainfreight in Oostende, where they bring their culinary talents to the forefront. Their shared love for cooking, and dedication to teamwork, makes them valuable to the team. Despite their diverse backgrounds, they unite in the kitchen to create delicious meals for the team. They have a culture of inclusivity and collaboration, and are open to new ideas and suggestions. Getting inspiration from various sources, they love the challenge of catering to different tastes with enthusiasm and creativity.



L-R: Lidia Sebesteni, Björn Vanderbeke and Elodie Papain

Air & Ocean Europe

Brad Russell

Our European Air & Ocean branches are excited for the new financial year, with opportunities for growth all around us. This was evident in a recent visit to our new Munich branch. Driving through Bavaria highlighted the number of large exporters in the region, which we are now much closer to with our local team. Intensifying our network in our existing markets remains important, and our Born branch is now operational, handling air and ocean shipments in the south of the Netherlands.

This newsletter also features the relocation of our Lyon branch in France. Sandra and her team have joined our transport branch close to Lyon airport, which will benefit both teams in terms of quality and new business development. Collaboration among our products is essential to growing a bigger business. In the Netherlands, our new transport team in Rotterdam are collecting our palletised LCL freight and loading our Rotterdam export ocean freight consolidations. The transport team in 's-Heerenberg have added to their container haulage fleet, and the Rotterdam branch is supporting this investment with an increasing number of import FCL deliveries.

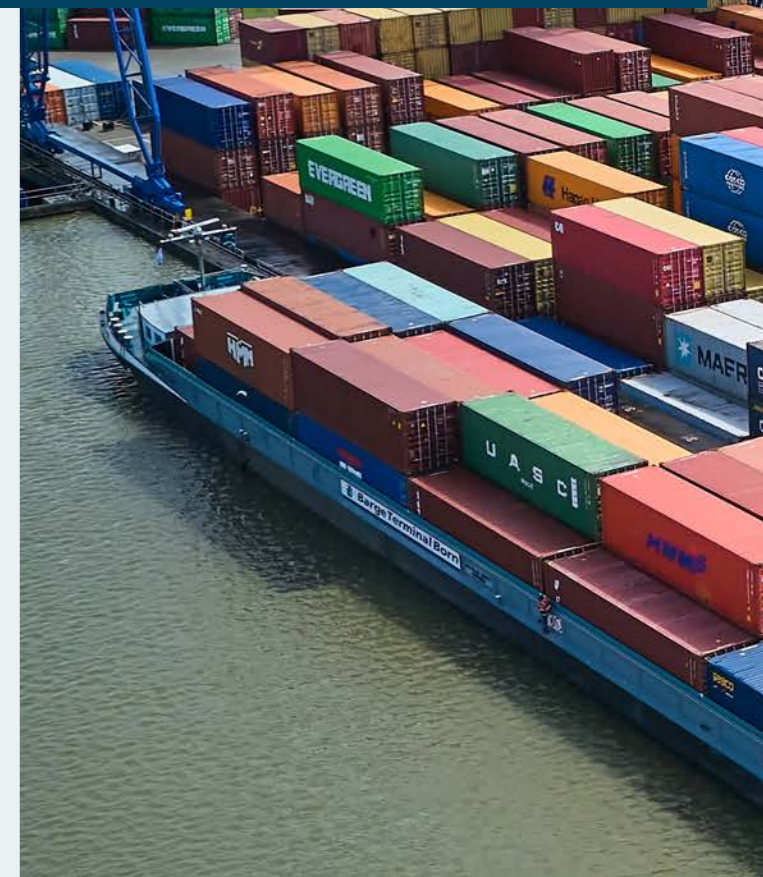
The Branch Managers and Sales Conferences' provided the opportunity to reflect on the last financial year. It was great to have Carlo Pons from Air & Ocean take out the prestigious European Sales Team Member of the Year award. Carlo manages a successful sales team in Rotterdam whilst also leading from the front in terms of new business. The conferences also gave us the occasion to set some targets for this year, which centre around growing the number of customers that use our services. Our focus is on increasing sales activity, introducing more customers to our exceptional technology suite, and getting more customers using our air and ocean 1MF consolidations.

In building our sales pipelines, targeting industry verticals that require reliable, quality driven service is important. This includes wine and beverage products, and our European teams continue to add new customers and service offerings for this industry. We have included an article about the recent ProWein fair in Germany, where our teams met with several of our wine customers from around the world.

Thank you to our EU and international teams for your hard work and commitment!

Challenge ourselves to do the following better:

1. Sales Culture – Create an environment where everyone is hunting new business in your branch. Have some friendly competition while supporting each other.
2. Payment Terms – Stay strong against onerous terms. We are a quality business and must be paid on time. We pay our suppliers in 30 days and expect the same from our customers.
3. Return on Revenue – Our ROR measures our profit performance, so let's challenge ourselves to improve in all areas.
4. Succession – We need successors in all roles to keep growing our business and promoting from within.
5. 1MF Utilisation – We have done well in increasing the number of our air and ocean consolidations, but we must ensure they are departing full every week.



Opening of our Air & Ocean Born branch

We recently opened our new Air & Ocean branch in the south of the Netherlands. It is located in Born (Limburg province) and is based in our warehousing facilities.

Born is quite a beautiful historical area of the Netherlands, where the landscape becomes a bit hilly. Limburg is relatively small, with a population of 1.2 million. Business-wise, it is famous for its concentration in the chemical, pharmaceutical, and agricultural industries, which is a great match for the verticals we aim to develop globally.

It was quite a tough start from zero, however we've done well with the support from our European support team and our Warehousing team in Born. The Warehousing team expanded their facility last September, and we worked closely on our new office renovation plan.

Last October we started handling ocean freight



L-R: Luke Aben, Gilyam Aarts, Denis Scherbakov, Jack Harris

shipments for local customers, and recently added air freight services.

We have a great multinational team which gives us many advantages, such as sharing experiences and learning from each other. So far, there are four of us, three of whom are in operations – Jack, Luke, and Gilyam.

We are at the beginning of a very exciting journey in the big world of freight forwarding. We are well set up and ready for the challenges ahead!

Relocation of our Air & Ocean Lyon branch

After several years of working alongside our transport team, last December we moved into their premises in Pusignan, close to Lyon St. Exupery airport.

We were given an enthusiastic welcome, and we plan to pool our teams and strengths in the south of France's territory. This move will provide us with greater visibility locally and enable us to share our expertise. It's great to be working in the same place, eating together, and helping each other out.

There are many projects in the pipeline, including working together on our pick-ups and deliveries, and creating new expertise for our local consolidation and deconsolidation.

Thank you to Achille Merceron and his team for being part of the One Mainfreight Lyon adventure.



Back Row L-R: Ines Saiyah, Ugo Manzato, William Frenaison, Eve Lignini Front row L-R: Mona Lelorrain, Neslihan Bekdemir, Sandra Brun, Othmane Kadiri

Mainfreight visit to ProWein (ProWine) March 2024

Mainfreight Europe joined the ProWein fair in Düsseldorf, Germany. Beverages is a solid worldwide vertical, and ProWein is the place to build on this vertical further.

For 30 years, ProWein has been the only trade fair for wines and spirits covering the entire global market. Over 5,400 participants from 65 countries participated in the fair. We started by focusing on participants that are based in Europe, Australia and New Zealand, regions Mainfreight have offices. On Monday, Ben, Ivo, and Hubert attended the fair, and on Tuesday, Mainfreight was represented by Maarten and Hubert. We met with potential customers, and also connected with customers for whom we have been trading for many years already. This resulted in many new introductions, leads, and insights into the latest trends in the wine and spirit industry. Follow-up meetings have been planned, and ProWein 2025 is already in our calendar.



ProWein Conference 2024

ASIA



Mainfreight Asia

Cary Chung

Thank you, team, for another great year—a challenging one from which we have learned so much. This last financial year was also like no other. We must continue to focus on providing exceptional service, and build stronger foundations that will enable us to continue to grow.

With the new financial year upon us, we have some good momentum and must keep our focus on the things that have gotten us here:

1. Commercial developments:
 - Strong sales pipeline.
 - Focus on network.
 - Airfreight, 1MF, Imports.
 - Engaging our leaders on sales calls.
 - Key Account team.
 - Stability over "ONS".
2. People
 - Promoting from within.
 - Employ the right people who fit into our culture.
 - Let the individual decide.

3. Focus on margin returns.

Team, to finish, the past year has been challenging. We are an international business, and have grown so much over the last couple of years. We must continue to lift our game, benchmark ourselves to the best, and beat that year-on-year!

Thanks to all our team and your families. I am looking forward to another remarkable year ahead!



L-R: Doreen Ng, Billy Zhang, Matt Bloom, Cary Chung

Kiwi Ball Mainfreight Hong Kong

Mainfreight Hong Kong was honoured to sponsor the Kiwi Ball, held by the New Zealand Chamber of Commerce in Hong Kong (NZCCHK). Our team had the pleasure of participating in this wonderful event. We enjoyed the delicious cuisine and captivating Kiwi performances throughout the night, fostering valuable networking opportunities with partners and customers from New Zealand.



Our team attending the Kiwi Ball in Hong Kong
Front L-R: Sophia Wong, Dan Tsui, William Lai, Henry So
Back L-R: Cyan Leung, Jacky Lam, Noel Kong, Duncan Tang, Michelle Wong, Tony Lau

Matt Bloom, CaroTrans President – Visiting Asia

We were thrilled to welcome Matt Bloom, CaroTrans President, to Hong Kong and Southeast Asia! His visit strengthens relationships with our dynamic Asia team, and underscores the exciting development opportunities between the US and Asia. This trip marked a significant milestone as we gradually progress towards enhanced business engagements after recent global challenges



Back Row L-R: Omkar Dalvi, Franky Lui, Cary Chung, Joe Cheng, Ajay Shukla, Sandeep Joshi Front Row L-R: Doreen Ng, Shabnam Chaudhry, Sakshi Singh, Jeanying Ng, Jolynn Bey, Rebecca Vuksanovic, Abhay Agarwal

Mumbai Air & Ocean Office | First Office in India

Our first office in India officially opened late last year, representing a promising opportunity for Mainfreight to establish a highly

successful Air & Ocean freight operation in India. Our office is in Mumbai, just 1.5km from Mumbai International Airport in Times Square, providing easy access to the airport area.

We are fully equipped to handle both exports and imports. Additionally,



L-R: Cary Chung, Graham Rouse, Ajay Shukla

we have seamless connectivity with customs, allowing us to ship goods within stipulated timelines and providing a significant advantage to our customers.

Our team in Mumbai is excited about future business opportunities and looks forward to adding value to our network.



Our Team participating in a group activity at our Sales conference

Asia Sales Conference

With the expansion of our sales team, this year marked our largest ever Asia Sales Conference, held in Hong Kong over three days. The event was filled with inspiring moments, insightful discussions, exciting announcements, and engaging team building activities, all aimed at charting the course for a successful year ahead. Our team came away feeling recharged, refocused, and ready to conquer new challenges. A big thank you to everyone who made this event a great success!

Transport Logistic SEA as an Exhibitor | Mainline Singapore

Mainline Singapore participated in Transport Logistic SEA as an exhibitor. Transport Logistic Southeast Asia is a prominent platform in the region for showcasing our products and services in the logistics and transport industry. This was the first time the event has been held in Singapore.

Participating in this exhibition provided valuable opportunities to connect with potential clients,

explore partnerships, and stay updated on industry trends. Our experience as an exhibitor at Transport Logistic SEA was positive. We had the opportunity to engage with a diverse audience of industry professionals, showcase our products and services, and network with potential clients and partners. Additionally, we encountered numerous suppliers and vendors actively seeking partnerships, aiming to establish us as their potential clients. Most importantly, the exhibition provided a valuable platform for us to raise brand awareness and establish meaningful connections within the industry.



First Perishable Shipment handled by our team in Malaysia

Perishable Airfreight to Kuala Lumpur

Mainfreight Malaysia collaborated with our team in Sydney to move our first perishable airfreight shipment of yoghurt to Kuala Lumpur. Through thorough planning and close monitoring, we overcame the challenges of preserving the freshness of temperature-sensitive products during transit. Our dedicated team assisted with bottle labelling and arranging delivery with cold trucks to ensure each yoghurt shipment arrived fresh and ready for consumption, demonstrated we can provide businesses with new opportunities to expand their reach and meet consumer demands.



Our Team ready to tell everyone about what Mainfreight has to offer. L-R: Sommai Lek, Ajay Shukla, Doreen Ng, Shaun Tan, Jasper Tee, Adrian He, Billy Zhang



Achieved the Good Distribution Practice (GDP) certification | Mainfreight Malaysia and Shanghai

Our Malaysia and Shanghai branches achieved the Good Distribution Practice (GDP) certification at the end of 2023, demonstrating our commitment to quality and excellence in pharmaceutical distribution.



Mainfreight Malaysia L-R: Jence Tan, Jin Ang, Ian Liang, Penny Lim

The attainment of GDP certification reflects our unwavering dedication to upholding the highest standards across all our operations. It is a testament to our relentless pursuit of quality and reliability in serving our valued partners and customers.



Mainfreight Shanghai L-R: Peter Koo & Joan Ji

We look forward to delivering outstanding service and reliability to meet the evolving needs of our partners and customers. Cheers to this milestone and the continued pursuit of exceptional service and reliability for our valued partners and customers!

Weekly Spoken English Corner Activity

Our team in Qingdao have taken on the task of exploring articles on spoken English aids in mastering diverse oral expression techniques and enhancing English listening and speaking proficiency.

Each week, a team member takes a turn providing practice materials covering fundamental sentence patterns and expressions in spoken English. We each record ourselves, engage in a retelling, and conduct a self-comparison. At the end of the week, the material provider and Jason (who possesses native-like spoken English due to studying in Australia) act as an assistant, offering evaluations and assistance



Leaderboard on display in our Qingdao office

in improving pronunciation and fluency. The individual showing the most improvement compared to the previous week receives a commendation.

Through weekly practice sessions, everyone enhances their English proficiency by actively engaging in listening, reading, and speaking.

Celebrating International Women's Day

Our teams gathered to celebrate International Women's Day. Mainfreight Shenzhen branch carefully prepared flowers and gifts for each woman in our team to show our gratitude. Their strength, independence, and self-confidence in their work brings endless energy and creativity to the company, and countless bright colours to our team.



Mainfreight Shenzhen celebrating International Women's Day

AMERICAS



Mainfreight Americas

Jason Braid

It's time we look forward, put a line in the sand, and hold ourselves to a much higher standard than in the past. We know we're better than our current results reflect, however, numbers matter. Change is taking place, and it's exciting, but it's important we push forward with pace and chip away at all the areas still needing our attention.

Remember, we are not about quick wins, but rather about building an enduring business on the right foundations to support our growth for the next 100 years. Let's not beat ourselves up over our performance during the last couple of years, but rather learn from our lessons and ensure we never find ourselves in this position again.

As we look to the year ahead, it's about getting our basics right and ensuring that quality is the cornerstone of everything we do. We should all look in the mirror and ask ourselves whether we could've done better—if the answer is yes, then let's make that happen.

Likewise, please ensure we review our stat packs regularly and compare ourselves against the best branches globally. When needed, don't be afraid to look to your team mates around the world for help.

Are we offering solutions that meet our customer's needs, or do we approach these discussions thinking we already know what our customers want? Let's challenge the status quo, listen to our customers, and then implement a solution that knocks it out of the park. We have a special group of people at Mainfreight, so let's use our team and our lack of bureaucracy to deliver something truly special for our customers.

Sales must be at the forefront of our minds, day in and day out. Our network has capacity: our Transport teams have underutilised linehauls, our Air & Ocean and CaroTrans teams have underutilised consolidations, and space is available within our warehouses. We need to be laser focused in our sales approach so that any new business goes into filling these units and warehouses. Doing so will immediately impact our bottom line and, in turn, lead to a much-needed improvement in our ROR.

In line with the above, we have 79 branches across four countries, yet we rely on the USA for profit. We are not new to Canada, Mexico, and Chile, where we have been for 12, 10, and five years, respectively. As in the USA, we remain small in these huge markets and need to find growth quickly. It is not enough to just be on the ground there; it's time we tackle this challenge head-on

and do something different.

We are excited about the year ahead. As you will see in the following pages, there are lots of great things happening. New warehouses, new cross-docks, new customers, new solutions, and team members are stepping up and taking on some significant roles. That said, the year ahead will be challenging. It's about staying focused and committed to the challenge, and finding ways to improve day in and day out. We don't expect miracles, but we do need to see consistent and continuous improvement.

Remember, team, once we find real momentum in these large markets, we'll do all we can to hang on for the ride.

In the months ahead, let's focus on these key points:

1. Culture — Our work on strengthening our culture will never be done, and we need to tweak it daily. Remember, it needs to be bottom-up, and the little things matter.
2. Sales success comes from being relentless, consistent, listening, following up when we say we will, and not being afraid to knock on one more door. Let's all spend more time in front of customers.
3. Every branch needs to find a way to be profitable. We currently have too many underperforming branches. Just getting this right will significantly improve overall results.
4. Keep working as a team and selling our supply chain offering. We're doing better, and it's great to see our teams working together, but it's only the start. The opportunities for growth within our network remain immense.
5. Work on our succession plan now. Please don't wait until it's needed. We only promote from within, and we need the right succession plan in place to grow.
6. Get our quality right, and almost everything else will come easily. Please be objective in your approach to this—we can all do better.

We're getting there, team. It's not easy, and there's lots of work still to be done, but we can feel a change taking place. Let's keep going!

Thanks team!

Americas Transport

Mitch Gregor

Be comfortable with being uncomfortable...

Truth and courage often go hand in hand, and in many cases, they are things that make one feel uncomfortable. Improvement requires self-reflection, listening, learning, and, for many people, taking accountability through action.

Our USA Transport business is on the path toward improving quality, culture, and profitability, and we are making progress. Despite the efforts of many, our results in the past 12 months have not been acceptable, and there remains plenty to do.

Let's remind each other that every day at Mainfreight provides us with an opportunity to improve, to learn or experience something new about business or life, and to achieve results we can be proud of. No matter what you are going through, or how your business is performing, there is always an opportunity to improve.

What more can you do to help us grow and be successful?

The best way to improve is to do the very best you can as an individual, learn what is expected of you, and understand your contribution to the team, branch, and our business. Don't wait – start today. Look in the mirror, not out the window. First, me, then us.

As we move into the 2024/25 year, our overall approach is simple: let's focus on our operational quality, sales growth, and consistency of service across our network. If we focus on these things, our results will follow. Bring your energy, have fun, and help our team and customers achieve the results we all deserve. Look after our team, our drivers, and our customers. Make your branch stand out for the right reasons!

With a recent focus on communication and getting our team more involved, we decided to share the importance of Positive Action Team (P.A.T.) meetings. The team has had some carry cards made up to help with the best way to run one, and some tips for effective results.



P.A.T Cards - remember it's bottom up, not top down! Share ideas

Our 10 Goals for 2024/25:

Some simple goals for the year ahead and key areas of focus include:

1. Quality – Get it right in your branch. Hit your targets every day, week, and month.
2. Delivery performance, on-forwarding, arrival and departure times, load quality and stocktakes.
3. Culture – It's what people do when you're not watching. It takes ongoing effort.
4. Profit – Achieve your profit pledge in 2024/25.
5. Manage and know your costs for everything - own your overheads.
6. Audit Score – Minimum 80% overall plus 100% critical = open book exam.
7. Accounts Receivables for 45+ days should be under 10%.
8. Sales growth, sales mindset – get involved in sales. Delight our customers.
9. Contribute toward the growth of the supply chain – support your mates.
10. Look after our team, promote from within, and create careers for our people.

Thank you to everyone in our USA Transport business for your continued commitment to our business – and thanks to our Drivers, we cannot do this without you!





Branch Managers Catch-Up 2024 = quality in everything we do

We recently brought our leadership team from across the country to Chicago for our annual Branch Managers meeting. We took a collaborative approach to bring each of our business units, Air & Ocean, CaroTrans, Warehousing, and Transport, closer together, with the theme of quality in everything we do.

Key topics at our Branch Managers Meeting

- Setting the scene and feedback
- A scorecard review of our quality and financials
- Finance our targets and goals
- Quality and depot systems
- Projects and infrastructure updates
- Our Owner Drivers and gear
- Sales and customers
- Our people

Americas Branch Management Leadership Team 2024
– Chicago, Illinois

The Americas Transport Operations Team – Chicago Meeting March 2024

Following our Branch Managers' Conference, we decided to gather our key operations leaders from around the business for the first time.

Led by Shane Michalick, who coordinated an action-packed and hands-on experience, plenty was covered, including a commitment to quality and a promise to each other to help improve our operational results.

It was a great opportunity to get to know each other, clear the air, share ideas and align our approach to quality across our Transport network. Close friendships were formed, and phone numbers were exchanged.

The Operations Manager agenda covered several key topics, including an overview of our business goals and objectives, branch expectations for team, image, and uniform standards, and our approach to audits and measuring branch performance. We discussed the daily responsibilities of an Operations Manager, the significance of promoting from within, and how operations can support sales. Additionally, we reviewed quality and depot systems, delivery performance metrics, linehaul planning, forklift equipment compliance, and road safety, with special guests in attendance. We discussed 'Mainfreight Mondays' for our Owner Drivers, communication tips for running a P.A.T., and even found time to visit to our new West Chicago site.



On day one of the catch-up, the Team were asked to dress in their "number ones"

Building Updates and Progress – Existing Projects Infrastructure:

Our first purpose-built LTL cross-docks are progressing in Texas and Illinois.

These sites will be our first state-of-the-art design builds for the Americas in Haslet, Texas (completion date December 2024) and West Chicago, Illinois (completion date March 2025).

Haslet is a 21-acre site with 82 dock positions, 122 car park stalls, over 270 trailers for 53' and 70' trailers, and an on-site truck wash system.

West Chicago is an 18-acre site with 81 dock positions, 88 car park stalls, over 130 trailers for 53' and 70' trailers, and an on-site truck wash system.

Both sites will have a custom-building management system that optimises efficiencies within the purpose-built operating environment. The system will provide real-time data on building performance and produce measurable results indicating how well the building is performing regarding utilities, sustainability, and other operational demands.

They are designed with a solar generating system, an onsite battery energy storage system (BESS), a grey water system designed to capture and recycle rainwater on site, and high-efficiency LED lighting throughout. The solar array is designed to provide 98.5% renewable energy on each site, with a monthly 11% demand reduction from the electrical grid, and a battery storage system sized at 125kW of energy to be stored on site.

Electric vehicle charging, as well as infrastructure for electric tractor vehicle chargers and battery charging stations for electric forklifts will be available at both sites.

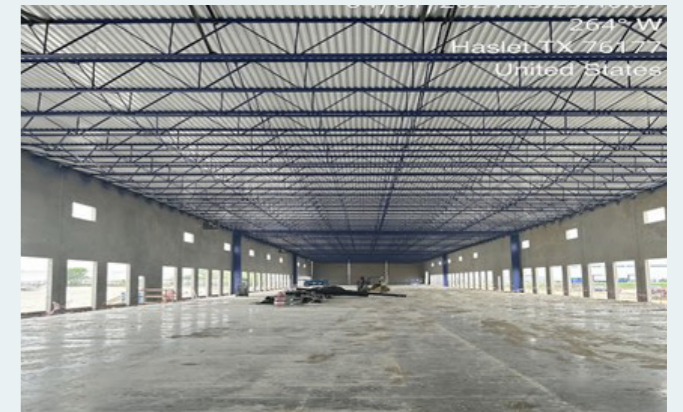
Waste Management & Other Renewables: Raised Garden Beds

Each new site has an outdoor space which will allow for the growth of garden-to-table fresh ingredients, which will be used regularly for healthy team meals.

Food composting and highly visible waste recycling programs will be available at each new site.



Quick progress as tilt slab construction commences at Haslet, Texas



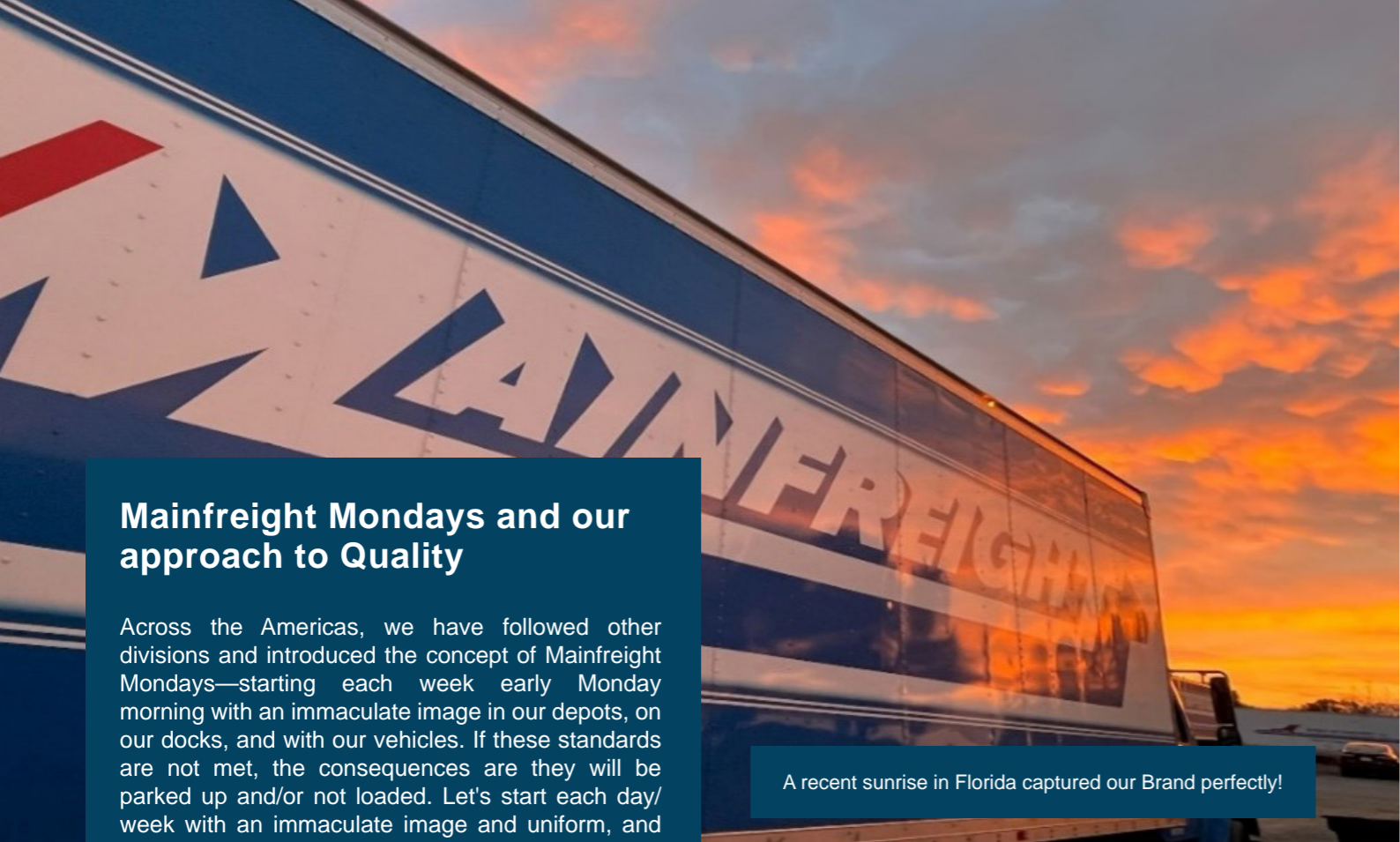
The roof goes on the Haslet, Texas site



Leslie Diaz, Hela Haddadin, and Caitlin Grice at our breaking ground ceremony for our new West Chicago site



Quick progress has been made as tilt slab construction commences in West Chicago



Mainfreight Mondays and our approach to Quality

Across the Americas, we have followed other divisions and introduced the concept of Mainfreight Mondays—starting each week early Monday morning with an immaculate image in our depots, on our docks, and with our vehicles. If these standards are not met, the consequences are they will be parked up and/or not loaded. Let's start each day/week with an immaculate image and uniform, and show the market we are different.

- Trucks washed, tires blackened.
- Trucks swept.
- Team clean-shaven with a clean uniform.
- Straps, load bar, dunnage, air bags and cardboard on board
- Yard clear of rubbish.
- Doors checked for damage issues and exits open from inside.
- Trash cans emptied and cleaned.
- Desks on the dock are clean and tidy.
- Forklifts are clean and painted.
- Forklift pre-checks.
- Bays and freight presentation.
- Overlands, shortlands, and damages bays are organized and tidy/clear.
- Tractor and trailer pre-checks.

A recent sunrise in Florida captured our Brand perfectly!

Take Pride in your ride: Some recent examples of Trucks Ready to Roll

Thanks so much to our local team of Owner Drivers, Paul Romanowski and Omar Bitar in Chicago, who recently invested in tidying up their trucks and gear. They look fantastic.



Paul Romanowski – PMR Trucking based in Chicago



The 400th Mainfreight Truck wrapped in the Americas

Warehousing Americas

Andrew Coulton

The best growth opportunities are in challenging times, and the learnings over the past 12 months were enormous. Teams and leaders that step up in these times will drive our business forward in the years ahead. Thankfully, we have seen many signs of this across our business, and that is exciting to report.

Key learnings over the last 12 months:

1. Do not rely on your existing customer base; we always need new customers.
2. Sell well beyond our four walls push for property decisions to be made.
3. Think bigger, as we are in the biggest freight market in the world.
4. Locally zoom out and understand why we have not grown enough and what needs to change.
5. We are part of a much larger international business. Pick up the phone and connect.
6. Avoid shortcuts with our team, and look after them to ensure they are long-term fit.

Sales, sales, sales.

Sales is the lifeblood of our business. The sales funnel is critical today and to our future as we look to maintain solid and well-established branches, and present new buildings to our network and customer base. Our local sales team is focusing on building pipeline depth, and is seeing success with many customer implementations currently underway! Of course, this is wonderful from a sales growth standpoint, but this presents more than revenue growth. Our teams are developing, learning and growing their careers by gaining fundamental experience that will gear them up for successful long-term careers at Mainfreight.

We currently have a team of 20 sales team members decentralised across the Americas in their respective markets. We need to 10X our sales team to 10X our business and even when we achieve that, we will not exceed 1% market share!

What does it take to be successful in sales with Mainfreight?

What	Why?
Promoted from the floor	Team members promoted from within understand the business and are much more confident in selling our services with first-hand experience!
Must be graduates? Not true!	Whilst we love grads in our business and have hundreds, success in sales doesn't come from a college degree. If you have the right attitude and keep your car clean, it just might work out!
Obsession with the process and being a consistent performer.	Much like a pitcher on a baseball team, not every pitch is going to be perfect. Zoom out and look at game performance, or even over a season. With the right technique and training, you will have success!

Objectives for the next six months:

1. Development of our team by showing them the way.
2. Consistent services across all branches with alignment from our operations.
3. Pipeline depth so we have leverage in all our warehouses.
4. KPIs are in our DNA. They help both Mainfreight and our customers improve.
5. Maximise our current assets - we need to improve our ROR.

Once again, thank you, team, for putting your best foot forward for your branch, customers, team, and suppliers. We know we can do better in the year ahead and are incredibly excited about where our business is headed!

Double Deep Racking in Big Bolingbrook

Doing more with less is a typical phrase within the Mainfreight business, and this initiative is no different! Bolingbrook II has expanded its racking capacity by 10,000 pallets with a double-deep racking solution.

This presents a great opportunity to increase ROR with the increased pallet capacity and efficiencies. Given our focus on fast-moving consumer goods (FMCG) and beverage customers, a large amount of full pallet picking is required, and by increasing the density of the storage, we will increase picking efficiencies.

The previous space was a bulk floor, making managing customer inventory more challenging. Having the product off the floor improves accuracy and reduces damage, and let's remember - tidy and clean warehouses are part of our DNA!



Empty racking at Bolingbrook II



Double deep racking being utilised!

Growth in Newark

Jose Melendez

A new era for the Newark warehouse has arrived! We aim to be the best branch in the nation. To achieve this milestone, we must be honest with ourselves and ask vital questions. Are we doing the best that we can

each day? Do we aim to delight our customers? Is our facility up to the standards of the culture we wholeheartedly believe in? Are we onboarding new team members and offering the training, uniforms, and knowledge for them to succeed?

There are so many more questions one can ask, and we choose to take

action and answer each of those questions. This year, we are pushing ourselves, working on several different projects, and scaling the team up in preparation for a memorable year for Mainfreight Newark.



The Newark Warehouse Team prepping for the day in their morning meeting



Jessica Morales – Newark Warehouse team member

Specialised Racking Solution

We decided to plunge into the future by adding 18,000 pallet locations of VNA (very narrow aisles) racking with built-in RF ID tags embedded in the floor. This provides many advantages, such as increased efficiencies and safer operating conditions, which is achieved by the operator tethering their handheld device right into the module of the turret truck. The truck and handheld are now communicating – as the picker starts and finishes picking, the handheld sends a signal to the module, and the Turret will position itself in the next location. All the operator has to do is hit the gas forward. This eliminates chances of errors and accidents, as the operator no longer needs to steer the truck. The racking is a super condensed solution that allows us to squeeze more pallet locations in a space, which helps with competitive rates for our customers and increases our ROR.



The Lehigh Valley Warehouse Team with the almighty Bruce Springsteen Branch of the Year guitar!

Branch of the Year

Stephen Cacnio

It was an exciting end to the financial year, with Lehigh Valley taking home the almighty Bruce Springsteen Branch of the Year guitar!

It was a special moment to take home the 2024 Mainfreight Americas Branch of the Year award! While we are extremely proud of the team and feel recognised for focusing on financial success, we absolutely want to point out that this win was not possible without the support of our wider network, which helped us through a challenging year!

Our brothers and sisters supported us by:

- Team member support was sent to our site throughout the year from our Newark, Toronto, and Atlanta branches when we desperately needed help.
- Customer gains from Sales and Account Managers from Dallas, Atlanta, and Moreno Valley branches!
- WMS and IT support from our Chicago and Carson branches while we take our time to promote our support from within.

This was a win for Warehousing as a whole, and we give special thanks to the wider team!

The Branch Manager's Conference was a reminder that:

- This is not the time to get comfortable; there is much more work to be done.
- "Right people, right seats."
- Open up time and opportunities for our team to learn other critical parts of our business, and better prepare them for Sales roles.
- A much stronger focus on sales as there is still much more space available.

We are excited about what the year will bring and know there's still so much left to do. It's time we get at it!

Air & Ocean Americas

Matt Gustafson

Our business will always be changing as we "keep reinventing ourselves with time and growth," and, we will be excited as we keep maturing. In the Americas, we have finally begun to crack into proper territory management. The sales teams are working together regionally, hitting joint calls, sending across leads, and really getting some traction on understanding our markets. This only happens when we act and think like one team. Our Big-M meetings are evolving for the better, as well as our local Branch Manager P.A.T.s. Be diligent in these, as these local relationships will help us overcome conflict and make quicker decisions to better our business.

Be relentless on our quality. Be it your account receivable, billed on time, weekly gains, data integrity, or the number of shipments booked through Shipment Centre, push to be the best there is. We cannot let ourselves become complacent with status quo results or, even worse, losses. Use your audits to make necessary adjustments to the operation. The morale survey can be particularly impactful as you get a real feeling for how the team is doing.

We are focused on our consolidations in the Americas and thank you to those overseas who are in the lanes we share. The success is starting to come through, as we have seen in our airfreight consolidation out of Hong Kong. Most recently, the team has accomplished two of the last three months above our target, as we take advantage of the capacity as the market has tightened. An honourable mention goes to our Transport team, who have supported us in freight movement between our major gateways in the United States. For ocean freight, the utilisation of our consolidation containers is under pressure. Rather than starting new lanes, we remain focused on improving utilisation in those existing consolidations. For example, our ocean freight utilisation in consolidations from the US to the EU has increased by 11%, resulting in a 36% increase in margin yearly. Look to sell into what we have to realise the benefits fully.



Things to focus on:

1. Push our network. Transport, Warehousing, Air & Ocean, and CaroTrans have never been closer in the Americas. We have something special to sell when working together as a competitive advantage.
2. Look for more pallet cargo. Consolidation utilisation improvement is one of our greatest opportunities to quickly impact our results.
3. Quality. Make it part of everything you do. The standards we hold ourselves to sets our team apart.
4. Focus on efficiency improvements. The team has so many tools available to help us do more for our customers. Implementing tasks in our CargoWise operation and promoting Mainchain usage and its tools, such as Shipment Center, are ways to better serve our teams and customers.
5. Take some chances. Let's remember where we come from. Ready. Fire. Aim.

Finally, thank you to the teams around the world for their efforts day in and day out. It's truly remarkable to be part of. Stay close to your greater team mates, pick up the phone, and sell the network. We are only just beginning.

Good hunting.

Network Collaboration

The 2024 visitor season is in full swing in the Americas. We recently had Jeroen Geerdink, the Amsterdam Air Branch Manager, as well as Joan Ji, the Shanghai Ocean Branch Manager, visiting our airfreight branches. The teams in New Jersey, Chicago, Los Angeles, and Dallas had a full schedule of calls to drive growth in these core trade lanes. The goal of these trips was to grow our existing consolidations further, explore new opportunities, position Mainfreight Europe and Asia, and bring local market knowledge to our customers' front door. With a 92% utilisation in our air consolidations moving from Los Angeles and Chicago into Amsterdam, and 71% in our ocean consolidations from Shanghai, we are excited to see what increased attention to these trade lanes will bring to our teams.

This year, we have a full schedule of Branch Managers from every region and both products, and we are planning sales trips with our team in the Americas. As with Joan and Jeroen's visits, our strategy is simple: focus on the verticals trading between our respective regions, and the opportunities to sell into LCL and

airfreight, supporting consolidations. Local knowledge combined with relationship building on both sides of the opportunity has successfully gained new business and strengthened existing relationships.

While we see value in hosting our brothers and sisters from other parts of the world, we are also encouraging our Branch Managers to get on the road. We have visits planned across every region this year. Our main goal is new business development, however we see the value that comes from sharing a meal with your counterpart overseas. The relationships built during these trips lay the foundation for new consolidations and productive collaboration between regions, both of which are essential to our growth.

There is a lot of work that goes into putting together a successful agenda and planning a productive sales trip. If done right, we will see a return on our investment in both revenue and full network collaboration. There is plenty of opportunity out there for the taking.

We look forward to seeing you on the road. Someone from our team in the Americas will likely be in town soon!



The Los Angeles Team at the Airfreight Facility Launch Event

Los Angeles Airfreight

Harsh Dharamshi

The opening of our Perishable Los Angeles branch was a resounding success, marked by an evening filled with warmth, camaraderie, and excitement. As guests mingled and enjoyed refreshments, there was an unmistakable buzz of anticipation in the air. It was an excellent opportunity for everyone to come together and celebrate the expansion of our operations in such a vibrant location.

Throughout the event, attendees had the chance to explore the new facility, getting a first hand look at the state-of-the-art equipment and facilities that will enable us to provide exceptional service to our

clients. Conversations flowed freely, fostering new connections and strengthening existing relationships within the industry.

The atmosphere was lively and sociable, reflecting the spirit of collaboration and innovation that defines our culture. As the night progressed, it became clear that our Perishable Los Angeles branch opening was not just a milestone for our organisation, but also testament to our team's hard work and dedication.

While there may not have been a formal ribbon-cutting ceremony, the genuine enthusiasm and energy of all those in attendance made the event truly memorable. It was a fitting celebration of a new chapter in our journey, and we look forward to the opportunities and successes that lie ahead.

Mexico Air & Ocean Branch Highlight

Ricardo Dordelly

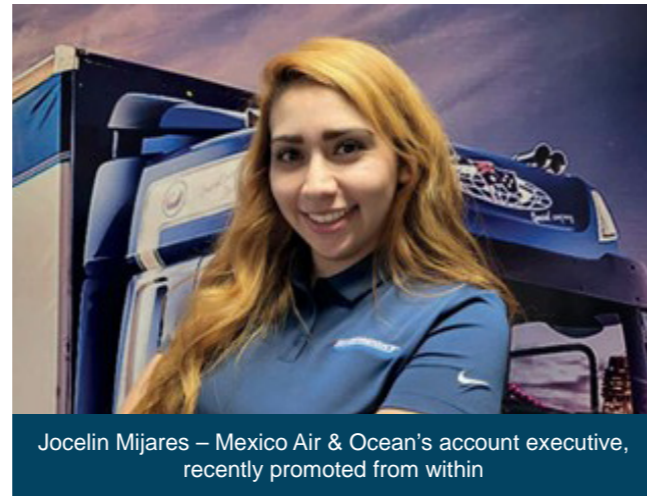
Putting a bumpy year behind us, we set our targets, mind, and efforts for the year ahead. Our goal for this year is to stand out like never before, and I'm not just talking about numbers, which, of course, are our main objective, but also developing and growing our culture with both the team and our customers.

Quick facts about Mexico

- We have 31 states, and Mexico City.
- Population: 131 million.
- Main Ocean Ports: Manzanillo, Lázaro Cárdenas Veracruz, Altamira, Ensenada, and Lazaro Cardenas.
- Five International Airports: Mexico City (MEX), Felipe Angeles (NLU), Guadalajara (GDL), Monterrey (MTY), and Queretaro (QRO).

It was a privilege to take along our operations team to deliver our traditional Mainfreight apple buckets to our customers. These visits allowed our operations team, who carry out day-to-day communication with these customers, to strengthen their relationships with them.

The global market is changing, with Mexico becoming the number one trading partner with the United States. These changes are likely to create new trade lanes for our current customers. Our largest export and import locations are the United States (76.8% exports and 55.6% imports), followed by China (2.32% exports and 17.2% imports).



Jocelin Mijares – Mexico Air & Ocean's account executive, recently promoted from within



L-R: Eduardo Beatriz (Customer), Fernanda Gutierrez (Mainfreight Mexico City), Maria Hernandez (Customer), Beatriz Diaz (Customer) and Aldo Navarro (Customer)

Our largest import and export products to/from Mexico are electronics (import and export), beverages (import) and cereals (export).

Quality is in our DNA, and we focus on improving our quality every day by focusing on our unshakeable beliefs: Superior Performance = Great Quality. Now, we need to strengthen our sales performance to grow our existing customers and attract new ones. One of our team members, Jocelin Mijares, recently accepted the challenge of joining the sales team after being a key part of the operations team.

Let's work smarter and enjoy the challenges ahead.



CaroTrans America

Matt Bloom

It's been over three months since I joined the CaroTrans team, and I've been pleased with what we've accomplished thus far. Our Quality, Consistency, and Simplicity Strategy has been rolled out to the branches, and our action plan is in full swing. We've taken the time to identify the core trade lanes that are the backbone of the CaroTrans business and make them our focus. The operations team knows the hustle needed to ensure the boxes in these lanes are well utilised and moving weekly, while the sales team knows which trade lanes and destinations to focus their efforts towards. Most importantly, we've taken the time to re-engage with our customers, and listen to their needs so we can base the quality of our product offerings around them.

We've had several leadership changes in our branches over the past several months. We're pleased that we've been able to promote from within, with four of our new Branch Managers coming from a sales background. We continue to persevere through the rollout and implementation of our new operating system, CargoWise. The team eagerly anticipates working with the new system, and the many benefits it will bring internally and to our customers.

The main focus for the CaroTrans team for the year ahead is the success of our new branches in CaroTrans Asia. We've grown to 18 weekly direct consolidations from Hong Kong, Taiwan, and China branches to the USA in a short period. The goal is to improve our network density through higher utilisation of these lanes. Once achieved, we will add additional direct weekly offerings. Equally as important is the growth of our USA export LCL product. The sales team will be highly focused on the growth of our export LCL product to our core markets, such as LATAM, EU, Asia, Oceania, and the Middle East.

We are excited about what the year ahead brings, and the success we will achieve. Our plan has been laid out, and the team knows our mission. The CaroTrans leadership team does not doubt that with hard work and a commitment to quality, 2025 will be a successful year.

Areas of focus for CaroTrans:

1. For CaroTrans export LCL, our goal is to grow our current export LCL volume from approximately 4,200cbm average per week to an average of 5,000cbm.
2. With sales as our primary focus, effective immediately, all branches must have at least one Account Executive.
3. The commercial members of the Executive Team (Matt Bloom, Jessica Veenendaal, Andrew Weiss, and Kika Veiga) will physically visit all branches and join the team for sales calls.
4. The team is anxiously awaiting the GO Live of Cargowise for all the internal and external benefits it will provide.
5. It is necessary to improve our average utilisation to a level that mirrors what our current costs are based on (50cbm export/55cbm import)
6. Our continued focus on quality will lead to profitable growth.

CaroTrans International Asia

Jess Veenendaal

Many exciting things are happening at CaroTrans, with one of the biggest being the opening of our Asia offices in Tianjin, Ningbo, Shenzhen, Qingdao, and Xiamen, complementing our existing offices in Hong Kong, Shanghai and Taiwan. This expansion has turned us into 100% CaroTrans operations, where we historically had a mix of offices and an agent partnership.

Our new team in Asia, led by Arthur Ho, is actively working with our USA branches to target potential customers and establish push/pull campaigns to ensure we are gaining these new customers and onboarding them correctly. The sales teams in both the United

States and Asia are excited at the opportunity to sell in the largest trade lane in the world, where our growth potential is endless.

Building a consolidation takes a lot of teamwork and a "hustle" mentality, and it needs the buy-in from both sides (countries) to make it successful. Building many consolidations between multiple cities, and between two countries, has been a mentioned sales mentality on steroids, but our hard work is paying off. It is a fiercely competitive market, and that's what makes it fun, but we know that with a focus on quality and consistency, we will attract the right customers who will keep coming back week after week.

We are nowhere near done yet – we're just getting started!



The CaroTrans team celebrating Cindy's retirement

A Legend Retires

Cindy Rafart

March 22 2024, was a bittersweet day for the CaroTrans Americas family. Our team member Cindy Rafart, Claims Director for the Americas, officially retired. Cindy's career spanned over 40 years, with the last 17+ years as part of the Mainfreight and CaroTrans family.

Cindy began her career with the Florida East Coast Railroad in Miami from 1979 to 1997. She performed many roles, the most significant of which was Rail Freight Inspector. In 1997, she was hired by Seaboard Marine as a claims adjuster until 2006, when she joined the CaroTrans family.

Initially hired in the Clark, NJ office, Cindy started her tenure with the team by centralising the claims management process for the group, as there was no one with claims experience in CaroTrans at the time. Cindy eventually relocated back to Miami to be with family, and in 2020, she became Claims Director for the entire Mainfreight Americas group. We wish Cindy all the best in her retirement.

TPM and Intermodal

The two largest International Supply Chain Conferences in the world took place within a few days of each other across two hemispheres. The TPM Conference, based in Long Beach, CA, USA, and Intermodal, based in São Paulo, Brazil, both present excellent opportunities to meet with customers, vendors, and agents. The growth of our CaroTrans offices in Asia and the rebuilding of the LATAM network were the team's primary focus, so we needed to divide and conquer.

Jessica Veenendaal, Beth Embry, and Matt Bloom attended TPM, with a special guest from CaroTrans Asia, Arthur Ho. The primary focus was meeting with existing and potential new clients in the Asia and EU to USA trades. Known as the "speed dating" of shipping, the team had a rigorous meeting schedule over three days with key decision makers from top International Freight Forwarders worldwide. Many of the meetings were fruitful, with the team already seeing the benefits as we've onboarded several new customers as a direct result of the meetings, with more in the works.

Meanwhile, Kika Veiga, Clay Jones, and Andrew Weisse travelled to Brazil to meet our partners in Latin America. Over several days, the team met with our key partners from the MSL group throughout Latin America and their counterparts from Europe and Canada. The team also had a chance to meet with a number of customers and may have also enjoyed a beverage or two in the process.



L-R: Matt Bloom, Arthur Ho, and Jess Veenendaal at the TPM conference

TECHNOLOGY

John Eshuis

People, Network, Technology

In this issue, and previous issues, we've underscored the essentials that shape us: our quality network, dedicated people, and advanced technology. Combining these three makes Mainfreight a unique proposition for our team and our customers. The regional IT teams have a strong focus on ensuring that the technology remains special, and delivers what the business and our customers need. What we accomplish together as a tight-knit team is remarkable, embodying the Mainfreight spirit.

Our technology environment continues to mature, and system upgrades are primarily incremental and behind the scenes. We have only one last "big bang" Go Live planned for this year, with our USA CaroTrans business. This project will replace their legacy system with the same application used by CaroTrans New Zealand, Australia and Asia. This is a big change for the business, which has used the same application for 25 years. The change will be significant, and the team is investing a lot of time in understanding how the 'old' will map to the 'new', and ensuring there

are no gaps. Once they are live, we will have completed all our major system updates, and can move forward in a more settled fashion. All regions and divisions will be well aligned with their core business applications.

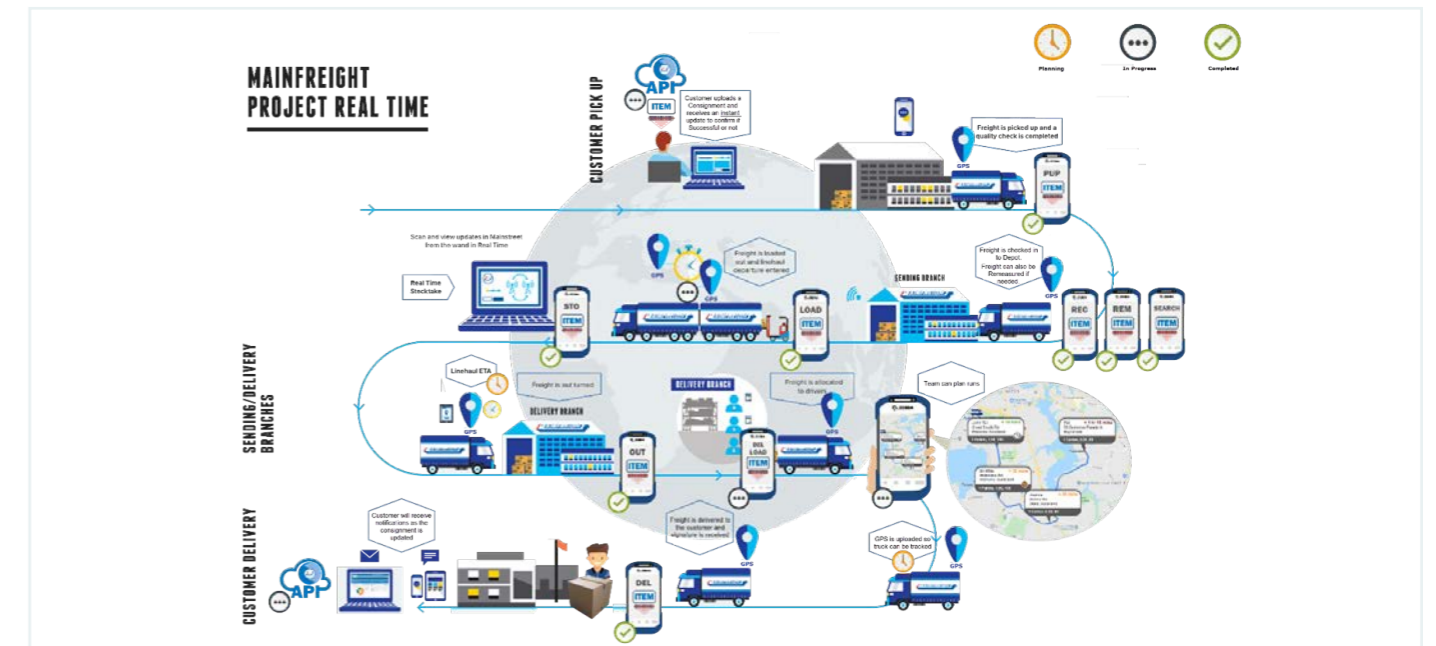
The unsung hero of our technology in our business is the mobile application that we use across our Warehousing, Transport and Air & Ocean businesses. Often, we focus on our desktop capabilities, but it is through our mobile application that the majority of key milestones are captured as they happen – and that information feeds all other decisions. This embedded approach to managing our customer's valuable product as it navigates our network gives the team visibility of where the product is, helps direct the team to the right area, provides control over transactions and keeps the hundreds of thousands of consignments moving through our branches each week.

Our ongoing investment in this technology ensures that we deliver the latest capabilities to the team. The current refresh is for our drivers, remodelling how we load and manage the delivery runs.

For the IT crews across the globe, keep building your relationship with the team and the branches! Here's why:

1. Immersing yourself in the branch environment is the ultimate way to soak up our culture.
2. The real action happens on the ground, not behind a desk. Engage with the team, dive into their world, and you'll uncover opportunities right where the challenges lie.
3. Forge those connections. Whether it's troubleshooting, rolling out cool new features, or gathering valuable feedback, having a solid bond with the branch teams makes all the difference.

Let's keep strengthening our ties with the teams. An IT team that's deeply connected with our branches finds deploying solutions across the line smoother.



Project Real Time Graphic: Project Real Time is the umbrella term for the ongoing improvements in our mobile application development

Cyber Security

Thank you all for your diligence in reporting suspected spam and nefarious emails. Your watchful eye helps us prevent bad actors from extracting personal information, gaining access to our environment, and attempting to redirect our payments to the wrong bank accounts.

The message for our team is simple:

Cyber security is not just the responsibility of the cyber team; it is a collective commitment to safeguard our business!

The cyber team's efforts to protect our environment are foundational to Mainfreight's security. However, the effectiveness of these efforts is significantly influenced by everyone's actions. By discussing cyber security in our P.A.Ts, completing ongoing training, and reporting all suspicious emails, we can collectively contribute to a more secure and resilient environment.



European IT Goes Green

Arthur Hoogsteder

The IT team in 's-Heerenberg, The Netherlands, needed to make more and larger local deliveries and pick-ups of equipment to the different Mainfreight buildings in and around 's-Heerenberg. The Trucks and Drivers team had an unused, but fully functional electrical minivan in the yard. It was a green match: reusing existing material, fully battery-powered, and charged with renewable energy. Another small step towards zero emissions!

Arthur Hoogsteder has been given the keys, and the first 'shipments' have been made. Given the average Dutch weather, though, rooftop cargo might not be seen very often.

Customer Solutions – Network, People and Technology

Technology and customer solutions will always be important in attracting and maintaining customers across the group.

Understanding and aligning our capabilities with the customers needs enables the team to provide right-fit solutions that deliver real benefits.

The core capabilities are:

- Supply chain visibility through our websites, portals and notifications.
- Easy and simple bookings via Mainchain.
- Sophisticated integrated solutions (EDI + API) linking Mainfreight and customers.
- Robust reporting and analytics, including access to Maintel, Mainfreight's data warehouse.

Raising awareness is achieved in many ways. As in previous years, we continued our customer events program in New Zealand. In branch customer events, typically breakfast provided by the branch kitchen, are a great opportunity for groups of prospects and customers to visit a branch, get an overview of our solutions, and meet the team.

WELCOMES YOU TO ATTEND OUR IT BREAKFAST

MAINFREIGHT TAURANGA
3 TE KAKAU PLACE (OFF TRUMAN ROAD) PAPAMOÄ

7:45AM ARRIVAL & COFFEE
8:00AM I.T. PRESENTATION
8:45AM BREAKFAST
9:00AM DEPOT TOUR

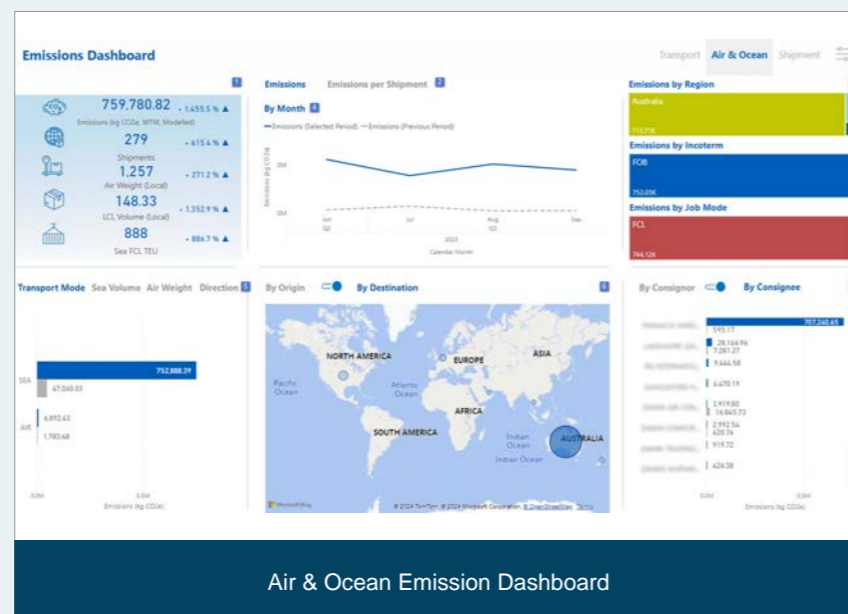
PLEASE CONFIRM ATTENDANCE TO
MFAOTRGSales@mainfreight.com OR
TAURANGASALESTEAM@mainfreight.com

In other regions, we are increasing the level of Customer Solutions in the branch, and video based training and awareness for our sales and operation teams. Based on the very successful model in Australia, these are invaluable, connecting the operational processes with customer outcomes.

Emissions and Going Global

The latest version of the Maintel emissions dashboard was published in early March 2024. Our customers have access to this, and with the latest addition of European Transport, we now have for a more comprehensive, global profile of emissions to be shared with our customers.

This new version includes a visual update and new metrics for intensity, energy chain and more. Detailed information about the methodology is available in the User Guide.



Maintel and our big data warehouse – the numbers on the numbers

Maintel, our customer-facing data warehouse, allows us to get quick, global insights into how much freight flows through our network, allowing our team to support our customers in understanding their supply chain.

Our team's adoption of Maintel continues to reach new highs. All regions contribute to that growth, but Australia and Europe are leading the charge. The biggest data consumers are our Air & Ocean team, followed by the Transport team.

The data warehouse holds 32 billion unique records spread across 56 business concepts, such as Shipments, Orders, Inwards, Branches, and more. There are 1,584 unique data loads run daily to populate the system, processing around 91 million records daily.

Those numbers are massive, so to put them into a more readable context, if you filled an Excel spreadsheet top to bottom with one million rows of records, you'd need 30,000 spreadsheets. It's a good thing we are on a modern, global data platform!

TRAINING & DEVELOPMENT

Martin Devereux

Across the business, our culture is one of the most frequently discussed topics in all countries and at all levels. At times we can throw the term around quite loosely and reference our culture as "The Mainfreight Way" or simply "How we do things around here." In many branches, we see 'Legends Walls' highlighting the 10-year, 20-year, etc. legends who have spent time in that branch. These 'Legends' are the people who have lived and role-modelled our constantly evolving culture, and are the ones who bring it to life. Our culture is a topic we, at times, can take for granted, and we can forget how long it has taken to learn, and how many small details and behaviours it entails.

The Three Pillars: Culture, Family, Philosophy are also prompts or reference points for the 'Mainfreight Culture'. Some years ago, we conducted informal research on how our team connected to the Three Pillars, and an oft-told story was that for most new team members, the Three Pillars was initially a mere poster on the wall for their first six months or so of their time with the business. But then, at some point, the culture came to life, and the poster 'spoke' to them through the behaviours of others. This is our culture. It is a compilation of lots of little things which, in isolation, may not be significant or points of difference. But it is these little things which, when aggregated and performed instinctively day in and day out, bring our culture to life and make us 'Special People, Special Company'.

At times, these 'little things' are the smiles down the phone, the welcoming receptionists and the energy our team projects to guests and each other. They can also be gestures and tangible things, such as hot cross buns at Easter or a bucket of apples in autumn. These little things could be answering the phone inside three rings or letting the caller know the person they cannot reach is "away from their desk" instead of being in a meeting. Equally, these little things could be the insistence on our team having their names on their uniforms or nameplates on their desks. Or they could be each of us simply taking the time to pick up a piece of rubbish in the carpark or operation or taking the time to 'own the phone call' and take responsibility for the issue that has found you, whether it is yours or not.

The point I am slowly arriving at is the ease with which we 'throw around' the term culture and how quickly

we expect new team members to 'get it' or do it the 'Mainfreight way'. We live and breathe our culture from one day to the next. It is more than a poster on the wall; it is dependent on the efforts and the actions of our team every day. Every legend whose name adorns a wall somewhere in our business had moments when they needed someone's time and advice. Every legend on those walls has had moments questioning whether they had made the right choice to work for Mainfreight. And every legend on that wall had someone make the time to help them, teach them, lend them an ear, or simply ask whether they were okay.

As we move deeper into 2024, new topics are being discussed around the lunchroom and gracing our newspapers or social media feeds—however, none of these changes what is truly special about how our culture grows and takes form. Our culture is simply what we choose to do, or not to do, every day. It takes a lot of hard work, and it can take a whole lot of time, but our effort is what keeps our culture ticking over and growing.

Part of the responsibility that comes with wearing our uniform and representing our business is to ensure we play our part in our teams, branches, and regions. We each have a responsibility to look after our brothers and sisters, be safe in all we do, and play our part in living the Mainfreight culture.

If you're reading this and you're a team member, don't wait for things to happen. Ask questions and actively seek opportunities to learn. If you need help finding those answers or information, look around you. Your quality board, linehaul board, or P&L should be proudly printed and displayed on your walls, easily accessible to all. The answer may not be clear in the first instance, but this information, in conjunction with talking with your team, will help you learn and find the answer. It is your branch, your business, and your opportunity to play a role in building your future and ours. The simple message – get involved.

The training teams in all parts of the world are vested with the responsibility of being guardians of our culture, and helping everyone play flick the cultural flywheel. On the following pages, you will see this takes form in many ways, and our teams are incredibly passionate about playing their role within our business. We are here to help you, and to help your branch delight our customers. If we are at your branch, introduce yourself and say hello.

First Induction Course in French, in France!

We have a world first – the first-ever Mainfreight Induction course in french was held in January and was a success! Training in a team member's first language is crucial for a better understanding of the content.

Mainfreight spirit shines in every language!



Back Row L-R: Damien Michel Robin, Damien De l'espinau, Thierry Moisan, Julien Vieville, Loic Le Bars Girinon, Ydriss Massoji Middle Row L-R: Alexandra Fricosu, Sophie Nambruide Front Row L-R: Clemence Prive, Morgane Berson, Maeva Havard, Mathilde Gairard, Sylvie Costa Neves, Isabelle Denon



Front Row L-R: Ruby Zhu, Pizza Lin, Peggy Lin, Sophia Chen, Miya Li, Cherry Wang, Winnie Tong
Back Row L-R: Steven Cui, Gage Zhu, Arthur Ho, Cary Chung

Always Learning at all Levels

CaroTrans Branch Managers across Asia came together in Shanghai to revisit our fundamentals and culture with Winnie.

Circular Economy students in-house

We welcomed a group of Circular Economy students from HAN University of Applied Sciences in Arnhem to join one day of our English Induction courses. They were there to learn about our business, what challenges we face regarding sustainability, and what we're doing about it.



Rob Frencken and Alexandra Fricosu with our team, and students from HAN University

Career Event – Economika Supply Chain Fair

We've recently attended numerous career fairs at universities and schools around Europe. Our special company is still relatively 'unknown' in many parts of Europe, and we need to continue to build our brand and have a presence to find the people who can grow our business in the future.



Alexandra Fricosu, Luka Marinkovic, Rob Frencken in Leuven, Belgium



Courtney Bould and Jules Branswyck in Gent, Belgium

TLS Course in Australia

The development of our leadership capacity across the business is a strategic imperative.



Back Row L-R: Anton Fitt, Anthony Venuto, Christina Papoulia, Harry Winterbourne, William Marrion, Shaun Sullivan, Mark Bugden, Blake Kelly, Adam Robey
Front Row L-R: Peter Robinson, Kseniia Chudak, Courtney Collier, Adam Horne, Martin Proctor, Marli Adendorff, Kevin James, Robert Williams, Ethan

Quality Manual Refresh

The New Zealand business has been working hard to review and update all the Mainfreight Quality Manuals. These manuals are great assets and tools, allowing everyone to understand the Mainfreight process and expectations of the network, and ensure we continue offering consistency throughout the network at a high standard.



Operations Team sharing ideas and making updates to our Quality Manuals

Forklift Safety Awareness Month - New Zealand

This year we introduced a new initiative in New Zealand – Forklift Safety Awareness Month. Across the four weeks, teams covered a series of topics, including a forklift competition. Each branch constructed the same course and declared a winner, who then competed against other branches at regionals. The regional winners then faced off at nationals, where the Mainfreight Forklift Champion was crowned - Jahran Katene from M2H Christchurch



Team poster



Winner Jahran Katene from M2H Christchurch with Carl George and Nic Kay

Australia Wharf Induction, First of its kind

Our team conducted the first Wharf Induction course at our new Training Centre in Sydney. Daniel Ruiz Monsalve and Harry Wells presented to our team.



Our first Wharf Induction course attendees – L-R: Declan Jackson Harris, Daniel Finch, Sarah Battaglia, Andrew Salelesi, Daniel Ruiz Monsalve, Harry Wells, Penny Papoulias



Team presenting during Wharf course at new Sydney Training Centre Daniel Ruiz Monsalve and Harry Wells



Back Row L-R: Andre Goncalves, Jake Beckett, Andrew Kelly, Scott Williamson, Harvey Kaye, Haree Waiti
Front Row L-R: Lisa Harrison, Jordan Mirels, Pooja Tuladhar, Brittany Gatto, Colleen Moore

Air & Ocean Induction Course in Sydney

We had our first Air & Ocean course for the year in Sydney. Our team was lucky enough to secure a tour of the Qantas headquarters in Sydney during the course.



Main Divide NZ

Jimmy Baker, Mainfreight Transport Hamilton

What an opportunity to overcome a big challenge with a group of like-minded, blue-blooded team members. We are all used to working in a fast-paced operation, and it was humbling to be exposed to such an unfamiliar and unforgiving environment. The scenery walking the Broderick Pass and rafting down the Landsborough River was unreal. Not many people get to see this untouched part of New Zealand. It's a pretty awesome initiative that Mainfreight runs with Hidden Valleys, and it speaks volumes about Mainfreight's investment in its people.

None of us really knew each other before the trip. Safe to say, we got to know each other pretty fast—12 Mainfreighters squeezing into a hut made for six on the second night. During the walk, sometimes you had to follow your team mate's exact footsteps; other times, you would have to carve your own path and find a more suitable route for you. We were headed for the same destination, though, and knew we would have to lean on each other throughout the journey to get us all there.

Personally, I found the descent after crossing the Main Divide the most challenging. It was relentless! I fell on my ass numerous times, but with the help from the team, I made it. I feel blessed to have been a part of it, and I've gained memories and mates for life.



MDP Training in the USA

We continue to focus on developing our team across the USA—an "Active listening" exercise to foster communication skills.



L-R: Gianni Uba, Sauman Basu, Bladimir Reyes, Elder Infante, Roshni Nair



Team taking a tour of our new Favona warehouse

Induction Courses are for all the team!

Annie Steel, one of our new board directors, joined our team in NZ on an Induction course. Part of the course was taking a tour through one of our warehouses in Auckland.

BEREAVEMENTS

Bennie Jansen

Mainfreight Cross-dock 's-Heerenberg

With deep sadness, we said farewell to Bennie Jansen. Bennie was a valued cross-dock team member in 's-Heerenberg since 2000, where he was greatly appreciated by the team. His biggest passion was to load our export linehails as full as possible, and he encouraged others to do the same. In addition to this, he enjoyed working in the garden and enjoyed good food and a drink. Bennie, you will be greatly missed.



Wilco Hendriks

Mainfreight Cross-dock 's-Heerenberg

Wilco Hendriks passed away at the age of 58 after a short illness. Wilco, known amongst the team as Mr Unox, a 20-year legend, had been with us since 2003, working at the cross-dock in 's-Heerenberg, where he would support the team during peak times when all the trucks returned in the evening.

His great work ethic was something we will always remember about Wilco. It takes a lot of determination to work extra hours in the evening for 20 years on top of regular shifts. We will miss Wilco.



Adrian Negoita

Mainfreight Warehousing Ploiesti, Romania

It is with deep sadness, that we inform you of the sudden and tragic passing of Adrian Negoita. Adrian's unexpected passing has deeply affected us all. His dedication and commitment to our team was evident in every task he undertook. As we come to terms with this devastating loss, let us remember Adrian for the exceptional individual he was. His positive attitude, and willingness to go above and beyond, left an unforgettable mark on our team and our warehouse operations in Ploiești. During this difficult time, let us support one another and honor Adrian's memory by continuing to uphold the values he embodied in our daily work. Adrian will be deeply missed but never forgotten.



Henri Winters
Mainfreight Cross-dock 's-Heerenberg

We received the sad news that Henri Winters has passed away at the age of 61. After a long illness, he unfortunately did not win the battle. Henri, a 30-year legend, had been working at our cross-dock in 's-Heerenberg since 1993. His great work ethic, creativity and great sense of humour are something we will always remember Henri for. At work, he was always ready to help everyone, and always managed to put a smile on everyone's face. Even during his illness, he continued to visit Mainfreight regularly. Outside work, Henri was a real family man and also regularly stayed in Hungary, where he meant a lot to the local population. Henri will be greatly missed!



Ricardo Alarcon
Mainfreight Warehousing Northlake

Ricardo started on the floor in Northlake and demonstrated exceptional performance, which the team looked at as a leader. He assisted in training new team members, provided support during transitions and took time to mentor our new team. Ricardo was a true team player, consistently volunteering to stay back and contributing to customer and team events. Our team will dearly miss him, and we will remember Ricardo for the positive impact he had on our branch during his short journey with Mainfreight.



Guy McMenamin
Owens Warehousing Christchurch

On November 17, 2023, Guy passed away peacefully at Nurse Maude Hospice in his 50th year. He was the dearly loved son of Diane and Kevin and the loved brother of Kirsty and Tracey. Guy was a valued teammate who always placed others above himself. He took the time to engage with his team and customers, and had a strong dedication and passion to his work, making Guy a valued member of the McAlpine Street team. Over 15 years of service to the Mainfreight family, Guy built a solid operational knowledge of his client's products, and provided valuable insights into trends and stock management, becoming a trusted partner for a beneficial relationship. Guy's contribution to the Mainfreight family, both at work and through community work events, was tireless. Throughout receiving treatment, Guy would turn up to work to keep involved and in touch, assisting with day-to-day operations so as not to let his mates down. He is a great example of a team member who went well beyond what was expected and was involved in his workplace in every way possible. Guy, you will be missed by all, especially by your best friend Bertie the dog.



Kevin Timmo
Mainfreight New Zealand Legend

Message of gratitude from the Timmo family.

We would like to thank everyone for the support our family has received while our Dad was in hospital till after he passed. All the texts, emails, hugs and Koha shown from all the team and the MF Group has been overwhelming but not unexpected as this is who the MF family is; Our extended Whanau.

We have never experienced the kind of loss of losing a loved one as an adult, especially a parent. Our hearts are broken our Dad was such a big part of ours, his grandchildren and great grandson's life. We were lucky enough to be able to spend the time with him before he passed, there were lame jokes (from Dad), tears, singing and a few silent moments but above everything precious moments.

Whoever knew our Dad knew he was the strong, silent type. He had very little to say but if he liked the conversation you would get a 'beautiful' at the end of it.

We worked out the longevity of the Timmo's in Mainfreight and it worked out to be 100yrs but if it wasn't for Dad we all would not have blessed you all with our presence.

We were always on the truck in our younger years, our Dad was a driver for Dennis Woodman who had a Daily Freight Truck driving the Turangi swap, and eventually, Dad took over Dennis' business and became an Owner Driver for Mainfreight, with a Daily Freight Swinglift.

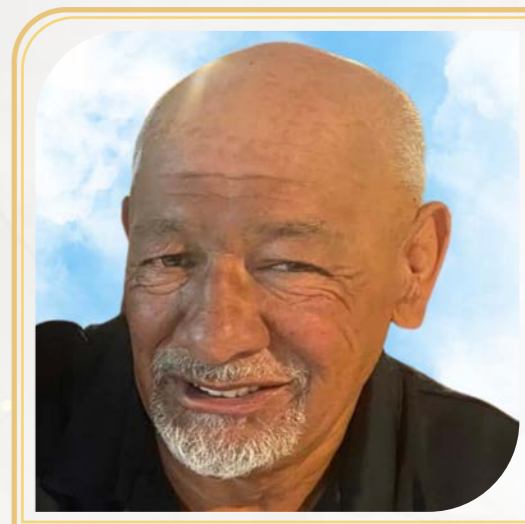
You may or may not know that one of Dad's final wishes was to be dressed in his Canterbury Mainfreight shorts, as this is what he wore most days (even at his new job!). Mainfreight and Daily Freight held a special place with Dad and we will hold the memories of his time in the business near to our hearts.

Our Grandparents (Dad's parents) wanted to give Mainfreight a big thank you also for all the love and support, we are beyond grateful for everything you have done for us.

As our Dad would say "Beautiful".

From the Timmo's

"His memory and love will forever live on in the eyes of his future generations"



Shirely Cunneen
Mainfreight New Zealand Legend

Shirley was employed at the O'Rorke Road Warehouse in Auckland from 1998-2017, just short of 20 years service. But her association with Mainfreight goes back much further than that. Married to Terry Cunneen, Shirley has been part of the Mainfreight family since the 1980's. Shirley and Terry's daughter, Debi Fitzpatrick, is a current team member, and their son, Mike, was a Mainfreight Owner Driver in the early 2000's. Shirley's warm smile and huge heart will never be forgotten.



SERVICE ACHIEVEMENTS

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

45 Years

Jos Marissink	Transport 's-Heerenberg
Erik Lammers	Trucks & Drivers Netherlands

40 Years

Tim Williams	Mainfreight Executive Team
René Luijmes	Trucks & Drivers Netherlands
Hans Groothuis	Transport 's-Heerenberg

35 Years

John Dash	Transport Auckland
Maresa Kilepoa	Transport Wellington
Robin Cook	Transport Christchurch
Mike Freriks	Transport 's-Heerenberg

Dinie Dijkman - Reessink	Mainfreight European Support
Eddy Hermans	Warehousing Born
Ruud van Buuren	Transport 's-Heerenberg
Ramon de Bakker	Transport 's-Heerenberg
Hennie Karsten	Trucks & Drivers Netherlands
Erwin Willemsen	Transport 's-Heerenberg
Carolyn King	A&O National Team Australia
Garry Semmler	Transport Adelaide

30 Years

Darryn Scurr	Transport Napier
Patrick Henderson	Transport Wellington
Glenn Symons	2Home Auckland
Joseph Yearbury	Transport Whangarei
John Wright	Owens Transport Christchurch
John Williamson	Port Operations Christchurch
Robert McGrath	Transport Wellington

Ross McDonald	Transport Levin
John Ray Prideaux	Transport Palmerston North
Thierry Moisan	Transport Paris
Rémon Weerwag	Warehousing Zaltbommel
Edwin Geurts	Warehousing 's-Heerenberg
Maurice Ruesink	Trucks & Drivers Netherlands
Eric Boerboom	Warehousing Zaltbommel
Richard Vlasblom	National Team Australia
Daisy Attard	A&O Seafreight Melbourne
Mark Vincent	Transport Sydney
Paul McCracken	Wharf Sydney
Tina Chen	A&O Xiamen

25 Years

Megan Delaney	Transport Christchurch
Dennis Morar	Transport Auckland
Marie Oliver	Transport Hamilton
Kevin Roberts	Transport Whangarei
Greg Howard	Transport Levin
Charles Simpson	Transport Wellington
Daniel Riddell	Daily Freight Auckland
Mark Willis	A&O Dunedin
Raewyn Glamuzina	Mainfreight Training Centre
Roger Van Dorsten	Mainfreight Global IT
Sandra Ritchie	Warehousing McAlpine Christchurch

Sofie Vanhee	Mainfreight European Support
Emmanuel Peccatte	Transport Paris
Dennis Konstapel	Crossdock 's-Heerenberg
Linda Maquine	Warehousing 's-Heerenberg
Christian Koskamp	Warehousing 's-Heerenberg
Jarno Nuijen	Warehousing 's-Heerenberg
Anouk Hendriksen - Evers	Warehousing 's-Heerenberg
Wilco Hogenkamp	Transport 's-Heerenberg
Mark Feukkink	Transport 's-Heerenberg
René van den Broek	Trucks & Drivers Netherlands
Peggy van Koot	Transport 's-Heerenberg
Bastiaan Besselink	Crossdock 's-Heerenberg
Fiona Goodwin	A&O Seafreight Melbourne
Greg De Lautour	Transport Brisbane
Elisa Lupian	National Team Americas

20 Years

Michael Thomas	Chemcouriers Auckland
Mike Swindells	FTL Tauranga
Charlie Sione	A&O Auckland Airfreight
Colin McTurk	Transport Christchurch
Cindy Crosbie	2Home Auckland
Kris Maddaford	Warehousing National Support NZ
Anil Sami	Mainfreight Hire
Steven Grace	Transport Christchurch
Lisa Mitchell	A&O Auckland Seafreight
Rajeshwari Singh	Owens Transport Auckland
Tua Ropati	Transport Palmerston North
Piesi Tama	Warehousing Manu St Auckland
Noreen Taurua	Daily Freight Auckland
Steven Moule	Daily Freight Christchurch
Craig Armstrong	Transport Wellington
Kieran Rowe	Transport Christchurch
Altaf Baba	Daily Freight Auckland
Antoinette Ward	A&O Auckland Airfreight
Julie-Anne Madden	Transport Hamilton
Lesley Smith	Daily Freight Auckland
Luke Rudolph	Warehousing The Landing Auckland
John Salanoa	Daily Freight Wellington
Sheree Whitehead	2Home Auckland
Bruce Wilson	Warehousing Dunedin
Tom Kumitau	Transport Hamilton
Sheena Symons	Transport Auckland
Kelly Barnett	Transport Napier
Dennis Shikhu	Mainfreight Global IT
Mark Uopkomanu	Owens Transport Auckland
Joylene Malofie	Owens Transport Auckland
Daniel Jupp	Transport Wellington
Alana Mutch	Transport Dunedin

Tony Smith	Transport New Plymouth
Debby Missfeldt	Express Belgium
Jet Van Haaren - te Dorsthorst	Transport 's-Heerenberg
Marcel Kramp	Transport 's-Heerenberg
Mariëtte Debets	Trucks & Drivers Netherlands
Jeroen van Broeckhuijsen	Transport 's-Heerenberg
Arthur van Amen	Ocean Freight Rotterdam
Erik Leijgrave	Transport 's-Heerenberg
Jeroen Bouwman	Crossdock 's-Heerenberg
Dewi Tebeest	Crossdock 's-Heerenberg
Randhir Singh	Transport Sydney
Marija Vukovic	Mainfreight IT Australia
Lisa Jordan	A&O Airfreight Melbourne
Patrick Kerr	Warehousing Dandenong South
Rajini Mala Kumari	A&O Airfreight Melbourne
Paul Fraser	Warehousing Berrinba
Michael Blackburn	A&O Airfreight Sydney
Samantha Ward	Mainfreight IT Australia
Funda Sener	A&O National Team Australia
Stephen Anderson	A&O National Team Australia
Tyrone Neville	CaroTrans Charlotte
David Valadez	CaroTrans Chicago
Adam Renner	Transport Dallas
Agnes Maciorowski	A&O Albany
Billy Zhang	National Team Asia
Joan Ji	A&O Shanghai
Jenny Shui	A&O Shanghai
Cindy Qi	A&O Shanghai
Jouann Lee	National Team Asia
Kurt Kwan	A&O Hong Kong

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



GLOBAL AWARDS CEREMONIES

NEW ZEALAND



Salesperson of the Year – Craig Edwards
Mainfreight Air & Ocean Christchurch L-R:
Daniel Plested and Craig Edwards



Sales Team of the Year – Mainfreight
Transport Tauranga L-R: Jordan Golding,
Ryan Preston, Hannah Abbott, Nathan
Barnes



Branch of the Year – Mainfreight Transport
Cromwell L-R: James McMeekin, Nathan
McEldowney, Nic Kay and Don Braid

EUROPE



Salesperson of the Year – Carlo Pons Mainfreight Air & Ocean
Rotterdam L-R: Maarten Mol, Carlo Pons and Nic Matthews



Branch of the Year – Mainfreight Warehousing Born –
Winners for the 2nd year in a row L-R: Liane Philipsen, Ron
Zonneveld, Nico Wuyts and Ben Fitts

AUSTRALIA



Salesperson of the Year – Corin Naicker
Mainfreight Air & Ocean Brisbane
L-R: Brendon Ryan, Corin Naicker and
Grant Draper



Sales Team of the Year – Mainfreight
Transport Albury L-R: Jason Kennedy, Kym
Hullick, Jayden Tasev and Josh Fagan



Branch of the Year – Mainfreight
Warehousing Brisbane – Berrinba
L-R: Paul Fraser and Riyaz Jordan

AMERICAS



Salesperson of the Year – Nicole Szelest , Mainfreight Transport
Dallas L-R: Riley Tryhorn, Justin Yonkelowitz, Nicole Szelest, Jay
Patel, Steve Turner, Jessica Veenendaal



Branch of the Year – Mainfreight Warehousing, LeHigh Vally
L-R: Jason Braid, Andrew Coulton, Stephen Cacnio, Mitch Gregor,
Matt Gustafson and Matt Bloom

ASIA



Salesperson of the Year – Shaun Tan
Mainline Singapore
L-R: Shaun Tan and Billy Zhang



Sales Team of the Year – Mainline
Singapore L-R: Matthias Eng, Shaun Tan,
Billy Zhang



Branch of the Year – Mainfreight Air &
Ocean, Hong Kong

***Congratulations to all our
2023 winners from around the globe!***

PHOTO BOARD



Good looking run on the M1!

The team at Mainfreight Transport Brisbane are excited to see this good looking prime mover and trailers on the road



Bruce and his daughter Georgia after completing Round the Bays, an 8.2km Fun Run / Walk held in Auckland earlier this year



Luke Percasky and his Team in Orlando have built an amazing culture where everyone is included and works together to get results. Here they are after a team building event



Sydney conquered the Bloody Long Walk, a charity event raising money to cure Mito (Mitochondrial Disease), a 35km (46,000 step) long walk spanning the coast from Malabar Beach to The Rocks



International Women's Day 2024

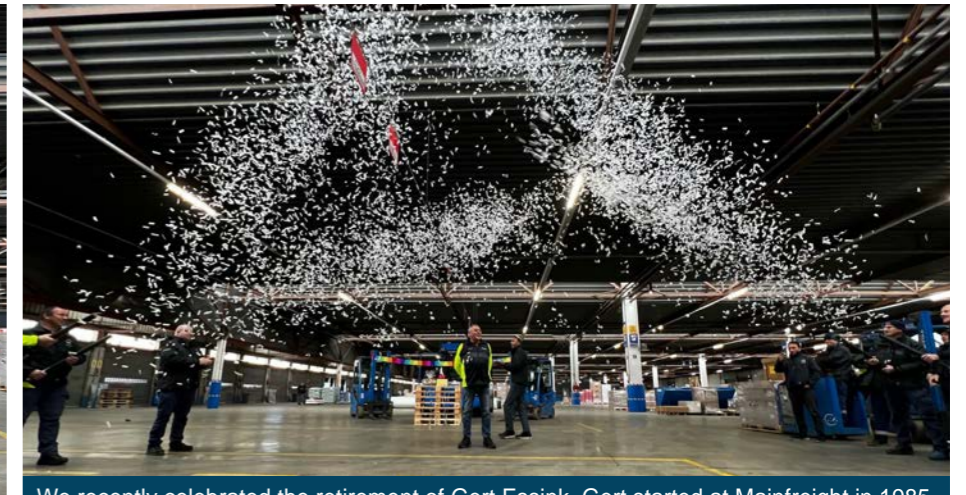
Our powerful women from our Transport Paris Team



Our team running a charity marathon supporting the Children's Cancer foundation in Hong Kong
L-R: Clement Chong, Elly Fung, Arthur Ho, Jacky Lam, Winnie Tong



Retirement of Gert Essink, Mainfreight Transport 's-Heerenberg



We recently celebrated the retirement of Gert Essink. Gert started at Mainfreight in 1985. Having enjoyed various roles such as driver, warehouse team member, warehouse manager, safety advisor, cross-dock manager, it's time for Gert to enjoy his well-deserved retirement! Gert Essink (left) and Mohamed Osman (right)

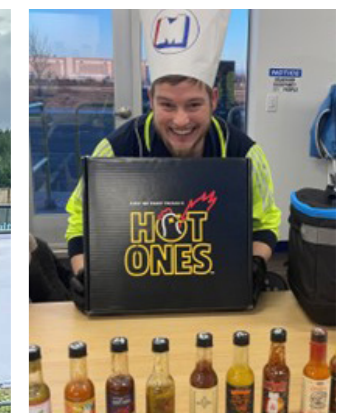


Crossdock Appreciation Day

Kamil Gregier (left) and Marcin Rudowski from our Transport Warsaw branch are feeling pretty awesome today!



Team from the Lower North Island participated in this year Waitarere Forest Run
Back Row L-R: Josh Voorwinde, Keegan Lewis, George Falloon, Anna Hastie, Ahita Thorn, Stuart Thorn, Mason Thorn, Frehley Alexander
Front Row L-R: Sean Wallace, Polly Gibbs, Steffan Fry



"The Mainfreight Hot Ones Challenge" involved a team consuming ten chicken tenders with progressively spicier sauces while answering trivia questions. Michael Mireles from Mainfreight Warehousing Bolingbrook enjoyed hosting the event

FEEDBACK

Bairds Mainfreight Scholarship 2024

Dear Mainfreight,
I would like to take this opportunity to say how thankful and grateful I am for being a recipient of the Mainfreight Scholarship.

This scholarship has helped me so much, especially towards my attendance dues/School fees for the year at McAuley High School. Being a Catholic school, we are not funded by the Government so fees can cost a lot more for families, this really means a lot to me and my family, thank you.

My dream at current is to either make it big in sport – Rugby league, Netball or Tag, otherwise to become a Lawyer prosecutor in a certain field, which I'm sure I will learn more of whilst progressing my education with McAuley High school.

This is a photo of me and my Great Grandmother, her four children also attended Baird's Mainfreight back in 1965, and now in 2024 my younger brother attends. Thank you for being a wonderful school with amazing teachers and lifelong friends.



Bairds Primary Scholarship recipient 2024 and her grandmother

Warren McKee, Branch Manager Mainfreight Tauranga

Dear Warren,
On behalf of Fire and Emergency New Zealand, I would like to express our thanks and appreciation for your service to us in responding to the fire at Matakana Island over the Christmas – New Year break.

We deployed what Class A firefighting foam we had in stock to the island early in the response and it became obvious that what we had deployed would be insufficient to meet the response requirement. On Boxing Day afternoon, Bruce Nilson sent 'Clive' a text message requesting support to relocate two pallets of foam from your yard to Tauranga Airport the following day. Clive was on his Christmas break but contacted his stand-in to arrange matters for us. This was done and at 0625 the next morning Bruce received a phone call from your office requesting the unlock code so that your team could access the two pallets from our stock stored on your site and deliver them to the airport for us.

This is just outstanding support for which we are very grateful. Our staff also deployed to the island over their Christmas break and to have the replacement foam delivered as it was, undoubtedly contributed to a successful response to that event. Thank you to you and your Mainfreight Tauranga staff for an outstanding response over the holiday break – it was, and is very much appreciated by both ourselves and those on the Island (both firefighters and inhabitant's. I would be very grateful if you would pass this message to Clive and the team.

Customer Appreciation

Our Gold Coast and Brisbane Transport teams had a great time taking along the Mainfreight BBQ and hosting a lunch for two of our valued customers. Always a really nice way to say thank you to our customers, put faces to names and meet some new people.

Below is a lovely thank you email received from one of our customers

Subject: Thank you Mainfreight

Hi Jo,

A massive thankyou again for the impressive BBQ Mainfreight put on yesterday for the AID and TZ teams. It was such a good turnout, with everyone walking away with a smile on their face, and very full bellies. Can you please pass on my thanks to the other girls who did an amazing job preparing all the food, and showing why Mainfreight are a class above.

Thank you again



Customer BBQ hosted by Transport Gold Coast
L-R: Sam Daley, Josephine Smith, Casey Downs, Maraea Ekueti

Feedback from Customers

Subject: Orbis 0223859 - MFWs picked up today

Hi Jarryd,

I also wanted to give a thank you to Erskine Park for helping us out this morning. We had 5 pallets to be collected and no forklift driver after 1pm today. I called and Brooke helped organise a driver to call in on route from Dural and these were picked up from us by 10:30am. Appreciated the effort there.

Customer Feedback about Leilani from Owens Christchurch

Subject: RE Leilani

Good morning John,
I would like to say how amazing your employee Leilani is. I have an urgent order I was needing to track and get here from Auckland. As the installer wanting to collect Thursday This was despatched on Monday, and I was told it wasn't going to be arriving until sometime Friday. After talking with Leilani, she took it in her hands and was extremely helpful and understanding. We received this first thing this morning. After only what I would say was through her actions. She is an amazing team member to have.

Please thank her for her fantastic service in following this through for us.

Feedback about our team in Whakatane

Subject: Mainfreight Whakatane

Hi Carla,

As per our last conversation, I was in at Mainfreight Whakatane on the 19th March to check on the delivery time of an IBC, It was in their yard and the trucks were out on deliveries. I suggested to them that I could get a trailer and pick it up as I was going to pump it into a bulk tank. They told they would have it round to me straight away. I went back to the yard and set up the pump, they turned up in a van and we pumped it straight from their vehicle (only took 10min) and they took the empty back to be returned to Auckland. This branch is always cheerful, helpful and a pleasure to deal with.

Subject: Jack Weller

Hi Sander,

My name is James Morcom, I'm the owner of Offroad Industries, and I just wanted to pass on some feedback regarding Jack Weller. We do a lot of Sea and Air freight with Mainfreight, but a couple of years ago we got set with Mainfreight shipping for Australia and were introduced to Jack, and to be honest, it has been a lifesaver for our freight movement interstate. Jack has always gone above and beyond when we have had issues and helped us navigate our logistics shipping Australia-wide. In March, we needed to get a stand for a trade to Brisbane, and Jack went out of his way to the Dandenong depot, to accept freight in the evening to ensure it went on the line to Brisbane over the weekend and made the show deadline. Jack has been fantastic to work with, always positive and providing us with logistics solutions. Thanks James

Feedback received from a new customer in Malaysia.

I wanted to extend my gratitude for the exceptional service I received from your team. Thanks to Mainfreight team efforts, we are able to find exactly what our team looking for in a timely manner. Overall, I am thoroughly impressed by the level of professionalism and dedication demonstrated by your team. Keep up the fantastic work! Below is the customer survey feedback.

Thank you letter to our team in Tianjin

Doris,

I want to take this chance to express my heartfelt thanks for your support this past year.

Not only you helped us optimize vendor's booking process but also provide professional solutions for packaging.

No matter what kind of question or problem we had, you always do your best to meet our requirements.

Our shipments are always handled very well under your arrangement .

It feels awesome to work with you and we always have the tacit understanding during our work.

As Spring festival dawns, I wish you a blessed year ahead, May the 2024 bring you happiness and fulfillment !

Sage,

Thanks very much for bringing Doris to our team , Happy New Year to you too !

MAINFREIGHT

DAILY FREIGHT

CHEMCOURIERS



OWENS CaroTrans



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