

MAINFREIGHT

NEWSLETTER DECEMBER 2021

MAINFREIGHT TEAM REVIEW





A Word from Don

Welcome to our Team Newsletter, compiled by our people for our people, our customers, our shareholders, and often read by others.

While reading this Christmas newsletter, we are sure you will experience the passion and energy our people have as we work through a very busy period, with congested supply chains both internationally and domestically.

These unprecedented freight volumes, across every sector and region of our business, are good for our financial performance, but have placed pressure on our service levels and infrastructure. Our response has been to increase our capacity wherever possible – team numbers, facilities, and transportation options.

In our Air & Ocean division, our teams across 26 countries are assisting each other to ensure access to air and sea capacity, through our established carrier relationships or finding other alternatives. Being innovative at times, converting freight that previously moved as containerised cargo onto bulk vessels, and chartering planes when the opportunities arise.

Domestically we are sourcing every available piece of equipment, rail rolling stock, and costal shipping capacity to service the distribution needs of our customers. Additional warehousing space has been leased to help with the overflow of storage, where our customers' "just in case" philosophies have overtaken the "just in time" principles they previously used.

Our capital expenditure programme continues to ramp up, with our previous commitments now further increased to encompass over 50 new land, building and leased facilities across our global network.

It is our intention to increase our warehousing footprint to sites of larger capacity, with some 50,000+m² sites already occupied or under construction.

Our freight facilities remain key differentiators for us in terms of activity, location, and quality. We continue to plan for further development of these sites across larger cities and in more regional locations in each country.

At every opportunity, we build to capture solar power for our electric handling equipment and power requirements, harvest rainwater to drinkable standards, and have facilities that help our people deliver high quality services for our customers. We are intensifying our network to be closer to our customers, increasing our efficiency and lowering our carbon footprint.

Successful implementation of robotics in our warehouses is underway with trials in Dallas and Melbourne – yet another exciting initiative by our people to find efficiency and improve levels of service.

We continue to win new business and consumer demand does not appear to be slowing. This period prior to Christmas is likely our biggest freight tonnage period in our history. There is no doubt it is a demanding time for our team. Please be generous and understanding. Great communication with our people and our customers is key. Let us be honest and act with integrity. Make a mistake, have a late delivery, then let us own up to it. Our customers will appreciate the attitude and our desire to be the best we can be.

Craig Evans, a legend of our business, has announced his intention to finish in the New Year, after 34 years of service with Mainfreight. Craig has played a key role for us

across many and various leadership roles, of late leading our New Zealand team. During this time, the business has developed tremendously and is achieving record levels of growth and profitability. Our network intensity and customer reach has increased, with many new facilities built under his guidance.



Craig Evans - New Zealand Country Manager

We owe Craig a huge amount of gratitude and thanks for his contribution to our journey and we wish Craig, Cherie and their family our very best for their new challenges and opportunities.

Replacing Craig as our New Zealand Country Manager is Carl George, a 27-year veteran. We are delighted Carl has accepted the role and we wish him, and those who will follow him, all the very best as they further develop their careers with us.

What an amazing company this is, and to have the privilege of working alongside you all is very special. Thank you for everything you do for us.

Enjoy the holiday season and spending quality time with family and friends, which is important for us all.

Meri Kirihimete

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◀ Cover: Christmas illustration by Benoit Park, aged 8, son of Peter Park, Mainfreight Auckland Wharf



Mainfreight Australia – Rodd Morgan

This time last year we said 2020 was the most unusual year we had seen for a long time. Not too many people would have predicted that 12 months later we would have lived through a year that was a notch or two up even on last year. This year, the big states of Victoria and NSW have lived through some tough and extended lockdowns with Victoria enduring the longest, harshest lockdown on earth. The great news is that this time around, we have real hope due to the availability of vaccines.

Equally great news is that our business performance through this period continues to be very strong and is a testament to the talent and toughness of our people who have stepped up wonderfully well once again. Our quality has been reasonable despite a perfect storm of difficulties that include record volumes, team members unable to be at work due to isolation rules, and further inefficiencies caused by the need to operate our business in team bubbles to ensure that any Covid-19 outbreaks would not see our branches shut down. Moving our customers' freight is just so critical and will always be our primary function and priority.

We want to take this opportunity to acknowledge the anxiety that some of our team are experiencing as a result of the pandemic, and urge you to seek help from a professional if you are struggling. One thing to take comfort from is that things will soon return to normal and we are thankful that all of our Mainfreight team have at least been able to be confident that their job is safe from the impacts of the pandemic.

Our good business performance has allowed us to keep expanding our network, with six branches opening over the last year. Major building projects on our owned sites in Adelaide and Dandenong South are well underway now with completion due in June and September 2022 respectively. Also next year, we have a further ten building projects to be delivered made up of purpose-built leased facilities that are extra branches (e.g. Mackay) or are replacing existing branches (e.g. Townsville, Gold Coast, Airfreight Brisbane).

Network expansion remains a key strategy for us as it allows better control of quality and accelerates our growth as we win customers from the new regions we occupy that we otherwise would not have.

This is the first Christmas Team Newsletter that doesn't contain a contribution from Bryan Curtis (BJ). After over 40 years with us and many sacrifices, the great man retired on July 31 in order to spend more time with his large and growing family. Unfortunately, from day one of his retirement, BJ and Gina have been locked in their house due to Victoria's sixth lockdown thwarting their plans to tour Australia. Hopefully by Christmas Day they have managed to relocate back to Auckland to begin this exciting part of their lives. We wish you both all the very best and thank you again for your tremendous contribution to Mainfreight.

Enjoy your hams and reading through the following pages of our Christmas update. Have a great and merry Christmas

Australia Transport – Simon Hart

I am writing this newsletter with a feeling of pride. You, the team, have been remarkable with respect to the pace at which you have adapted to constantly changing public health orders. What has made it even more challenging is navigating through the varying restrictions across states and territories.

Our branches are empowered to make decisions and this has never been more evident in the way they have steered us through the last 12 months. Despite all the distractions, the teams have got on with delivering the freight and delighting our customers.

Five Things to Do Better in 2022

1. Always try to maintain a hopeful outlook. Nothing is better for your well-being than having hope.
2. Covid-19 restrictions have seen a large amount of bureaucracy placed upon us. Let's make sure we don't follow the same path.
3. Set audacious goals but come up with a plan to achieve them. More importantly, take action to achieve them.
4. Ask for feedback even if it is tough. Praise is nice but knowing how to improve will propel you forward.
5. Try to get involved in sales-generating activities irrespective of your role.

For the second year in a row, we are especially thankful to our people for the extraordinary efforts you have put in during such uncertain times, particularly in Victoria through more than 280 days in lockdown. We cannot be prouder of you.

Thanks also to those team members that will be working through the Christmas and New Year period. For those taking a break, please enjoy yourself. For many of us, the opportunity to get together with friends and family will be extra special this year.

new branches due next year in Mackay, Orange and Dubbo. These all present opportunities for our next aspiring Branch Managers.

Our peak period is shaping up to be a record breaker. We appreciate the energy the team has invested in dealing with Covid-19 challenges. We need to look after each other and take care of ourselves. Make time to

refill the tank and remember that the little things count i.e. team BBQs, coffee trucks, haircuts (particularly in VIC), ice blocks etc. A lot will be expected of us during the peak season and it will be critical for us to maintain a high level of communication with our customers.

Finally we have farewelled a legend of the business this year, Bryan Curtis (BJ).

One of BJ's goals was to leave the business in a better position than he found it. There is no doubt that he achieved this. Thank you BJ, don't be a stranger!

Thank you again team for your efforts, be very proud of your achievements while remembering there is still more for us to do. You are special people in a special company.

Claims Performance

Outward Consignments Per Claim				Inwards Consignments Per Claim			
Branch	To Sep 2021	To Mar 2021	To Sep 2020	Branch	To Sep 2021	To Mar 2021	To Sep 2020
CCA BRISBANE	82574	9358	6747	CCA PRESTONS	14792	10374	5009
CCA PRESTONS	19410	12321	13379	CCA CLAYTON	13603	14506	12008
CCA CLAYTON	14679	3257	2054	CCA BRISBANE	9937	6501	8073
MFT TOWNSVILLE	10890	2655	2314	MFT TRARALGON	8873		
CCA PERTH	6888			MFT EPPING	7032	4219	3661
MFT BENDIGO	4769	4279	4027	MFT ALBURY	5525	4328	5920
MFT ALBURY	4451	4711	3915	MFT GOLD COAST	4634	3459	8875
MFT ADELAIDE	3562	6085	6880	MFT CLAYTON	4107	4343	4765
MFT GOLD COAST	2846	1893	2377	MFT BALLARAT	4102	20024	9732
MFT NEWCASTLE	2824	3005	4544	MFT TOOWOOMBA	4085	7856	3921
MFT ERSKINE PARK	2368	1643	0	MFT NARANGBA	4055	5718	7750
MFT CLAYTON	2335	1481	1595	MFT PERTH	3941	5291	5093
MFT TAMWORTH	2212	4021	0	MFT TOWNSVILLE	3930	1993	2293
MFT CANBERRA	2173	2141	1927	TOTAL COMPANY	3408	3220	3862
TOTAL COMPANY	2019	3220	3862	MFT CANBERRA	3364	4779	25725
MFT BRISBANE	1637	1660	1845	MFT ERSKINE PARK	3153	1779	0
MFT EPPING	1536	1302	1275	MFT NEWCASTLE	3052	2271	5438
MFT PRESTONS	1266	1245	1787	MFT ADELAIDE	2761	2258	2503
MFT BALLARAT	1159	3610	2232	MFT BRISBANE	2016	4815	7934
MFT GEELONG	799	1552	2518	MFT GEELONG	1693	1983	1637
MFT NARANGBA	782	2804	0	MFT PRESTONS	1264	1201	1575
MFT PERTH	696	1382	2227	MFT TAMWORTH	971	1265	0
CCA EPPING	454	729	0	MFT BUNBURY	0	5788	0
MFT TOOWOOMBA	0	0	0	MFT BENDIGO	0	5711	5773
MFT BUNBURY	0	0	0	CCA EPPING	0	3683	0
MFT WOLLONGONG	0			MFT WOLLONGONG	0		
MFT TRARALGON	0			CCA ADELAIDE	0		
CCA ADELAIDE	0			CCA PERTH	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.

Things to do better

- 1. Delivery performance** is a work in progress. There have been a number of distractions in the last 12 months. We are now well placed to ensure we are consistently achieving the expected level. This is a daily discipline.
- 2. Training.** As the business has grown so has the team. Ensure that our Depot Systems are understood. Time invested in good training upfront will avoid the time lost on managing challenges downstream.
- 3. Presentation.** Never walk past rubbish on the floor. The immaculate presentation of our vehicles, facilities and team is a non-negotiable (and is even more important when we get busy). If we look tidy, we will play tidy.
- 4. Communication.** We will encounter challenges early during this peak period. Give the bad news early. As time ticks away so do the opportunities to fix the issue.
- 5. Take ownership** of every problem, don't just hand it off to someone else.



Kirkalocka. A 10-hour round trip from Perth.



Hacer, the builders of Dandenong getting creative on R U OK Day.

Adelaide – Steve Phillips

Very exciting times for Adelaide!! Great news for the Adelaide Transport, Chemcouriers and Air & Ocean teams with work commencing at the new Gallipoli Rd site. The whole team is buzzing and we cannot wait to move in sometime in June/July 2022.

The size of the facility and its purpose-built layout will help get us some desperately needed efficiencies in our current performance. The street appeal will make it the best-presented Transport site in Adelaide, and the team is very grateful that the business has seen fit to invest capital in such a major development. The office area and team facilities will rival anything in the Transport arena and will be a magnificent showcase to bring our current and future customers to.



Branch Managers Kendall Anderson (Chemcouriers) and Steve Phillips (Mainfreight) at the new Adelaide site



Earthworks at Dandenong South – You can see the outline of our buildings!

Adelaide and Dandenong Projects – Martin Wierzbicki

Earlier in the year, we appointed builders for our new Transport depot in Adelaide (previously mentioned) and our new super-site in Dandenong South. Both projects have kicked off now and are running simultaneously. Earthworks have commenced, and we are excited to see materials arriving on site. Both projects are on schedule, with Adelaide Regency Park due for completion in June 2022 and Dandenong South due in September 2022.



Dandenong South once completed!

Perth – Jesse Gray-Morgan

As we all know our Graduate Program is an important part of our 100-year vision. Here in Australia we aim to have at least 10% of our team members participating in the Mainfreight graduate program.

We are excited to present Sarah Johns with her graduation certificate, after two years in the Mainfreight program, congratulations! With Sarah graduating, this means that Western Australia has dropped below the 10%

mark for graduates in the branch, so we are keen to get more on board in the near future.

Sarah started working with us casually while studying and once she graduated we snapped her up as quickly as we could. Sarah currently looks after our direct costs while putting together our weekly P&Ls.

The search for the next outstanding team member continues.



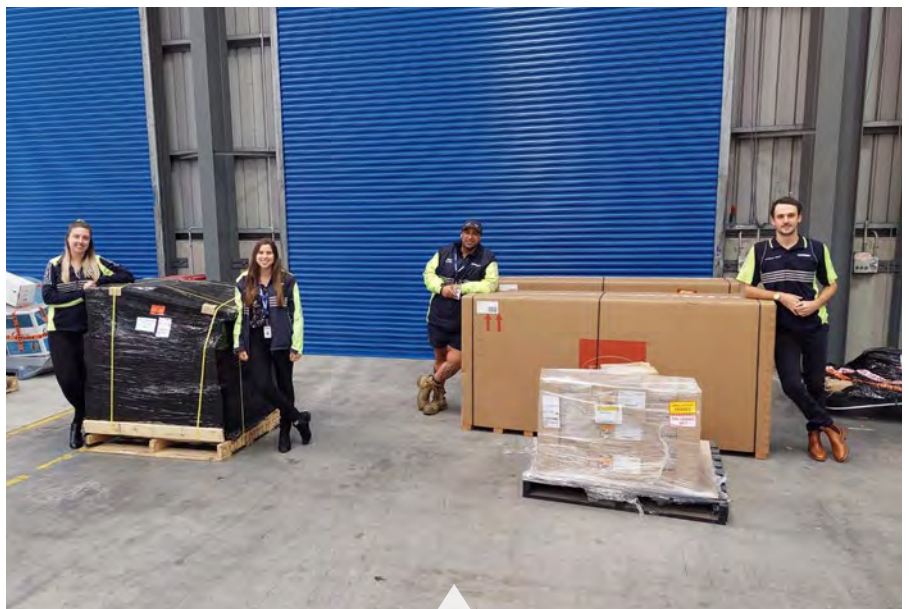
Graduate Sarah Johns and Branch Manager Jesse Gray-Morgan

Wollongong – Harrison Wright

G'day Team,
It has been a challenging yet exciting time here in our newest Transport depot – Transport Wollongong. As with all new openings we experienced a few curve balls and had our opening delayed twice. We are a small but mighty, passionate team of six, including one Owner Driver. We are hoping to get two more ODs, including a van, on board by Christmas so we can slowly start to expand our delivery area. We are a stone's throw away from the beach, if you stand on the tip of your toes you can see glimpses of the water from our balcony.

Whilst Wollongong is a picturesque coastal area, with surfing beaches and rock pools lining the coastline, it is well noted for its heavy industry, port activity, and long history of coal mining. It is also home to Port Kembla Steelworks – the largest global operation of the Bluescope group – where 2.6 million tonnes of raw steel is produced each year.

Now that we are up and running we are ready to really show Wollongong who Mainfreight is and what we can do.



L-R: Samantha Daley, Rebecca Gristwood, Reegan Batchelor, Harrison Wright. (They do like each other, just social distancing!)

Driver Appreciation Week – Larapinta 2021

We kicked off Driver Appreciation Week in Larapinta with a BBQ Halal breakfast. A few early starts required by the team to get everything sorted and cooked for when Drivers arrived to set off on their daily runs. The next day, the CS Teams had baked all weekend and had a variety of different cookies wrapped in bags with notes of thanks and appreciation for the drivers. There were also free truck wash vouchers from Pride & Joy Mobile Truck Cleaning Service. The Team was also awaiting the drivers at the weigh bridge to shine tyres as they started for the day. The next day was capped off with a coffee van in the morning for free coffees all round!! Overall, it was a great week and well deserved for our hard-working Owner Drivers here at Larapinta



Driver appreciation week cookies – Transport Brisbane



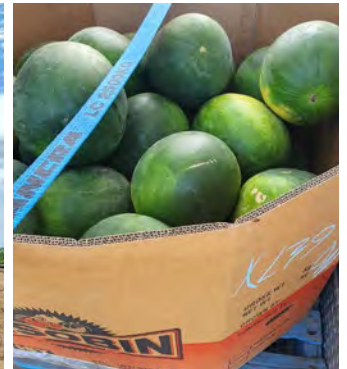
Gagandeep Singh – Owner Driver



Jon Silver – MFT Larapinta

"Mainfreight the fresh food people"

North Queensland Produce -
Load of watermelons from
Woodstock Qld to the
Sydney Markets NSW.



Australia Warehousing – Riyaz Jordan

"I like to use the hard times of the past to motivate me today" – Dwayne Johnson

We set ambitious goals at the start of the year and in the true Mainfreight way, we forged ahead and didn't allow the frequent changes imposed on our operations to slow our momentum. Our team has made enormous sacrifices this year, whilst successfully maintaining operations. We are grateful for our team members' commitment and would like to thank both them and their families. Our customers have also been understanding during the past year and for that we are thankful.

Despite the year's challenges, we successfully opened three new warehouses at Ingleburn, Berrinba and Dandenong, and are excited to see the growth of the team.

Thank you all for your dedication and commitment to our shared goals. Please unplug, relax, and enjoy the holiday season. Bring on 2022!

Our "Goods to Person" technology (AMRs) went live in Epping, Melbourne and we have started to see the improvement in operational efficiency. This further highlights the Victorian team's resilience to rollout such a large-scale project even with the disruptions the State faced.

There is light at the end of the tunnel as we move towards a Covid-19-normal society. Impending pressures on warehouses and networks will continue as we face delays in the supply chain. What might seem like a challenge, will give us an opportunity to demonstrate to our customers that we are the right partner for their business.

Things to do better:

1. Create an environment where doing the right thing is as easy as possible.
2. Site Presentation. Let's not wait for the "slow" season to start looking after our branches. The culture we create determines our teams' behaviours.
3. Continue to build on relationships and explore opportunities with existing customers to grow our network.
4. Collect the Cash. The supply chain pressures will intensify and now more than ever we need to have a tight control on cash collection.
5. Identify training needs for our team to ensure we learn new skills and continue the growth with Mainfreight.
6. Screen time has surged during the pandemic. Have a break. Read a book.

Sales Team Update

The way our Sales team works with customers has drastically changed as we have navigated our way through the pandemic. Unlike much of our business, the Sales Team has had to adapt the way we work, to find opportunities and engage with businesses. The team has quickly adopted and continually improved the quality of video conferencing, teleconferencing and live video-conference site tours to continue finding good quality prospects and retain our existing customers. There were mistakes, tantes and toys thrown out of cots – but we got there.

Australian businesses are battered and bruised from the consequences of the pandemic, in particular record high levels of international shipping costs. As a result, it has become challenging to convince a business to have the pleasure of moving to Mainfreight, while also taking up the cost of moving stock to our sites.

The challenge for our Sales team is to clearly demonstrate that the long-term value that we offer to customers, is worth the additional cost currently being incurred.

We have seen some fantastic new business gained, complemented by excellent retention and extension work achieved by the Sales team – proving, that with the right strategy, focus and skills, we can smash our targets even in the most trying conditions.

Having hit our revenue target this year, our focus switches to two things:

- Supporting branches to achieve our profit target for this year.
- Pipeline and new business gains for the 2022 sales calendar year.

Our 2022 targets are going to be formidable, but we have never had a better Sales team to get us over the line.

To the Warehousing Business Development, Customer Development, Sales Support and Analyst teams – thank you for your commitment and bloody well done! Remember, there is always a better way, and we look forward to you showing us as we move into 2022.

Sights Set on the Future

Warehousing Adelaide has grown from one warehouse and three team members into three warehouses and seven team members, and we couldn't be prouder.

There have been a lot of highs and lows but with our sights set firmly on the future, we will soon transition into our new warehouse where we will all be under the same roof. We cannot wait to get our hands on the keys and start unpacking!

Rework Projects

One of our customers came to the Kookaburra Warehouse looking for a solution for the co-packing requirement of their business. Normally they would send their orders offsite to a specialist company to rework their products for promotions or to add Australian Standards labelling to the bottles.

In typical Mainfreight fashion we said, 'Yeah, all good, we can do that!'

What started as a few wrapped pallets is progressing and evolving quickly. There are now plans underway to use motorised conveyor belts and specialist label applicators. The team has been working on a mezzanine floor, which allows us to maximise our floor space while providing the team a safe area to operate in, away from the hustle and bustle of the forklifts.

The team is quickly growing and is now a vital support crew for any reworks that we do onsite.



L to R: Selina Cabrera and Daisy (Amandeep Kaur) start the careful process of opening gift boxes and applying the mandatory label on the bottle

New Sydney Warehouse

We have been fortunate over the last year; where most businesses down-traded due to the pandemic, we have continued to grow. This has resulted in warehouse space constraints which has required us to act fast and expand our Warehousing network. To support this growth, we have signed a lease at Ingleburn in Sydney, while the new Moorebank facility is being built.

In true Mainfreight style we have been tasked with building the site and team from the ground up, while also filling the warehouse. We are a young team taking on the challenge of developing a branch from scratch – it is certainly a long journey ahead, however as we put the right people in the right seats, it will be a journey to be remembered.



Suliano Mounqa travelling down a now full aisle at Ingleburn

New Berrinba Warehouse

The middle child of the Mainfreight Warehousing family finally got a third warehouse! The new shiny warehouse at Berrinba is located just a 10-minute drive from the Larapinta and Radius Drive Warehouses. Berrinba will have 10,000 pallet spaces, two meeting rooms and one coffee machine (eventually).

This has enabled us to move some existing customers from Radius Drive to the Berrinba Warehouse giving Radius Drive some much-needed space. At Berrinba, we are still in the process of putting up the racking, purchasing furniture and sourcing better coffee. Once the racking is up and the site is painted in our Mainfreight Blue it will be sure to make an impression with the locals.

In other news, we have finally completed the chiller extension at Larapinta. It is a cool room, but here in Queensland we often refer to it as a chiller because anything cooler than 24 degrees is freezing. Winter in the sunny state is anything below 24 degrees and you best believe that we are getting our long pants and jumpers out!

This extension will mean that we will be able to fit an additional 1,000 pallets of ambient 18-degree storage. Fun fact, the cool room is by far the best smelling spot in the warehouse; thanks to the sweet smell of chocolate that will make your mouth water.

It is indeed an exciting time to be working in Warehousing in



Bianca Reck and Michael Walker getting ready for Berrinba's first customer.

Queensland as there are plenty of opportunities created from this rapid growth. Hopefully we can keep this hard work and momentum going into 2022.



Larapinta Cool Room



Berrinba Warehouse

Moving back to the South-East – Dandenong by Shannon Lomas

Start with a plan, and then plan for that plan to change – over and over again.

Having a solid plan was my saviour when going through the process of starting a warehouse from scratch. I had two months to get everything organised for our new site in Dandenong, Melbourne and once we received the keys, it all kicked off quickly and there wasn't much time left to sit and think forward. The more I thought on what needed to be done, the longer and more involved the to-do list became. The plan was constantly changing and making quick decisions helped push everything forward and maintain momentum.

I had some guardian angels to help pull it all together, Darrel Byrnes from IT, James Hardy from SSS and the whole team at Innov8tive were all super stars. I can't thank them enough for their support and their "let's get it done" attitude. We were on a very tight schedule for some

projects and were only able to get the results we needed by having a Ready, Fire, Aim approach. For any new branch, these guys are on the 'most wanted' list.

After working solo in the branch for a couple weeks, it is great to have the team here now. Everyone is shining in their roles, there is energy and excitement for the future and the branch is starting to take shape. Most of the team is made up of Noble Park alumni, it really does feel like getting the band back together.

Reflecting on the journey so far there are a few classic sayings which come to mind; "Have the right butts in the right seats", "Together Everyone Achieves More", "We're in the business of being busy", "Roll with the punches" and "Just get on with it!".

Checkout Scanners

Utilising our MIMS+ software, Warehousing Prestons has been able to integrate checkout scanners into our roller belts. This has provided an opportunity for a more efficient workflow for checking and dispatching each picking order. We have ensured all the required equipment, labels/connotes/packing slips are available at the same station to ensure the process flow is complete.



Warehousing Prestons Checkout Scanner

AMRs (Autonomous Mobile Robotics)

The robots are finally here! We are gearing up and working through the implementation process of the AMRs. We have four key customers at Epping who will be using the system to start, with room to increase customers depending on freight and order profiles.

The AMR solution is a goods-to-person system, meaning that instead of having our team walk to locations to pick products, the robots (which look similar to home robot vacuum cleaners) bring the products to our team in designated areas. The robots are strong and extremely smart being able to lift entire shelves and bring them to a picking point for our team to prepare the orders. This will allow us to pick up to 2,500 lines per hour.

Our first customer implementation was completed in September, with a total of 7,700 SKUs inducted into the AMR system.



Warehousing Epping AMRs

The biggest challenges during the roll-out have been to juggle Covid-19 restrictions, split shifts, moving freight into the AMR shelving, learning a new system and how it integrates with

MIMs, making space on the 2,500m² mezzanine and continuing to delight our customers. We anticipate being fully functional, right in time for the peak silly season.

Update from the West – Todd Vallerine

Hello to all from Team Kewdale! We have been extremely fortunate in WA to have lived relatively normal lives during the past year. The year 2021 has been a breakout year for the Kewdale Warehouse. After being below 50% utilisation for what felt like an eternity, we are now enjoying the fruits of a full warehouse and the challenges that come with it.

Our relatively new team has embraced the Mainfreight culture, and this can be seen in the presentation of our warehouse, the pallets we send out and the morale of the team.



Kewdale Team
Back L-R: Regan Sorensen, James Adamson, Joshua Matthews, Lucas Evans, Christopher Greipl, William Tuheke | Front L-R: Jaydn Carr, Todd Vallerine

We have also jumped at the opportunity to adopt new technology into our branch such as voice picking and smart replenishments and we are already seeing numerous benefits.

Having already surpassed last year's profit we look forward to seeing what we can accomplish by the end of the year.

WA Sales Growth & Expansion

Mainfreight Warehousing in Western Australia has had a fantastic year so far, which has been largely driven by significant increases in our existing customers' activity. We have been fortunate to avoid significant lockdowns unlike other Australian states and have experienced peak-like inbound volume since the start of May, which is largely on the back of customers getting in early to mitigate the supply issues faced last year. The team's ability to perform under the pressure of capacity constraints for a sustained period should be commended.

With the increase in storage volumes from our current customer base, as well as the addition of new business acquired, we have reached capacity at both warehouses in WA, and are utilising multiple overflow facilities. We are currently in the planning stage for the new purpose-built facility in Perth, boasting 22,000m² of warehousing space, with an anticipated opening of November 2022.



Warehousing Perth – Sasa Pelemis

This is very exciting for the team in Perth, where we have seen a massive increase in our warehousing footprint in the past couple of years – again, a fantastic reflection on the team’s ability to continue delivering high levels of service to our loyal customer base.



Warehousing Mobile Melbourne Team
 Back row L-R: Jeremiah Tyrell, Justin Tupuola, Adam Davidson, Peter Kwas
 Front row L-R: Zacharius Fuimaono, James Bower, Ethan Turner, Hamish Bradley



Eastern Creek Team
 Back L-R: Melanie Andrews and Aleesha Bishop
 Middle L-R: Meg Grange and Kara Williams
 Front: Anthony Ng

Australia Air & Ocean / CaroTrans Australia – Grant Draper

Hustle for space – it has been our catch phrase for the last six months. Our air and sea teams have been busting their guts finding solutions for our customers. There are severe shortages of space on ships and planes for our exports and our imports and it is the same across all our major trade lanes of USA, Europe, Asia and New Zealand.

Sincere thanks to our teams across the country who have been working hard to negotiate, wrangle and scrap for bookings with our partner shipping lines and airlines. This is what we need to continue to do to give our customers the best service quality we can. One thing is for sure; due to these challenges over the last two years, we are learning a lot of new skills and perfecting the ones we thought we had mastered. This sets us up well for a successful future.

We have been sending our regular market updates to all our customers to keep them informed of the challenges that the world is facing

moving goods around the globe. It is important that our customers are accurately informed of what is happening, so they have the correct level of expectation of true door-to-door transit times and the external factors that can affect the delivery of their goods. Please do what you can to ensure our customers continue to have the latest information on what is happening in the global supply chains so they can use this to make informed decisions for their own stock planning. In today's environment, we must continue to follow our mantra of under-promise and over-deliver.

An acknowledgement and thanks to our sales teams around the country, who are doing a great job finding suitable new business opportunities and working well with our existing customers to keep our customer communication and interaction where it needs to be.

It's been a hectic and stressful six months. Thanks team, we appreciate what you do. Summer holidays are

Goals for the New Year:

1. Exports are going well; now let's build on what we have learned to get super growth.
2. We have gained some large LCL businesses; use that knowledge to find more like it.
3. Our GDP certification enables us to target more pharmaceutical and medical customers, please understand and take advantage of this for new business sales and operations.
4. We expect more planes to be flying soon, now is the time to target even more airfreight sales growth through operational quality and concerted sales drives.

almost here so please take the chance to recharge and relax a bit.

Merry Christmas and Happy New Year to you and your wonderful families.

Jane Smith Memorial Award

Steven Hong from Air & Ocean Seafreight Sydney won the 2021 Jane Smith Memorial Award and had a few words to say.

The branch had just gone through one of the most challenging ten to twelve months catalysed by lockdowns, meltdowns (mental), breakdowns (vessels), sit downs (strikes) and a plethora of other shipping and logistics-related issues making it extra difficult for our teams to juggle the day to day. With this being said, everyone in the branch was able to roll up their sleeves and put in the hours and tears to move freight for our customers – worry free (most of the time). I believe our branch has already had a few Jane Smith Memorial Award winners and I feel that this is a true testament to the strong team culture we have in our branch and to the wider management team for being such great supports. Though we have a lot to work on (to beat Melbourne 😊), having the honour of winning this award does prove that we have the foundation to be an even better and more successful branch. It is great to see an award focussed on the operational and cultural side of the Mainfreight business and I hope that many others within the business will have the opportunity to follow this pathway and that we can all continue to set the bar high for our culture and team for the next 100 years to come.



Sydney Team Members Vanessa Carangelo presenting award to Steven Hong

Aussie Export Fire Drill

The team at Air & Ocean Gold Coast were getting behind the Aussie Exports Fire Drill!



Mainfreight Gold Coast Team
L-R: Jade Fogwell, Grace Stewart, Raymond English, Renee Duemmer, Samuel Cooper

Port of Townsville Expansion

Port of Townsville has officially commissioned its new \$30 million Berth 4 Crane and Cargo Terminal. The terminal's completion was marked by the debut of the Port's new Liebherr Post Panamax Ship-to-Shore crane.

Combined with the \$40.7 million Berth 4 wharf upgrade completed in 2018, it's more than doubled the berth's overall handling capacity. The crane's faster lift rates also mean faster turn-around times for vessels.



Townsville Branch Manager Angela Etika-Ferwick attended the opening.

Mining Project

Air & Ocean Perth Projects Team has had a fantastic year, being awarded multiple part charter sea freight shipments for a new client.

Over 13,040m³/17,774 tonnes of mining equipment from China to Mackay, Queensland over six part-charter shipments.

One of the largest of these part-charter shipments was for 5,271m³ / 8,034 tonnes of cargo, filling the entire lower & mid-deck hulls of a 9,600t capacity vessel.

Mainfreight's full scope of work has encompassed the arrangement and management of charter vessels, stevedores, 150t - 200t crawler cranes, terminal laydown leasing, plus road freight heavy haulage transport to four separate mine sites in the Northern Bowen Basin of Queensland.

The majority of these shipments are focused around moving mining equipment weighing between 33-72 tonne per item. Each shipment has had its own differences and learning curve, which have been resolved and overcome every time.

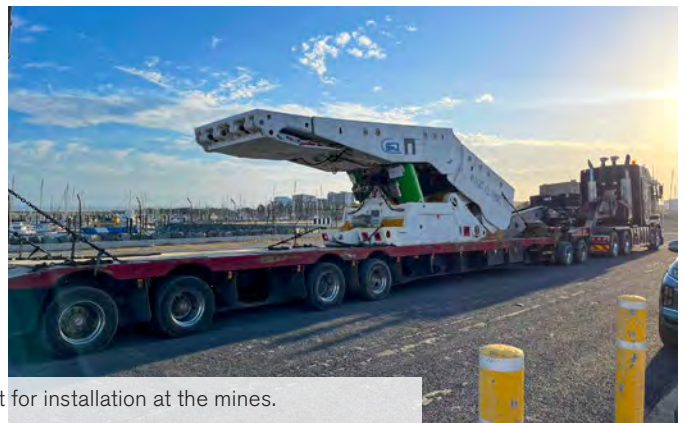


These part-charter shipments have involved Mainfreight teams throughout China and Australia. Sea freight export teams in Shanghai and Tianjin, vessel discharge supervision aid given to Townsville and Brisbane teams and the continued outstanding support provided by the import sea freight and customs team in Perth. An extra special thanks and appreciation must go to Sage Chang, Branch Manager of Air & Ocean Tianjin, for his constant assistance and efforts in meeting the ever-changing needs of these shipments.

This has been a major step into industrial projects for Mainfreight Air & Ocean, and all teams have performed exceptionally.

Starting early March, Mainfreight projects team have worked tirelessly on finding the right solution for our client to make all of the above happen.

Response from our client has been full of praise during these difficult times in international logistics. Thanks to everyone involved in continuing to provide the highest level of dedication to these shipments and to our clients.

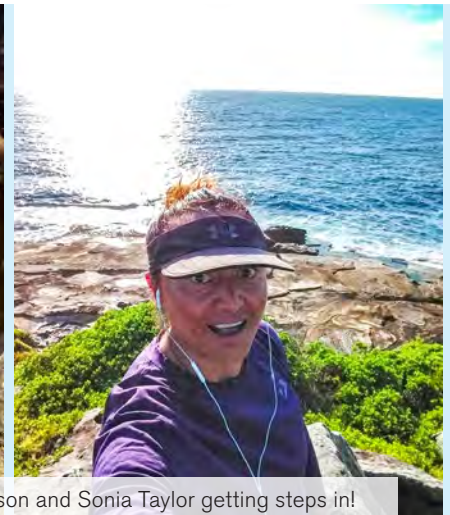


Equipment awaiting road transport for installation at the mines.

STEPtember

For the month of September, the Sydney Air & Ocean Seafreight and Airfreight teams set themselves a lockdown challenge of **5 Million Steps**. With 23 team members lacing up the sneakers and actively participating, they closed out the month with 5.7 Million Steps and raising some funds to help support Cerebral Palsy initiatives.

Well done team!



Mainfreight team members Lisa Harrison and Sonia Taylor getting steps in!

Beef Week

At the start of May, James Robertson and James Blok from Airfreight Brisbane ventured up to Rockhampton for Beef 2021, otherwise known as 'Beef Week'. Beef 2021 is the largest event in the southern hemisphere for producers, packers, exporters, and beef industry associates. The seven-day event revolves around cattle and the beef industry, with many well-known abattoirs, studs, banks,

and industry dignitaries speaking about the future of agriculture and beef.

After a lot of networking and catching up with some of our customers, it was great to see that meat and beef has a very positive outlook in Australia!



Welcome to Rockhampton, the Beef Capital of Australia



Flinders Port Tour

We're unable to go on vessel tours at the moment due to Covid-19 restrictions, however the Air & Ocean Adelaide team were lucky enough to join one of our top customers on a port tour. It was amazing to see vessels at work and build a greater perspective of container movements. The view from the top straddle was fantastic, well unless you are afraid of heights, isn't that right Jodie?



Mainfreight team in the photo with our top customers are Bianca Moseley (left) and Jodie Dirksen (front centre).

Having a Field Day

Mainfreight Adelaide Sales team flying the flag at the biennial, three-day field days in the Yorke Peninsula.

With all things agriculture, being Machinery/Equipment and Technology, from over 700 exhibitors; it was great for Mainfreight to be amongst it for the first time!



Adelaide's Adriana Marafioti and Cameron Allpress ready to meet and greet



In the Spotlight

The Brisbane Airfreight team recently had to get camera-ready for one their top customers. The customer was approached by SBS for a documentary regarding Austrade/ Beef exports in Australia currently and how the Covid-19 outbreak has changed the landscape dramatically. As part of this discussion, it gave the customer a chance to show off their developing airfreight portfolio and thus gave us the chance to show off our talent as their export partner and freight forwarder of choice.

As you can see from the photos, we got our best-looking warehouse team leader Ian 'stone cold' Austin in front of the camera showing off how to pack an AV of chilled beef, while also showing off our beautiful site and company mottos. We even got the cameraman into the Mainfreight family spirit by sporting a high-vis team jacket. The documentary aired on SBS on 22 and 23 October and I encourage all Mainfreighters, not just those in Air & Ocean, to watch online, see how the global supply chain has been rocked since April 2020, and how we in Brisbane Airfreight are at the forefront of new dynamic export strategies to assist our customer's growth post-Covid.



Owens Transport Australia – Mike Reid

What an interesting six months it is been since our last newsletter. A difficult time in all our lives, so many obstacles, so many challenges, yet the team has gone above and beyond in continuing in a passionate and professional way to service our customers.

Our thanks go to everyone in the Owens team for their dedication over the past few months. And a special mention to our Owner Drivers who have worked through some of the more challenging conditions of any profession and have done so with a smile and maintained nothing but the highest standards.

Our volumes and profit have not been where we have wanted them to be. This has definitely pushed the sales team to be "Ready Fire Aim" in working hard on gaining new business as well as building our pipeline opportunities with a large focus on the retail sector in our space.

Today we have a much-improved business, and our aim is to lead the way towards a high-quality wharf operation. Our business solutions team has been putting together some amazing technology smarts that will enable us to give our real-time delivery performance KPIs. This initiative will be a vital value add and

another gap created as we continue to stride away from our competition.

All of us, regardless of our roles, are responsible for helping our customers achieve success.

Please think about your own part in our business: if you're in customer services, or operations maybe it's fixing an issue that could delay a delivery; if you're a driver and not using your wand correctly or in a timely manner, we need to think how this impacts our customers.

Things to do better

- Don't beat up your brothers and sisters!
- Think of more ways to make it easy to do business with us.
- Openly discuss problems and solve them.
- Let the individuals decide.
- Keep it simple.

One of Owens' core beliefs is that our customer's success creates our success – it's part of the Owens way. We do this by behaving with integrity and trust, working safely and together as a team, being open and transparent and always striving to improve.

These actions will help us achieve strong results for our customers and drive a real and valued partnership between us; given our goals to grow our business, this benefits us as well.

Already across the business we have some great stories and examples of our team placing a strong focus on our customers.

It is clear that our success in the future will depend on working as a group, rather than single business units.

But we all need to make sure that we tidy up our own backyards and ensure that our processes and procedures are the best that they have ever been. As our sales team work hard to build up our client base and get the Owens brand recognised in the marketplace as a reliable and trustworthy transport operator. It is critical we have our fleet in our livery – red trucks, correct signage, and always clean. Our image sends a powerful, positive, and professional message to our competitors and customers.

With many exciting developments happening around the country, we are raising the bar for quality in the container transport sector. By being at the forefront of innovation and quality, our competitors will lag behind.

Our entire team needs to commit and contribute, not be a passenger... Without the whole team on board, we will be seen as just another container operator. Are we always going to get it right? NO. Are we going to continue to give it our all? YES!

We need to continually evolve as each day brings new and varied challenges. We need to look at our locations, types of equipment being utilised, and ensure we have the best people as part of our team.

Our National Sales Manager, James Bennett, is leaving us at the end of the year to return to New Zealand after 10 years working in Australia. He is staying with the business and we want to thank him for all his efforts over the last few years working and growing the sales teams. You will be sadly missed, and we wish you and your family all the best on your new venture. We would like to welcome Jaan Ilhan to the team who has stepped into this role after working for Air & Ocean for the last 12 years and

we look forward to seeing our business move to the next level.

The outlook is positive. Be proud of who you are, where you are, and continue to be kind to each other. This is a reflection of our business and its culture. Enjoy your time in the industry you have chosen; it truly is rewarding.

I hope you enjoy reading this newsletter and thank you all for your support.

Merry Christmas to you and your families.



Christina Papoulia taking out the latest addition for a drive



Owens Transport Perth
L-R: Makenzie Hewitt, Dylan Ward, Kieran McAlpine



L-R: Courtney Katic, Varinderpal Singh, Andrew Thompson, Jake Hedley, Harendar Singh, Mathew Coles, Ben Greig



Mainfreight New Zealand – Craig Evans

Te mahi i te mea tika – Doing the right thing.

At the time of writing, 97% of the Mainfreight NZ team has received two doses of the Covid-19 vaccine. I am personally grateful to those that have, and concerned for those that haven't. Let me share my thoughts on why I got vaccinated.

Did I want the vaccine?
Not particularly. Was I apprehensive?
Yes. So, why did I decide to get vaccinated against Covid-19?

I trust the advancement in medical science. There are now 20+ vaccines for life-threatening diseases, like diphtheria, tetanus, pertussis, meningitis, influenza, and measles to name a few. These are helping people of all ages live longer, healthier lives. Immunization pre-Covid-19 prevented 2-3 million deaths globally per annum. It continues to extend and improve the quality of human life, including my family's and mine. It allowed me the freedoms to grow up guarded against these horrible diseases and survive surgeries which could all have taken my life. I would never provide advice to my surgeon about how to do their job. What do I know? I am sure if I look hard enough, I will find negative commentary about any vaccine, medicine, or even hair shampoo. I wouldn't have a clue what's in my kebab or diet coke either. At some point in life, you trust in others, their knowledge, and their skills.

And it wasn't about me, it was about pacifying family that I was safe. The fact I never wanted to burden our hospitals, blocking someone's access to lifesaving heart surgery or early cancer detection. I didn't want to impede families from saying final goodbyes to loved ones or missing a funeral. It can't be about me.

Please do the right thing – get vaccinated – or encourage someone who isn't.

It is not always the bottom line that defines success. You won't argue

against it – profitability is the first rule of business, because unprofitable companies do not survive. Just beyond that are some success measurements that are nearly as important.

Aside from profitability, some business goals include growing market share, disrupting a market, having very high customer satisfaction rates, reducing service defects, and more. The glue to all of this is an effective attitude, a cultivated culture that ignites passion to succeed no matter the adversity or opportunity. This fuel drives all these measurements.

In this business, we have continued to face seemingly insurmountable obstacles ... and yet the Mainfreight family has this funny knack of overcoming them.

None of it is accomplished instantly, but is the result of many small successes. The ones that happened fastest are people or a team taking ownership of what they can control and taking responsibility. This group never takes a backward step.

There is a lot to be proud about in this business and it's only in times of adversity that a culture is truly tested. Against all challenges, this Kiwi team of men and women, from Kaitaia to Invercargill, have each contributed to an astonishing result.

"It's not what you achieve, it's what you overcome. That's what defines you"

We high-five the larger global team who has achieved remarkable outcomes boosting a sense of pride in being part of history, where many other organizations faltered.

With this momentum and trust in our people, the business will continue to invest with confidence, further extending a quality offering that is captivating customers, expanding opportunities for team, and widening the gap against competitor activity.

Continued investment in our network

- Land has been secured in Hastings and Nelson to build new on-dock Transport depots – completion date 2023
- Kaitaia extensions have been completed
- Whangarei office extensions underway – completion 2022
- Design underway to build one of New Zealand's largest dangerous goods facilities situated on Beach Road, Auckland City – completion 2024
- Mainfreight NZ's largest warehouse underway on Favona Road, Auckland – 50,000m² – completion 2023
- The new inland port/cross-dock in Auckland for CaroTrans, Wharf Operations, Owens Tankers has commenced – completion 2023
- The new West Auckland Transport branch is nearing completion – July 2022
- Construction on our third Hamilton Warehouse is underway – completion 2022
- Whakatane Transport depot underway – completion 2022
- New Kopu (Thames) Transport depot design finalised – completion 2022
- A new Spring Creek Transport depot in Blenheim is delayed awaiting KiwiRail consents – targeting completion 2023
- Ashburton Transport depot design close – targeting completion 2022
- Numerous other locations of interest are in negotiation

I'm calling out to our Main Divide *whanau* (family) in our operations. We need your *Mana Whakatipu* (power and status) to influence others to drive claims down. It's more than the financial hurt, it is our reputation that is being affected.

Our Warehousing crew must lead the way for all our businesses in forklift safety. I challenge you to set a goal

of zero harm and minimal damage. Our best operators avoid accidents. They know that shortcuts and inattention will inevitably result in damage or harm.

"There are no shortcuts to any place worth going." – Beverly Sills

To our Owner Drivers' drivers – for many years we only ever allowed

trucks to be driven by the owner. Having skin in the game ensured quality of service. We utilise vehicles for longer hours, so times have changed, but our goal to delight customers hasn't. You are as valuable to us as anyone in the business, we just need your help to act like you own it. One day you just might.

Please be safe, watch out for each other and have a wonderful Christmas with friends and whanau, hiahia i koe he tau pai – I wish you a good year for 2022.

Branch Managers Leadership Training

Late July saw 18 team members attend the Branch Manager Leadership workshop held at Owens Transport in Auckland. This provided an opportunity for the team to come together and participate through in-depth panel discussions, presentations, and break-out sessions. Throughout the three days, the focus was on the reinforcement of our core values on culture, our people and quality. Covering a range of topics important to us, modules included culture, team management, financials/P&L, sales and recruitment. This resulted in individual action plans taken from personal key learnings from each module.



L-R Front Row: Olly Bosworth, George Abernethy, Ryan McLean, Bob Larkins, Carl George, Paul Grimes

L-R Back Row: Tom Morgan, Mitch Gregor, Cameron Godfrey, Milan Cihak, Callum Marshall, Nic Kay, Vanessa Johnson, Jacob McDowell, Robin Davids, Nicholas Gray, Brodie Reid, Tim Logan, Jeremy Williams, Keri Monk
Absent : Tim Ottenhof

New Zealand Forwarding – Carl George

We have had it all this year. Floods closing state highways and bridges in the South Island, inter-island ferry challenges on the Cook Strait, and Covid-19 lockdowns of various levels throughout the country including borders.

Once again our teams have stepped up and no matter what obstacles have presented themselves, we have continued to manoeuvre our way through and around them.

One thing for sure is that many things have changed since early 2020 in terms of how we live, work, and communicate. Accepting the new norm and embracing the positive aspects of this will ensure we continue to move forward.

Volumes continue to challenge the network even with Auckland, our largest market, being in stages of a hard lockdown. Tonnages moved did not slow down as our customers were more prepared this second time around to continue to do business with us.

Network development projects continue, in many cases not fast enough, with upcoming facilities due in the first half of 2022 in Whakatane to better service this region direct, and West Auckland (Hobsonville) providing some form of relief to the Auckland branches, and to be on the doorstep of a North/West population growth trajectory.

After operating as a franchise for the past 20 years, Mainfreight Gisborne has come back into company ownership and we are excited by the opportunities this marketplace offers our wider business.

The ongoing development and implementation of technology to complement our operations and our driving fleets with compliance continues to provide benefits to the business as scale and time become more precious every day.

The Driver Appreciation Week held across the business this year

highlighted the importance of what our Owner Drivers do every day, and the integral role they play with our customers and delivering on the service promise we promote.

The growth of our Warehousing and Air & Ocean divisions cannot be ignored with the flow-through levels of growth for the domestic branch and Drivers throughout the network noticeable and appreciated.

We have plenty of strong momentum across all domestic divisions. Our network continues to be developed and the opportunities for the next generation of aspiring leaders to shine should not be overlooked.

To all our team and the wider Mainfreight whanau, we cannot get through these years without the ongoing support, a huge amount of effort, and passion to ensure the freight gets through.

Wishing everyone a great Christmas and New Year with family.

Claims Performance

Outward Consignments Per Claim				Inwards Consignments Per Claim			
Branch	To Sep 2021	To Mar 2021	To Sep 2020	Branch	To Sep 2021	To Mar 2021	To Sep 2020
Metro Christchurch	40870	248	318	Masterton	9456	4059	2214
Metro Auckland	12736	0	0	Metro Auckland	5191	0	0
Oamaru	7776	30934	0	Ashburton	4475	1982	1617
Seaview	6782	0	0	2Home Hastings	4380	0	0
Thames	3086	1889	2448	Chem Auckland	4075	2748	2573
Gore	2972	2492	1777	Levin	3936	1861	1406
Ashburton	2763	987	800	Whanganui	3455	2830	2906
Levin	2142	1127	2251	Timaru	3430	2417	2123
2Home Christchurch	1554	1370	1614	Metro Christchurch	3406	0	0
Greymouth	1434	1057	1739	2Home Auckland	2852	1952	2437
Chem Auckland	1375	1631	2481	Christchurch	2707	1709	1716
Whanganui	1330	1374	1954	Seaview	2348	0	0
Masterton	1294	1037	2767	Tauranga	2291	1334	1368
2Home Auckland	1139	1342	1311	Hamilton	2210	1968	2109
Dunedin	1124	873	1090	Hastings	1830	0	0
Hastings	972	0	0	Thames	1737	1887	1500
Hamilton	967	1447	1915	Gisborne	1693	1404	1280
Tauranga	949	849	991	New Plymouth	1664	1663	1955
Palmerston North	865	1015	1323	Kaitaia	1581	2837	1926
New Plymouth	789	1303	1714	Taupo	1522	1019	1112
Invercargill	778	745	643	Cromwell	1415	1354	1118
Gisborne	775	726	773	Owens Auckland	1333	1043	1243
Rotorua	773	534	595	Total Company	1288	1168	1421
Timaru	759	1408	1164	2Home Christchurch	1264	2066	2495
Whangarei	732	620	745	Gore	1224	3120	12757
Blenheim	660	745	657	Rotorua	1161	853	1396
Napier	614	411	528	Owens Christchurch	1066	853	1047
Total Company	569	618	774	Palmerston North	1051	1585	2132
Auckland	555	767	924	Wellington	1034	1035	1180
Taupo	549	476	508	Dunedin	1029	879	984
DF Christchurch	542	656	622	Blenheim	1010	905	1151
Cromwell	527	580	875	Whangarei	1006	1056	1138
Christchurch	502	699	760	Auckland	999	1489	1994
Owens Christchurch	410	441	525	DF Auckland	971	623	893
Wellington	407	557	601	Invercargill	858	861	804
Nelson	370	433	410	Greymouth	828	886	1071
DF Auckland	328	315	467	DF Christchurch	786	1139	1379
Owens Auckland	292	323	405	Napier	603	875	1197
2Home Wellington	221	323	395	Nelson	514	405	507
Kaitaia	220	248	318	2Home Wellington	426	643	1384
Neilson Street	216	0	0	Neilson Street	208	0	0
FTL North Island	0	21226	7960	FTL South Island	0	691	448
FTL South Island	0	6222	5170	FTL North Island	0	156	5
Mobile Auckland	0	384	229	Mobile Auckland	0	123	72

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.

Things to think about:

1. No matter what the subject matter, always aim to improve it and do a better job than the day before
2. Don't be a message 'blocker' – always make sure you spread the messages to your teams
3. Don't have to be reminded continuously to chase cash, black tyres, and meet KPIs – make sure these basic expectations are habits and are 'automatic'
4. Make sure your team understands the 'why' we do things
5. "The standards you walk past are the standards you set"

Maritime Wellington Dangerous Goods Course

A group of our line-haul and DG co-ordinators from branches throughout the country attended a Maritime DG course recently. This was run by Interislander specifically for Mainfreight covering maritime regulations for sending dangerous goods across the Cook Strait.

The team found the day very beneficial, as they were able to understand the difference between road and maritime DG regulations. They also enjoyed an operational tour at Interislander watching loading and unloading of the ferries from a behind the scenes perspective.



Stu Thorn, Mainfreight Wellington



Back Row: Michael Heremata, Michael Neale (KiwiRail), Neil Brewer (Interislander), Logan Williams, Cameron Hae, Wiki Abraham, Jackie Buckley, Andrew Gilmore, Stu Thorn, Kartick Narayan, Jason Kibblewhite, Elliot Gutry, George Abernathy, Tracey Mutton, Blair Bradbury, Trace Donaghey, Albert Tovia
Front row: John Wright, Watson Kauvalu, Ronnie Pawson, Isi Kaliopasi, Josh Haunga, Alex Vatau, Aldre Aborro

Produce First Night

The FTL South Island and Metro Christchurch teams recently kicked off the distribution of fresh produce to a network of stores in the South Island. A fleet of chilled vehicles has been put in place to manage this perishable product.



Lindsay Miller, FTL South Island – securing the last load for the night – looking a bit light son



Driver Jason Carey (L), Owner Driver Danny Lidgett (R) loading out to Invercargill

Mainfreight de-branding after 17 years

With a big drive to ensure the integrity of our brand once our vehicles are replaced, we stumbled across this old trailer in the Coromandel that had been in the paddock for 17 years, set up as a house.



From this...



To this...

After plenty of negotiations, Phil Frost, Mainfreight Thames managed to persuade the owner to accept a brand new set of curtains.

National Driver Appreciation Week

A National Driver Appreciation Week was held throughout the country in early August to recognise our wonderful Owner Drivers and the huge contribution they make every day to the business and to our customers.

A long list of initiatives were rolled out during the week, with prizes on offer for the best branch submissions.

The overall winner Branch Award was **Owens Transport Auckland.**

DRIVER APPRECIATION WEEK

OWENS TRANSPORT AUCKLAND 2021

SAT 07/08 FAMILY MOVIE NIGHT: SPACE JAM

MON 09/08 TYRE SHINE AND LOAD RESTRAINT

TUE 10/08 BREAKFAST

WED 11/08 GOODIE BAGS

THU 12/08 COFFE CART

FRI 13/08 AFTERNOON BBQ



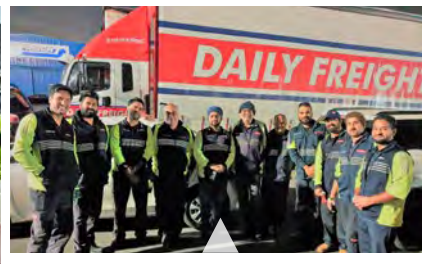
FTL Nelson Street Facing: Didar Singh
L-R non-facing: Ryan Rosstier, Baljeet Singh, Ritesh Sharma



Nate Swney (left), Victoria Harwood, and Matt Irvine preparing cut lunches for the Mainfreight 01 Team



L-R: Nick Lake, Jens van der Sanden, Richard Tovia, Aimee Harding, Krishan Chug, Palwinder Singh – Daily Freight Auckland sales team cooking up a storm



L-R: Jatinder Singh, Gurpreet Singh, Manish Arora, Yogesh Arora, Harjeet Kahlon, Nainesh Desai, Himmat Singh, Hemant Singh, Bhagwan Gije, Sam Dhamija, Navjot Singh – Daily Freight Auckland Drivers



Mainfreight 2Home Christchurch Drivers
L-R: Nathan Woodyard, Garren Day

Owens Transport Auckland
L-R: Elaine Kaliopasi, Mark Upokomanu, Bobby Dean, Vinal Prasad, Kavita Nadan

Mainfreight Auckland Driver Hardeep Singh



Olivia Dempster, Daily Freight Auckland



Owens Transport Christchurch Driver Appreciation Week initiative

Old School Coastal Bulk Shipping ex-Whanganui

The Mainfreight Whanganui team looked at options to get freight to the South Island due to the Interislander ferry disruptions. Freight was dropped at the port in Whanganui and loaded break bulk freight to Picton and Timaru with the help of our local branches. Well done team!



Kane Bass (left) Whanganui Owner Driver and Tane Ratana, currently Whanganui storeman but starting as an Owner Driver soon



Gisborne

After many years as a franchise under the ownership of Dave and Elaine McLauchlan, Gisborne is now back under Mainfreight ownership. Heath Woollett has relocated from Dunedin to head up this branch



Back L-R: Heath Woollett, Matt Miller, James Kotuhi, Turei Te Pari, Zhaviar Woollett (helping from Dunedin)
Front L-R: Sally Taylor, Kim Adams, Wietske de Groot, Andrea Mill, Neville Forester



Gisborne Driver Mark Ngaronoa



Gisborne Depot

Whakatane Update

After many delays, our new Whakatane branch will be ready early in 2022, with the ability to operate direct services into the Eastern Bay of Plenty further strengthening our network.



Hobsonville Update

Our new 'start-up' Auckland facility is taking shape to the West of Auckland City. Hobsonville will result in a 15,500m² facility and open up direct inbound and outbound freight services to this rapidly growing population base. Due for completion mid-2022.



Kaitia Update

Our growth in the Far North continues and has allowed us to 'claim' the paddock at the back and double the size of our operation.



L-R: Hayden Bradford, Bob Larkins, Tania Pere, Wataa Twaddell, Hafe Vilitama, Kurt Tahu

Covid-19 Corner Surveillance Testing

With new requirements being mandated by the Government for crossing the Auckland borders, we quickly set up surveillance testing options for our team and Drivers. This saw over 40 saliva collection testing booths established in our Transport branches with the relevant training material being created.

Each branch nominated a 'Surveillance Testing Champion' to be trained in the testing protocols. All Drivers and team had to be identified, set up in the system, and



Saliva testing stations set up around the branches

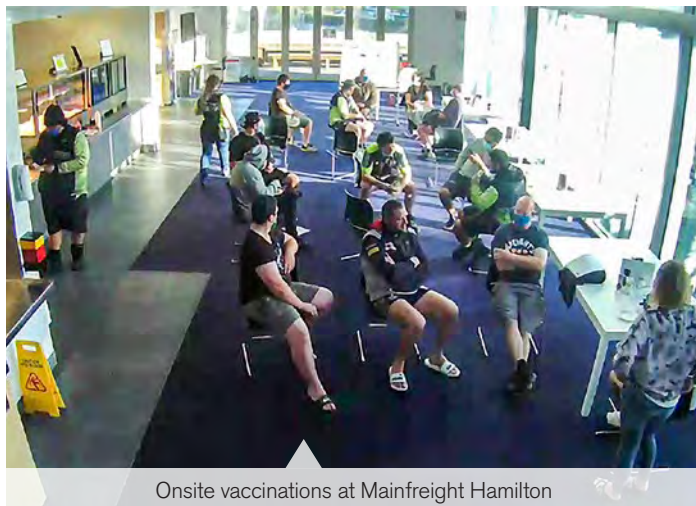
download the Saliva Testing Covid-19 app where results could be shown at the border to prove a negative result. The saliva testing was performed every three days in order to meet the

Government mandate (now every seven days). This whole project had to be achieved within a five-day period, our strong culture of Ready Fire Aim resulting in a quick implementation.

Onsite Vaccinations

Mainfreight Hamilton recently held an onsite vaccination day for team and family – 46 vaccinations were done, with 16 first-timers – only cost them a few coffees and sausage rolls!

The Mainfreight Wellington team and their families recently rolled up their sleeves to do their part to help protect our community and support New Zealand in our fight against Covid-19. 153 vaccinations were done, with the majority first-timers.



Onsite vaccinations at Mainfreight Hamilton



Dunedin Drivers also rolled up their sleeves to get vaccinated. The Te Kaika vaccination bus parked at the Mainfreight Warehouse and vaccinated the 30 on-site team.

As essential workers, Drivers had been delivering essential goods across the country regardless of lockdown and restrictions, and easy access to the vaccine was imperative in keeping Drivers on the road.



Quentin Daniel, Mainfreight Wellington



Wayne Kilgour, Mainfreight Wellington

Auckland Border Crossings

As a result of Auckland staying at Alert Level 3 lockdown, a checkpoint border was set up to the north and south of Auckland. Drivers are required to have proof of a current Covid-19 test every seven days, either nasal swab or saliva-based test.



Driver Taimur from Daily Freight Auckland, southbound to Mainfreight Levin



Muhammed Shafwaan from Mainfreight Hamilton heading south from Auckland, being checked by the CVST unit

Mainfreight 2Home, Invercargill

With the ever-increasing Mainfreight 2Home volumes, it is fantastic to see our first dedicated M2H Owner Driver based in Invercargill.



New Owner Driver Tyler Wainui

Electric Trucks Are Here

With five electric trucks in our fleet we continue to explore new innovations to support low carbon options for our customers. Our next investment will be aimed at providing New Zealand's first electric intercity general freight unit. With the support of battery swap technology and our own infrastructure we will look to overcome some of the existing drawbacks in electric heavy vehicles related to range, payload and charging times.



Battery swap unit



New Zealand Warehousing – Mitch Gregor

“The best view comes after the hardest climb.”

Another year has flown past for our New Zealand Warehousing business. A special thank you to our team and customers who have helped us to achieve the results we have together and navigate our way through a challenging environment. This year has been like no other.

A few things to think about at work and home

- **Career** – try new things; don't wait for things to come to you. Mainfreight is not a restaurant – go out and spend time in a different branch. Make the most of the opportunities we have. There is no reason to get bored. Don't let good people leave, share with them what is happening, what's coming up and where we are heading.
- **Health and happiness** – get vaccinated, it's the right thing to do for yourself, your family and your team mates, look after yourselves. If you have concerns then do your research. Appreciate the things that are important to you, check-in on your friends. If we want to open up travel bubbles and our economy, we all need to do our part.
- **Family** – the time we get with them is so important. Get them involved in our business; share with them. In a lockdown, it is hard to get up and do the same stuff each day and stay positive. Spend time with your children – they grow up so fast. Love your partner, support each other and be there where you can ... discuss any of life's challenges together; no one leads a perfect life! Social media is not real. Look in the mirror.

Over the next 12 months, we will focus on improvements in all areas of

our business and support our team to achieve continued success.

We have experienced an increase in inbound activity as many of our customers have increased inventory. This has been driven by procurement and shipping constraints with many customers increasing inventory from three to six months cover – moving from “Just In Time” to “Just In Case”.

We have also seen the impact of Covid-19 trading levels; many non-essential businesses have maintained inbound volumes with outbound volumes slowing or coming to a halt. As levels have changed, a surge occurs with a backlog in activity when the market opens. It's been busy!

Our peak season has arrived early across a number of operations and whilst our team is navigating their way through a challenging environment, the focus in the next few months is on delivering quality service to our customers and capitalising on heightened enquiry for outsourcing.

There remains plenty to do across the business and our focus continues on managing and balancing our risk, cash collection, annual leave and overhead management, whilst supporting our leaders and team with the tools to do the job.

Highlights for the year:

- The way our teams have responded, adapted and maintained quality services to our customers whilst keeping each other safe during a high pressure and uncertain environment.
- Achieving continued financial success, growing our team and customers.
- Further growth of our network with new warehouse infrastructure committed to and underway.
- The introduction of new technology and innovations to improve efficiency across our operations.
- Our improved awareness, approach and importance placed on health and safety for everyone.



Mitch Gregor with his sons Olly (left) and Liam (right)

Key topics for the year ahead

- Achieving a strong peak season for our customers – it has hit us early this year and to the many of you reading this who have worked long hours over the past few months, thank you. This year our approach has been for each branch to put together a peak season plan and share ideas/lessons.
- Ongoing focus on health & safety, including a review of our format for monthly Health & Safety PATs, navigation through the changing Covid-19 environment, driving and increasing vaccinations, and a trial of pedestrian detection systems on our forklifts.
- Focussing on quality and improving operational performance – delighting our customers whilst keeping morale up.
- Maintaining a close watch on cash flow and debtors, and ensuring we are managing our annual leave balances.
- Continuing our sales growth, targeting high value/high activity customers. This will help underwrite further investment.
- Continuing strategic investment in infrastructure and property for Auckland, Hamilton, Tauranga and Christchurch.
- Continuing our investment in technology to support efficiency gains for our team and customers. We are researching and exploring innovations for mechanisation, along with alternative storage and handling options across our operations.

- The recent Covid-19 environment has heightened our approach towards converting the majority of inbound container volumes for port operations into our warehouses.
- Improving our communication with customers to set goals, review service and storage expectations and account management plans together.
- Working together with Transport and Air & Ocean to continue to grow our market share and service offering.

Goals for the Year ahead

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

1. Getting vaccinated; do your part to stay safe, protect our team, customers and families
2. Achieving our profit pledges and agreed goals in each branch for 2022/23
3. Improving sales and partnerships across the board – delighting our customers
4. Working with Air & Ocean to get the inbound freight into our warehouses (air and sea, customs clearance and wharf cartage) – we need more momentum here
5. Training our team – a trained team is more productive
6. Developing our people; identify talent and invest time in them
7. Using our technology for efficiency gains – innovation and new initiatives
8. Branch swaps – getting around the business (where safe to do so) to learn and help others
9. Ensuring we have a long term approach to business, making a fair return from our customers – making business profitable but always ensuring we are honest and benefit together
10. Improving communication – share more, let those closest to the customer decide.

Merry Christmas to everyone at Mainfreight worldwide. Thank you to everyone in our Warehousing team across New Zealand for your continued effort and the commitment you and your families make to ensure our business is successful; we really appreciate your hard work.

Warehousing Celebrations – Owens Kahu Street, Auckland

Andrew Sesani and his team decided to celebrate recent success at Owens Warehousing Auckland after a big week and a record profit.



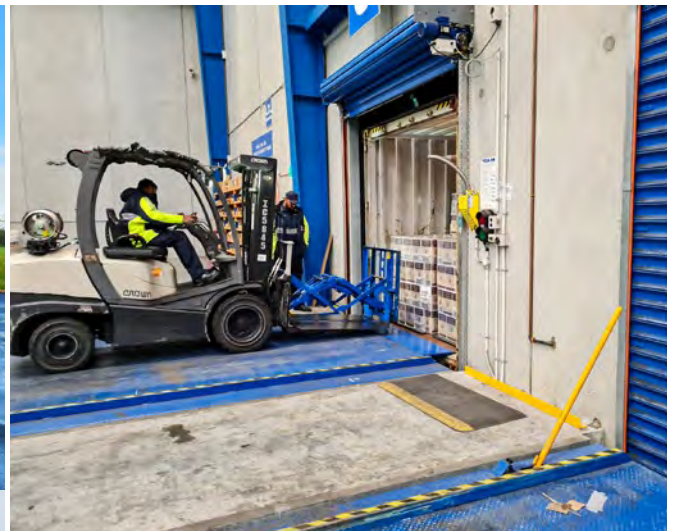
Owens Kahu Street Team
L-R: David Stein, Bree Todd, Andrew Proctor, Mateo Tino, One Lefai, Andrew Sesani, Mani Singh, Bex Anderson, Rajiv Reddy, Adrian Carbonilla, Konelio Leone

Manu Street, Auckland – Loading Docks

Jeremy Williams and his team at Manu Street are showing us the benefit of using the loading docks for handling the large number of inbound containers on site.



First 40' slip-sheeted containers across the docks



Hamilton – Building Progress and Update

We are underway with Stage 3 (9,000m² shed plus 2,000m² canopy) of our leased development in Hamilton, due for completion August 2022.

Our objective in Hamilton is to consolidate existing sites around the Waikato into one site with multiple sheds (three in total with combined area of 19,000m²) catering for different markets.

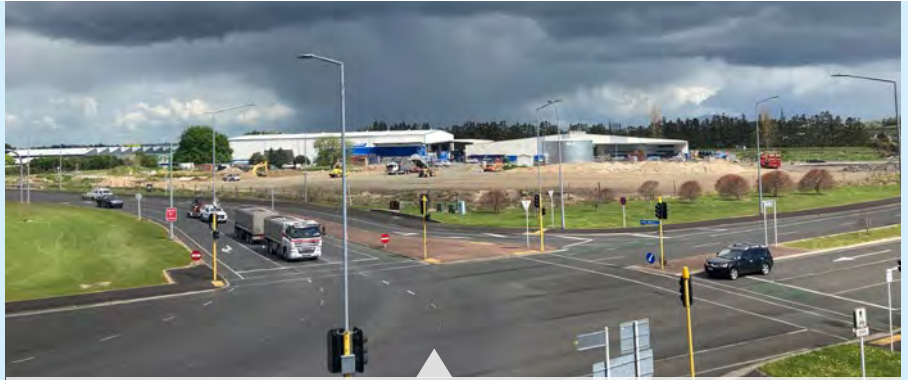


Photo above shows the road frontage and exposure for our new Hamilton setup under the leadership of Branch Manager Ollly Bosworth. The dirt indicates the foundations for Stage 3

Owens Christchurch

Graham McHarg was an Owner Driver for Owens Transport in Christchurch, then a brief stint as a part-time team member at Warehousing, working until he was 76 years old. Graham is now retired but still pops in each month for a roast lunch with the team – you never really leave!



L-R: Grant Breach – Owens Christchurch and Graham McHarg

Manu Street Layer Picker

The layer picker has now arrived, which has improved restack productivity.

Clarke 'Petal' Hegan, Operations Manager demonstrates to the team how it is done with a saving in time and labour.



New Zealand Air & Ocean – Nic Kay

This time last year we were all thinking “things will settle down a bit in 2021” – with Covid-19, travel and the global shipping environment. Fast-forward 12 months, and how wrong we all were! As an industry, we continue to work through daily challenges with shipping lines, airlines, ports, and equipment shortages contributing to additional workflows and disruption and making it another year like no other!

As a team, we have taken on the challenge and converted the many opportunities a disrupted market presents. The strength of the Mainfreight culture, global network and service capabilities have been a critical point of difference for both new and existing customers and have ensured we have grown as a team and business. It's extremely humbling to be

part of a Mainfreight team both locally and globally that are committed to providing solutions for customers and a passion for growing our Mainfreight reputation and brand.

Our teams have utilised the New Zealand network and service offerings to provide landside solutions for customers and shipping lines with equipment imbalances and congestion; reusing import/export containers, utilising NOR (non-operating reefer) containers, and devanning containers in regional areas. We thank both the Transport and Warehousing teams that have helped provide these solutions and for being flexible in standing these options up across the network.

Exploring alternate shipping options of logging vessels, break bulk shipping, RORO (roll-on roll-off) services are

pushing the team to think differently and it has been a great learning. We thank the Mainfreight teams around the world that have helped with our origin requirements that are “outside” the traditional shipping models.

We continue to make positive steps forward in developing our team, and growing the Air & Ocean business. The commitment from every team member to ensure we have the best people to deliver the best customer experience and service levels across to our customers in tough operating conditions will ensure we keep the business momentum we have.

The customer experience now is more important than ever, refreshing our key contacts and having multi-level contacts with our customers' needs to be a key objective.

Wellbeing for our team's mental and physical fitness is a key area of priority across the business as we all come under more pressure arising from the disruption across our industry. We are all in this together and here to support and help – please don't be afraid to reach out if you are

needing someone to talk to or help. We have a fantastic support network ready to help as and when required.

I would like to thank you all for embracing change and adapting so well. It has been great to see our teams rally together and keep moving

forward. If we can all make progress in each of the areas below, we will continue on this exciting journey and enhance our service offering to customers, our team, and global network.

Key Focus Areas:

- Developing our people, investing in team to develop into future leaders.
- Building stronger relationships with all local authorities; MPI, Customs, ports, shipping lines, and airlines.
- Thinking quality, integrity and honesty in everything we do!
- Striving for a good mix of customer sectors: FMCG, building suppliers, pharmaceutical, and primary industries.
- Sales is everyone's responsibility – asking the customer "How can we help you?"
- Making it your responsibility to increase your knowledge of our

business and capabilities (globally and across the services).

- Utilising our technology to drive better operational efficiency and customer experience. If you don't know how to do something, please ask.
- Ensuring consistent, professional communication (phone/email etiquette and knowledge of the customer).
- Taking hold of the lessons and disciplines we have introduced over the year.
- Keeping it simple with customer service – speed of response,

ownership of issues and professionalism across our network.

I would like to thank everyone for the hard work, commitment, and positive energy you have provided in this challenging period. If you are having a break over the holiday period, use this time to relax and recharge your batteries after another tough year.

Team, thank you and your families for your support and encouragement you have provided. The dedication families and partners provide our business, is very much appreciated, and sets us apart from the others!

Outside the Box – Auckland Seafreight

For companies trading internationally, negotiating the challenges of product availability, shipping delays and price fluctuations have become the norm over recent months.

Yes we live with Covid-19, and the resulting changes to the way we all operate, as businesses, consumers, and communities.

Within Mainfreight we continue to sharpen our approach to challenge conventional transport methods in the Air & Ocean market, and bring innovation and supply chain solutions to our customers.

One such example came to fruition, as we identified a seasonal break bulk

vessel, which was departing New Zealand with a range of perishable produce into Asia and returning to our shores empty. Looking at the port call rotation, we sought customers with product that would potentially suit the vessel profile.

In conversation with a few customers, we revealed large container movements that were being directly affected by serious space and congestion issues with conventional shipping lines, which neither the shippers nor consignees could resolve. The suggestion of one bulk movement, priced competitively against conventional containers was a real possibility.

Bringing people together is pivotal with shipments of this nature. Over a few months, the mutual communication between Mainfreight Auckland and Korea, with the shipper and consignee gained momentum. We worked through the logistics, processes, and terms, which resulted in moving 414 pallets/617m³ on the Break Bulk Vessel from Korea to Auckland.

Pending the vessel's arrival into Auckland, we arranged the import customs clearance and formalities, and pre-planned the delivery from the ship directly to the customer's site with our Mainfreight Metro fleet and team. One stop shop!



Delivery of the Mauri Stone – Wellington

Our Wellington team were involved in exporting and airfreighting a rock weighing 300kgs to the World Expo in Dubai for the New Zealand Pavilion.

Az James, one of the Directors of Workshop e, a New Zealand-based exhibition and experience design and production team, and one of the creative forces behind the pavilion's

visitor experience commented:

"It has been an honour to be part of New Zealand's Expo 2020 journey. The pavilion truly showcases our nation's spirit of innovation and technical production through the individuals and companies that collaborated to deliver this unique experience. We hope visitors will enjoy

and appreciate a taste of Aotearoa New Zealand and the significant story that is told through the pavilion."

Located at the heart of the room is a toka (boulder) brought to Dubai from Mount Tongariro, the source of the Whanganui River. The mauri is centred here and is the point from which the pavilion's pulse emanates.



LCL Consolidation Services

Our LCL consolidation services are continuing to provide solutions for our customers for regular replenishment of their inventory levels. With Mainfreight operating consolidation services to and from Asia, Europe, USA and Australia, we are well positioned to assist our customers with their requirements.

Mainfreight Air & Ocean operates consolidation services across all main trade-lanes globally for import and export customers.

With some congestion and capacity challenges at MetroPort, we have been able to divert Auckland-destined consolidations to be unpacked at our Mt Maunganui operation, reducing the delays for our customers and maintaining schedule integrity.

Warbird – Wanaka to Blenheim

Our Mainfreight Cromwell team moved this special 'Hawker Hurricane' aircraft on behalf of Peter Jackson, from the Warbirds Museum in Wanaka to the Warbirds Museum in Blenheim.



Moving Big Freight – New Plymouth

We are the smallest region in the New Zealand Air & Ocean division, but we continue to be involved in moving big freight. That is because down here in Taranaki our customers are constantly looking for ways to be innovative and go the extra distance for their customers in the True Blue spirit of getting things done.

Earlier in the year, we worked with a customer to move two 45m³ scrubber tanks and three containers-worth of supporting equipment to Drouin, Victoria in Australia, for a new sewage infrastructure project they were working on over there for the local government. This involved getting the scrubbers up to the port where they were loaded on Mafi trailers and sent via RORO to Melbourne. Our Perth project team then coordinated unloading and delivering the scrubbers to the site, along with the



Scrubber tank ready for the trip to Melbourne

containers with the support equipment for the plant.

More recently, we were involved with moving another portable concrete plant into New Zealand. While we did not arrange the freight for this one, we handled the arrangements for having it brought down to Taranaki where it was going to be installed for one of

our local customers. This one was a bit different being towed down as a trailer unit. While not as big as the last one we had handled, it did require some special handling and permits.

In the end, both projects came off without a hitch and we had two very happy customers.



Portable concrete plant on the move



Boat Movements – Dunedin

You would think that Dunedin Air & Ocean had a marine division with the number of boats that are being shipped around the world from the south.



Dunedin Transport Team loaded up in Milton ready to head down to meet the Vessel at Port Chalmers



Mainfreight Europe – Ben Fitts

We are lucky to have been able to finally reconnect face-to-face with so many of you around Europe in recent months. There is no substitute for being in a branch in person and spending 'real' time with the team.

Our Air & Ocean division has come of age this year, producing stronger results off the back of higher volumes across all modes. Regularly contributing more freight to the global network than we receive is a milestone to be proud of. Improved profit enables us to push forward with more network development, and we expect to be open in Moscow and Verona before financial year-end.

Warehouse utilisation is improving as customers restock. A sharper sales focus on the right type of customer is working well, and contributing more freight into the network. Operations are humming, and the pipeline is healthy heading into the new year.

We're excited to be up and running with our first UK warehouse, in Coalville, close to Leicester. Angus will tell you all about it below.

Our Transport team has navigated their way through Brexit, quite a learning curve! You've managed to guide our customers through though, and your efforts during those intense months earlier this year are very much appreciated. We need to remember that we are driven by margin and quality, and must protect this by staying firm with our daily disciplines, and only going after customers that help our network goals.

It is great to see so many of our team now fully uniformed and looking sharp – thanks for your suggestions on how to make the clothing more comfortable and wearable. Quite a few people proudly showing off their summer tan in shorts too – we'll see how long that lasts as temperatures head toward zero!

Thanks also to those in branches that have reached for the paint brush in any quieter moments to keep our assets looking fresh and tidy. The pride is clear for all to see – and it's contagious. It's no coincidence that the cleanest, tidiest branches are also the most successful.

Things to Focus On

- **Margin Discipline:** understand how you can help lift and protect your branch's margin. Everyone has a part to play.
- **Debtors:** it's a branch responsibility. Stay on top of it and don't ever be afraid to ask to be paid for a job well done.
- **Email use:** be disciplined with who you cc in; perhaps pick up the phone instead.
- **Cyber Security:** stay alert and beware suspicious email and calls. If in doubt, ask the cyber team to check it out. You are our best line of defense.
- **Succession planning:** we have ambitious network development targets; dedicate time to bringing through the leaders of tomorrow. Train your successor so that you may advance.

Team, we're almost through another hectic year, thank you so much for all that you are doing to make a better and stronger business. It is you that makes us who we are and you are a very special Team!

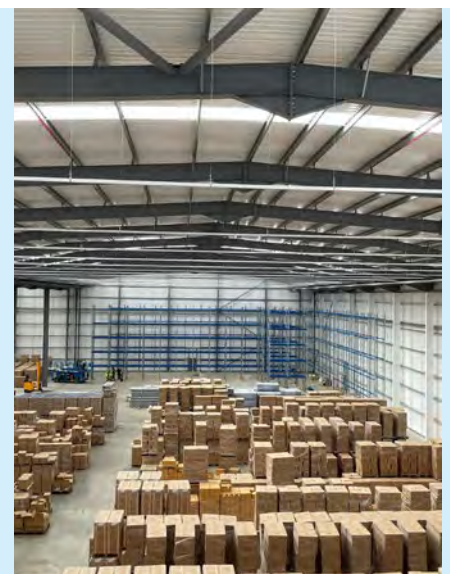
Enjoy the festive season and a well-earned break, have fun and be safe!

Warehousing UK – Angus Morrissy

When I first started with Mainfreight at our Larapinta warehouse in 2014, I never thought that it would be possible to realise my dream of living in the UK while working for Mainfreight. However despite the challenging year that was 2020,

and the new challenges 2021 has brought, it gives me great excitement and pride to announce that in June 2021, Mainfreight's UK Warehousing division was finally able to settle into our first proper UK home, a 92,000sq. ft (8,500 m²) facility in Coalville, Leicestershire!

This brand new facility is perfectly positioned right in the heart of the UK – 90% of the UK population can be reached within a four-hour journey by road and with close links to major transport infrastructure, it positions us perfectly to provide a full supply chain service to our customers with a UK presence. With the fit out of the warehouse complete and the completion of the offices fast approaching – both existing and new customers working with us will be able to gain the full Mainfreight experience.



Since opening our doors, we are now home to over 20 customers (at the time of writing) with a number of customer implementations scheduled for the next three months. Our continued growth, from two customers

in December 2020 to now, has been largely on the back of Mainfreight's network intensification strategy. All of the customers in the branch are using or touching another part of the Mainfreight network somewhere in the

world. Looking ahead, it is our goal to continue to grow the branch on the back of existing customer relationships as well as creating new ones that will see Mainfreight as a whole grow in 2022!



Craig Steward and Wannes Van Den Kerchove preparing their shipment

Third Lean & Green Star Award

On Thursday, 30 September, Mainfreight Netherlands was officially handed their third Lean & Green Star after achieving the milestone back in December 2020. In order to receive the third Star, the teams managed to reduce 35% of their total CO₂ output since the beginning of their journey with Lean & Green.

Looking for new strategic locations to save up kilometers, training drivers continuously in the new way of driving, and deploying four extra LHV-approved trucks on the road contributed to the reduced CO₂ emissions. These are all long-term solutions, as sustainability is a permanent part of our business operations.



Mainfreight supporting The Week of Reading Books

Every year, at every Dutch elementary school, 'Kinderboekenweek' is celebrated. It's a week dedicated to reading books related to a specific theme that is highlighted for that year only. This year is all about Professions so Frans Zuidgeest (Europe Transport Manager) and Bjorn Theijssen (Truck & Drivers, 's-Heerenberg) took the opportunity to attend a few elementary schools to describe what is it like to work at Mainfreight, answered questions such as 'what does Mainfreight do?', and did some quite impressive storytelling. Overall, it was a successful event!



Frans Zuidgeest



Bjorn Theijssen

Solar Panels for our Zaltbommel Warehouse

This summer 14,692 solar panels were installed on the roof of our Zaltbommel warehouse. These panels generate 4,437 MWh per year, that's enough to power about 1,400-1,500 households.



The Mainfreight Way to Stay Fit

Thirty members from our Warehousing Ostend Team attended the sixth edition of the Ostend Night Run. There were runs of 7, 14 or 21 kilometers, so everyone took on a challenge at their own level. No matter what, all our team members were able to finish the race. It is in our blue blood to get things done. Well done team!

Our teams from Poland (Katowice, Komorniki and Konotopa) participated in the 10th charity Poland Business Run. We had four teams of runners and each runner in every team had to cover a four km route. All this for a noble cause – to help people with physical disabilities and impaired mobility.

Thanks to the efforts and commitment of the Business Runners, people under the Foundation's care will be able to regain their mobility, independence and joy of life. What a beautiful and honorable way to represent Mainfreight and to celebrate 10 years of Mainfreight Europe!



Mainfreight Ostend
From L-R: Stephanie Baudot, Marketa Madlova, Miguel Crombez, Franck Van der Heyde, Imran Ahmadzai, Elsie & Stan (Miguel's wife & kid), Bogdan Rascol, Pun Khagendra, Issa Sherzad Mohammed, Piotr Zwolinski, Frederik Vandenbrande



Mainfreight Poland
L-R: Katarzyna Piłacik, Bartosz Kielbowicz, Piotr Krasowski, Łukasz Płóciennik

Europe Air & Ocean – Brad Russell

Thank you to all of our A&O teams both within Europe and globally for your continued positivity and commitment. Whilst our financial performance continues to improve, there is total appreciation of how much effort is required to deliver our air and ocean shipments in full and on time.

All of our Europe A&O branches have found consistent profits this year which is being driven by our Branch Managers getting above the daily business. It's amazing the progress that can be made when we think and act long term with our branch roadmaps front of mind. It comes as no surprise that a lot more fun is being had as the results improve!

With the challenging market conditions set to remain for some time, we

continue to focus on quality and providing our customers with accurate, up-front communication. It certainly helps to have creative team members within our Europe branches as we are constantly having to handle shipments via different routings than previous. Thankfully, intra-European travel is getting easier so everyone is looking forward to supporting each other in person again.

Along with the branch visits, we have started to physically visit a larger number of our existing and potential customers. This is greatly welcomed by our sales teams who are certainly tired of looking at themselves on computer screens! We have also been able to restart our in-person branch audits and A&O inductions that have such an

important part to play in driving our quality and culture.

Intensifying our European network remains a priority; we are progressing with a second Italian branch in the Verona area and a standalone airfreight branch in Moscow – stay tuned! Our Milan, Barcelona, London Airfreight and Paris branches are next in line for GDP (Good Distribution Practice) certification and we have challenged our sales teams to fill their pipelines with true pharmaceutical opportunities accordingly.

With peak season upon us, please attack each day with energy and that 'can-do' attitude we proudly display. Please look after each other and take time to enjoy the festive period.

Areas of Focus:

- **Receivables** – our aged debtors are growing and daily action is required to keep these at a healthy level. We work hard to offer quality solutions to our customers and deserve to be paid on time.
- **Margin discipline** – due to carrier capacity and equipment issues, we are having to re-quote a large amount of our daily shipments. Please ensure we are applying appropriate margin levels and understand the impact this has on our P&Ls.
- **Succession planning** – as we continue to grow we need more and more team members coming through the business to fill key positions.
- **Consolidations** – as profits improve, it is an opportune time to invest in the next consol. Think about new lanes we have a base of business for and get our sales teams at both ends involved in a new business push.
- **Reduce the number of emails** – there are many instances where issues take longer to resolve because of long email chains. Pick up the phone and enjoy speaking to our brothers and sisters!

Thanks again team, stay safe, and have fun!

New Office for our Air & Ocean St. Petersburg Team

Our Air & Ocean St. Petersburg branch opened its doors back in 2007. Now after 14 years and having grown from four team members to 23, we are proud to announce that Denis and his team moved into their brand new office.

With this new office together with our new van coloring the streets of St. Petersburg, we are painting the world bluer!



St. Petersburg Team

L-R: Irina Kholodova, Dmitry Gavrilkin, Sergey Kuznetsov, Konstantin Gichin, Denis Scherbakov (cutting the ribbon) Alexandra Aleshina, Oksana Kalashnikova



GDP Certification for our Frankfurt and Brussels Branches

We are proud to announce that our Frankfurt and Brussels branches are now GDP certified, along with our Amsterdam branch. By adding two more branches to the list, we can support the medical and pharmaceutical industry with their supply chain needs even more. It shows

that our teams are highly qualified to handle their freight and provide the consistent quality service throughout the supply chain. In Europe, we are on our way of getting all of our Air & Ocean branches GDP-certified with our Milan, Barcelona, London and Paris branches next in line.



Our Brussels Team proudly showing their GDP certificate
L-R: Sven Corthals, Rudy Yoka, Michael Decoster, Catalina Munteanu, Sally Beulens, Charlotte Egrix



Frankfurt Team
Front: Lisa Heckmann, Daniel Kirsch
Back: Dennis Scheppert, Christiane Schäfer

Induction Air & Ocean

How exciting that we can finally resume our Air & Ocean inductions now that travel within Europe is possible again! It has been a challenging 18 months not being able to get around to visit our branches and not being able to host our new team members from all around Europe on our induction course in the Netherlands. We have been busy preparing new content and material to ensure we are giving our team members a memorable experience and welcome to Mainfreight.

Over the next three months we will be welcoming 25 team members on the induction course. We can't wait to see everybody!



Back row L-R: Elena Van der Sypt, Leonardo Gonzalez, Dennis Scheppert, Hajar Lamine, Lisa Heckmann, Véronique Sabatier, Matteo Melis, Simone Pasqualini
Front row L-R: Felix Boyce, Marèl Leferink Op Reinink, Tim Stubbe, Claudia Mellier, Esmee Heuvink

Fire Drill Germany – Maarten Mol

On 18 October, we started our German Fire Drill worldwide. During these two weeks, we focused our teams around the world on the German Air & Ocean freight market. In order to gain as much excitement, momentum and business to and from Germany as possible, we prepared the team first with:

- Team presentation and newsletter release FRA & HAM
- General presentation of the German trade market
- Promotion rates Air & Ocean

In order to truly test our skillset on the German market we hosted a Global (online) Pub Quiz with all the sales teams around the world. The winners to the Quiz were:

- Winner Europe: Leonardo Gonzales
- Winner Asia: Shaun Tan
- Winner New Zealand: Oliver Dimmick
- Winner Australia: James Blok
- Winner America: James McWilliam

Well done!



Shanghai Team getting ready for the German fire drill

Next to business and hard work, we had a lot of fun too! Teams got dressed in German clothing, German lunches were eaten and we turned the offices into the German theme. Pictures say more than 1000 words! A big thank you to everybody who made this a success!



Adelaide Team



Sydney Airfreight Sales Team

Europe Warehousing – Liane Philipson

Finally we can meet face to face again! In this newsletter, you will find some good examples of internal and external celebrations. Webex meetings were very helpful but don't compare to the real live situation! So important to look each other in the eyes and to see how everybody is doing.

In the last couple of months, the storage volumes in our branches throughout Europe have been increasing significantly. Customers like to ensure availability of products and expect high outbound volumes. This requires flexibility and creativity of the team to find appropriate storage solutions. At the same time, we need

to continue to challenge ourselves to come up with continuous improvement proposals. Big or small, they are all of the utmost importance to avoid status quo operations: we need to continue to develop and innovate!

Next to our existing customers, we have been and are implementing many new customers. A significant part of our new customers are generated out of our global network. Great to see that we are able to connect all the global Mainfreight dots!

For the next couple of months:

- Continue to delight our customers with excellent quality. There we can make the difference.

- Keep in close contact with the customers to understand their volume expectations. Pro-active communications towards customers regarding capacity is of the utmost importance.
- It's all about family: keep also in close contact with each other to make sure your mates are doing ok.

Last but not least I would like to thank you for all your efforts. I do realize it has not always been easy but it does give confidence that at the end of the day, we always know to put a smile on the faces of our customers.

Happy Holidays and more exciting stuff to come in 2022!

Practical Continuous Improvement Process (CIP) Winner: Giel van Malsen

Our Warehousing teams in Europe continuously aim for improvement. We challenge each team member to bring their CIP proposals to the table. One small thing can make a huge difference!

Giel van Malsen created a useful tool; a custom-made platform to the mobile scan station, for the team in Zaltbommel. On a mobile scan station, there isn't enough space to put your documents or space to write something down. With this flexible platform (which can be folded and unfolded) team members have plenty of space. Giel already received requests from other teams from different branches to build six platforms.



Giel van Malsen with the mobile scan station including his custom-made platform

Ostend Branch of the Year BBQ

Back in February, when hearing our Warehousing Ostend team being Branch of the Year 2020 we could not celebrate this success like we normally do, but now after a half year we can! We organised a big barbeque party, where all of our team members enjoyed the amazing delicious burgers and drinks. We thank our team members for their effort, dedication, energy and great teamwork. Keep up the good job and good luck for the next year!



Back row L-R: Courtney Bould, Jessica Greer, Katja Lebeuf, Christine Dhondt, Daisy Gaillez, Laura Kenis, Caroline Depuydt
Front row L-R: Katarzyna Dziedic, Sandy Verhelst, Ilona Franckx, Stephanie Baudot, Lisa Igodt

Going Green in Europe!

Homegrown vegetables are the best. Therefore, our kitchen team grows our own vegetables to include in the daily meals. Our Warehousing teams have been busy being green. In 'sHeerenberg, Wilfried van Dulmen created the blue veggie gardens for our warehouse in Meiland and two more to come.

Our Warehouse team in Born goes greener by building the greenhouse and sowing pumpkins. The vegetables are growing fast in the greenhouse, and the pumpkins are getting bigger and bigger. At our Evergem branch two beehives were installed, where we already enjoyed the delicious homemade honey.



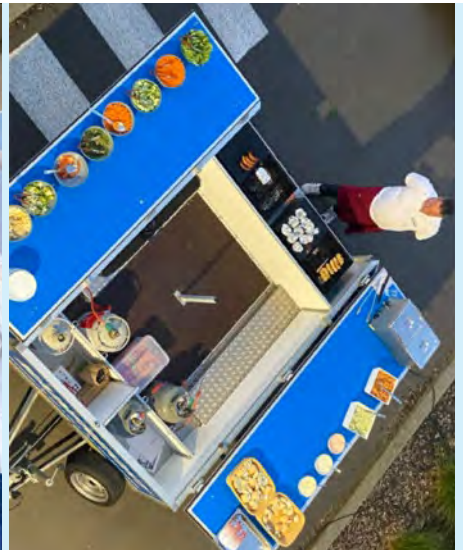
Kiki and Ivo looking after the vegetables in the greenhouse



Wilfried van Dulmen proud of his first own made blue veggie garden

Chamber of Commerce Event Mainfreight Evergem - Jules Branswyck

In September 2021, our Mainfreight Warehouse location in Evergem hosted an event in cooperation with Voka Chamber of Commerce. Among the invitees were several companies all located in the Port of Ghent area. Our local team presented an overview of our Mainfreight activities and services worldwide as well as invite the guests for a full warehouse tour. This was a great opportunity to put Mainfreight on the map in the local community as a global supply chain partner with a range of professional services which we reinforce with strong local teams that know the local market. To give the guests a glimpse of our Mainfreight culture we brought over our Mainfreight BBQ trailer and treated everyone to a delicious meal.



Europe Transport / Trucks & Drivers – Frans Zuidgeest

At the time of writing this, we again experience how it is to be able to meet people in person and travel. After months of lockdowns, distancing and travel restrictions, Europe has opened up again. A good opportunity to go out and meet customers and teams in other branches.

The team that has probably felt the restrictions the most, being out there on the road and dealing with the differences per country, is our team of drivers. Thank you all for the hard work and dedication that you have

showed whilst delivering freight to our customers. In this newsletter, you can read more about the new investments, according to the latest standards, in our European fleet.

Our network has been further optimised with the move of both the Lyon branch and the Warsaw branch into new locations. The network fattens and new line-hauls are set-up enabling us to move more freight through our own European Mainfreight network. With the network growing we need to continue to pay attention to our standards and

disciplines, a good example you can find in this newsletter with the Romanian team gathering together for some hard work and fun. Well done team!

Over the last period of time you have made great efforts to support our customers. This is recognised and appreciated very much, however this journey will continue and requires us to stay focussed and get things done quickly. In this evolving environment, there are many opportunities to promote from within and take on new roles.

Continue to look for those improvements to better serve our customers.

Our European TMS roll-out is progressing with the Genk branch live now. A result of great team effort of the IT team, the Mainmove project team, the Training and Development team and of course the team in the branch. With this, the whole of

I wish you Happy Holidays and a good time together with your family and friends!

Belgium is completed and other countries will follow soon.

The European landscape is likely to continue to change. For example we will experience more from Brexit and the Mobility package. Together as a team, I am confident that we will be able to convert these changes into opportunities.

Key attention points:

- Maintain our standards, shipment status information, tidiness in the branch and on the dock, up-to-date quality boards and uniforms; everyone's responsibility!
- Take actions quickly, set small targets, follow up and beat them before setting the next target.
- Ensure we maintain the focus on cash collection.
- Pick up the phone and visit instead of using e-mail.
- Know what freight (lanes) we are looking for when planning sales calls.

Every moment is a fresh beginning ...!

Special Shipments by our Transport Paris Team

Mainfreight France continues to sophisticate their last mile solutions. Our Transport team in Paris is getting more and more specialised in delivering "outdoor art and art purchases". Here are some highlights of our special projects.

Along with the art shown here, the team is proud to have recently delivered a painting by Pablo Picasso sold by the Principality of Monaco.



Panda BA and Bulldogs Doggy John by artist Julien Marinetti



Antoine Maslyczyk (Transport Paris) with The Gorillas, which was created by artist Richard Orlinski for the Euro 2020 football championships.



Antoine Maslyczyk proud to deliver the bronze statue carved by Bruno Catalano. His work has been exhibited on the seafront at Arcachon and Honfleur during the summer.

Forty new trucks and the reveal of the latest DAF XG model

In the first half of 2021, several new trucks were delivered to Mainfreight. A large number of these blue trucks are already on the road. In total there are 40 DAF & MAN trucks for our branches in the Netherlands and Romania, Poland and Belgium.

Through years of cooperation between Mainfreight and DAF, we got the opportunity to be one of the first companies to drive in the latest DAF model. Initially the truck was unrecognisable with camouflage, but after the introduction of the new model, the camouflage could be removed. Now you can spot the brand new Mainfreight DAF XG truck on the road.



Blues for Green Action Romania

On a sunny weekend, 50 team members from Transport Ploiesti joined forces in a voluntary action. More than three hours, we changed the face of our branch in Ploiesti. We literally painted the world blue, brought more green to the branch by planting flowers, and showed our immaculate presentation by cleaning up and collecting waste. We celebrated the collective effort with a well-deserved barbecue, handmade lemonade and melon. The most important thing was the time we spent together that made us stronger and proved once again that the impossible was possible.



L-R: Dragos Hornaru, George Soare, Octavian Olaru.



L-R: Georgiana Tudorache, Andreea Simion, Gheorghe Cega, Alexandru Ionita



Mainfreight Asia – Cary Chung

As we reflect on the wins of the year; new profit records, new branches, new team members, it isn't without constraints in our supply chain. The long peak period has created reduction in capacity, causing space issues due to lack of equipment, congested ports across Asia, and quarantine requirements for cross-border drivers, and we are seeing no signs of relief. Our team here are used to the new ways of moving freight and are working around the clock to keep the network going. Our culture and promise is to ensure that our commitments to our customers are delivered timely every time. It's in these trying times where our culture pulls the team together!

With such challenging times comes heaps of opportunities. We are seeing new customers onboard daily across our Asian branches. We are also very focused on expanding our footprint and finding improvements across our existing offices:

- Suzhou Sales Office – West of Shanghai, Suzhou is the home town of many electronic suppliers
- Chongqing Sales Office – Central China has always been an area we wanted to be located. This is a key rail hub to/from intra-Europe as well

as a key air-hub for many cargo flights

- Nanning Sales Office – Located in Guangxi province between Guangdong and the borders of Hanoi, Vietnam, this location will highly increase our intra-Asia capabilities
- Singapore Warehouse – newly-leased logistics warehouse of 16,000sq.ft
- Hong Kong Warehouse – newly-leased logistics warehouse of 36,000sq.ft
- CaroTrans Shanghai has recently moved into a new office complex. First ever in Asia where we have grown so much that we need to lease offices within the same building for the Mainfreight and CaroTrans team
- Qingdao and Thailand have both recently expanded their offices as team numbers are growing adding extra 3,000sq.ft for both locations

There is definitely a lot happening and with so much evolving within our business, we must not forget areas we need to continue to improve on;

- Training – we must continue to invest in training and developing our own DNA

- Improve quality and operational performance
- Margin improvements
- Costs management
- Network growth
- In-Country sales
- Warehouse developments across all nine countries
- Customer retention
- Develop the next generation of Mainfreighters
- Health & Safety
- Improve relationships with carriers and logistics service providers

In this new era we are living in, things aren't as easy as they used to be. Taking a vacation and flying to another destination almost seems impossible now without being swabbed up our nose or spending time quarantining! As we move into the holiday seasons, I want to take this opportunity to thank all our teams around the world. Your brothers and sisters in Asia appreciate all the work each of you have put through! Thanks!

Team, enjoy your holidays, enjoy the season with loved ones, appreciate being in the same room together, and being able to have that human-touch.

Merry Christmas to all of YOU!

Mainfreight Shanghai – Joan Ji New Opportunity

Despite of the spread of Covid-19 since February 2020, the Mainfreight Shanghai Airfreight team was always looking for new solutions or establishing new air products to grow our business. In March this year, both Mainfreight Shanghai and Brussels had come to an agreement to sign our first ever Block Space Agreement from Europe to China. After a slow start, regular positive results are finally being achieved thanks to the continuous efforts made from both the China and Europe sales and airfreight teams.

With the advantage of space availability and good fixed costs of this air product, our team has recently secured a big air project with +700 large coffee machines with cargo volume of 45,000kgs. The cargo is originally from Switzerland and required to be delivered to Shanghai as the final destination. The biggest lesson learned was that Switzerland is not technically part of Europe. We had to overcome various customs complexities to bring this freight into Brussels within a limited time constraint due to the lack of workforces and truckers. With support from Hongyuan for capacity and strong efforts of both the Shanghai and Brussels teams, we have successfully moved this high-value project. Both teams gained extra knowledge, which has prepared us for future customers!



Social Responsibility

Mainfreight Shanghai was part of a toy donation activity over the last year, which brought happiness to the children who live in the mountainous area. They told us that they felt as though we were holding up tomorrow's sun with everyone's sincere love.

Mainfreight and CaroTrans Shanghai joined with 芨芨草公益 (Achnatherum Splendens Charity), a charity group dedicated to collecting books to build a library. By 1 June, we received over 200 books and our target is 1,000 books.

Our volunteers will organize the collection and dispatch of all the donations.



Shanghai Team
L-R: Jeffery Xiao, Mario An, Mickey Qian, Nick Jin



Shanghai Branch Managers
L-R: Sean Wang, Joan Ji

Business Development Shanghai Warehousing

Welcome to our first Warehouse Manager, Alan Jia who has been in the logistics industry for nearly 20 years, specialising in contract logistics and warehouse management. After joining Mainfreight Shanghai, he will accelerate the development of the Shanghai warehouse, while providing strong support to the sales team in promoting the storage business in terms of warehouse resources, quotation strategies and pertinent logistics solutions. Based on our latest Warehouse Roadmap, Warehousing will take part of the pivotal focus on Mainfreight development in the coming five years.

Business Development - Chongqing

Mainfreight Chongqing Sales office opened in Q4, 2021 with Shirley Mao, the first Mainfreighter based in Chongqing, introducing Mainfreight to the local market already. Shirley started with us on 18 June. In addition to Shirley we have two more team members who joined us at the end of October.

Along with New Zealand and Australia, Shirley will focus on beverage, perishable and food. As the biggest river port in Western China, Chongqing's advantage spreads the main ocean channel in West. Other than ocean freight, the team will also offer the competitive advantage of railway solutions to customers between China to Europe/USA BSA.



Shirley Mao Business Development Chongqing

The Chongqing office is looking forward to having more customers in Chongqing and around Western China to contribute to the Mainfreight network.

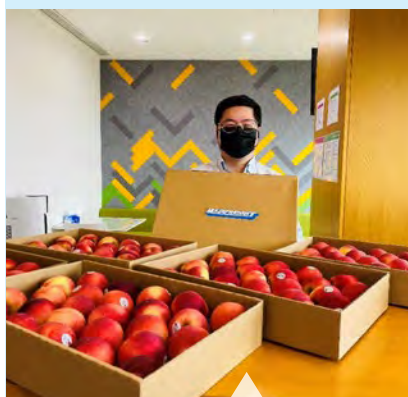
Encourage anyone trying to improve

鼓励任何人尝试改善



Business Activity

The ongoing epidemic has not changed our unique annual Mid-Autumn tradition. Our sales team personally deliver these fresh apples to our top customers. Our team members also receive a box to take home to share with their families to add a touch of sweetness.



Steven Wang ready to deliver the delicious apples to the customers



Shanghai Team
L-R: Leo Cai, Cindy Qi, Enail Wu, Steven Wang

Hong Kong – Jacky Lam

As Covid-19 continues to spread over the world, Hong Kong has been fortunate to have it fairly under control with all our team members safe and healthy. The new normal brings a lot of changes to us not only on our daily life but also in the business model. Working in a freight forwarding and logistics industry, we have been lucky to be positively impacted in terms of significant growth on revenue and net profit year-on-year. Indeed all these successes come from our teams' hard work and dedication which we appreciate! Of course, we still need to keep our momentum to bring consistent quality in the coming months. I believe things will continue

to get better and better for the Hong Kong branch as long as we work together as a team.

Service

Multi-Country Consolidation (MCC) is a cost-effective solution to optimizing the loading of shipments and reducing cost at the destination. In the early stages of these programs, it is important that each region builds a strategic image and brand to achieve the forecasted gains, capable of delivering long-term, sustainable, profitable results across the respective regions. Compared to 2020, the largest component of our shipments derived from LCL/GRP consolidation

which represented >2,000% increase from MCC New Zealand services that both of us (origin branches/HKG gateway branch/destination branches) benefit from cost savings related to the utilization, and other efficiencies delivered in multi-modal, transportation and delivery service. It is not only to support among Asian origins but also to bring in opportunities for other regions such as India/UK/Germany who are also actively promoting MCC products via Hong Kong gateway. We expect these trends to achieve long-term, sustainable and profitable growth by focusing on the right markets and, within each market, the right customers.

Hong Kong Trade-Lane Sales Team

The last quarter had marked the establishment of the Trade-Lane Sales Team in Hong Kong which solidifies the Hong Kong Branch's increased presence in the local market. So far, the new team has landed over 40 new customers and expect to continue the growth trend. While the capacity of the Mainfreight Hong Kong product keeps increasing and all new team members are very excited to expand their selling knowledge. This is not limited to Air & Ocean products but includes Warehousing service and temperature-control solutions.

All new team members are excited with their opportunity to grow in the Mainfreight family!!!!



Hong Kong Trade Lane Sales Team
L-R: Raymond Chau, Gary Sze, Alma She, Gigi Wong

Grand Opening Hong Kong Warehousing

With the completion of the expansion, our new warehouse location features up to 33,000 sq.ft of expansion possibilities. It is located in the same district as the old warehouse in Yuen Long.

The official opening of the site was celebrated with our customers, vendors, and our team. This is an exciting step for us in Hong Kong as we aim to facilitate the expected growth for the coming years. Thank you to everyone whose time and energy went into making this site and its opening a success.



Hong Kong Warehouse Opening
L-R: Magic Tsang, Kris Yu, Jacky Lam, Franky Lui, Cary Chung



Hong Kong Warehousing Team
Back row L-R: Eddie Cheung, Vincent Fung, Nam Wu, Steve Lai, Magic Tsang
Front row L-R: Timothy Kong, Judith Law, Jaimie Nip, Kris Yu

Qingdao – Vicky Zhao

I am very proud to celebrate my ten-year anniversary with Qingdao Branch. I am one of the lucky ones who has been growing with the branch day-by-day for the past ten years.

Mainfreight Qingdao was established in July 2011. This year is our ten-year anniversary. Combined with business development, Mainfreight Qingdao is rapidly growing and led by the Mainfreight Three Pillars, we are driven by a one-hundred-year company vision. We have a warm family culture and a strong global network. We have a dedicated team who are committed to providing quality service to our customers with can-do attitude. We are passionate about raising social responsibility by showing love to our environment and help others. We are a team, who can make magic with close teamwork.



Mainfreight Qingdao 10-Year Legends
L-R: Gary Hu, Rex Gao, Vicky Zhao, Eva Jiang



Mainfreight Qingdao new team members
in 2021 L-R: Cara Wang, Sunny Gao

Reflecting on the memories of our past ten years, this anniversary is a significant milestone to Qingdao Mainfreight. We have come a long way but also have a long road ahead. We are looking forward to contributing more and more to our greater Mainfreight family. We are proud to be Mainfreighters with blue blood!

We have achieved our targets step-by-step, and then set even higher ones. We have common dreams and fighting

for the dreams together. Every step is worth our efforts and dedication. I am proud that more than half of our team members have been here for five years or more. We are very proud to have three team members who have been here for ten years. With the development of our business, we have new blood refresh us. The whole team is full of energy and enthusiasm. We are confident of the bright future ahead!

Ningbo – Sunny Sun

It was a difficult year in 2020 due to Covid-19. Through the hard work of the Ningbo team, we have achieved our pledge in the last financial year. I really appreciate all my team's hard work and effort. Since April 2021, it is new beginning for us, and we have good energy and enthusiasm to keep business development and team development. We have had team promoted from within and welcomed new team member. We are confident we will continue to be better and better in 2022.



Mainfreight Ningbo's celebration for achieving branch pledge!
Back L-R: Della Ye, Joice Xu, Vicky Chen, Jane Ke, Linda Yang, Cindy Yang, Aimee Wang
Front L-R: Vivi Chen, Wesker Wang, Rain Shan, Carl Xu, Bobo Cai, Andy Sun, Paul Ye, Charlie He

Malaysia – Jin Ang

What a year! Malaysia has been up and down with Movement Control Orders, or lockdowns, at various levels (MCO, CMCO FMCO, EMCO) due to the pandemic. A little good news is the vaccination rate has increased amongst the major adult population and industries are slowly recovering.

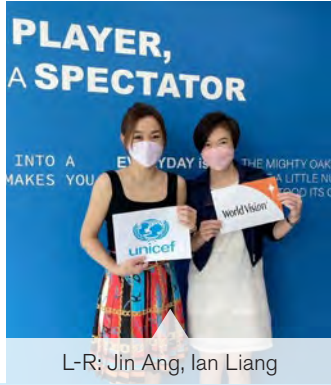
We truly appreciate our team members doing their utmost to keep the business growing while at the same time complying with the country's safety SOP. We are thrilled that the team were physically able to return to work, in time to celebrate the Mid-Autumn Festival together.



Mainfreight Malaysia
L-R: Jean Ying, Terence Lim, Grace Chew, Buwana Baba, WK Lee, Vennie Yap, Jac Yap, Jin Ang, Jensce Tan, Ian Liang, Penny Lim, Jacelyn Lee

Social Responsibility

Children are our future and our next generation of team members and we help them by making donations to support those who are affected by the Covid-19 pandemic.



L-R: Jin Ang, Ian Liang



Sales Team Building Malaysia – Jensce Tan

The Mainfreight family grows in tandem with the rate that we grow our people. In order to grow together, the bonding between teammates is crucial. Recently we organized another Sales Team Building session together with our Penang team members. Each

team member prepared a session that contribute to the agenda. The session covered brainstorming on how to overcome the challenges during this pandemic period, with business stimulation with real case scenarios that lead to a solution through

consultation, Three Pillar puzzle games, soft skills personality test and a “Describe & Draw” game. The sales team thoroughly enjoyed the session and it provided us with a much-needed boost of energy to face the new challenges ahead!



Malaysia Sales Team
L-R: Terence Lim, Eong Kam, Jensce Tan, Keong Lee, Jin Ang, Lee Kee Lin, Vennie Yap



Malaysia sales Team meeting

New Penang Branch Manager – Lee Kee Lin

Apa khabar? (How are you? in Malay) I am Kee Lin from Penang Branch. I feel fortunate and blessed to join Mainfreight Malaysia – Penang branch in June 2021. Before joining Mainfreight, I worked in the logistics and supply chain industry for the last 25 years, including ocean carriers, land transport, and freight forwarding companies.

We faced several challenges and difficulties in the Penang branch, including changes of market environment, space and equipment shortage and the Covid-19 crisis. However, we still managed to bring in many new customers through our team efforts.

We have welcomed another two teammates, Eong Kam and Annice Boey. Kam is our brave sales warrior; he has no fear and is closing more



Mainfreight Penang Team
L-R: Annice Boey, Eong Kam, Lee Kee Lin

and more sales each month. Annice is our customer service, and she works wholeheartedly to give a better customer service experience to our clients. Now three of us work closely and enjoy every day that we work in Mainfreight, and our company is absolutely special with special people.

We always care for our customers; we aim high to provide the first-class service to every client.

Last but not least, if you come across any business inquiry to/from Malaysia, please feel free to prompt us anytime, and we give you the best support.

Singapore – Doreen Ng

With the combined efforts of the Singapore team, we really believe that teamwork really does make the dream work. We manage to exceed our 2020/21 Pledge. Hereby I will like to

say something to the Singapore team. Sincere thanks for your dedication and commitment towards Mainline Singapore. There is no way we can have this achievement without you.

We really appreciate everything you are doing and please continue to do your best.

IATA License – Mainline Singapore

This year we have successfully applied and received our IATA License in Singapore.



Singapore Sales Update – Adrian He, Sales Manager

It has been a tough year for everyone, especially for the sales team, when more and more customers are working from home, it makes it more difficult to have more direct face time. We have to change our strategy and mindset to adopt a new workstyle/habit to fit the current situation. We have adopted different channels for video conferencing and text-messages to keep in touch with our customers.

Despite the challenges, a positive note is that our sales team has grown and we continue to welcome new blood to our blue family with one a fresh university graduate, and the other joining us from another industry. They are very motivated and ready to start selling Mainfreight to the world! Here are their profiles:

Sales Representative – Jasper Foo

My name is Jasper Foo and I joined Mainline on 1 February 2021. I am born in Malaysia and have been working in Singapore for about one and half years in a different industry. I am glad to be able to join Mainline Singapore as a sales representative. I would like to thank my team for their patience and guidance, as I have totally no experience in Logistics. I enjoy cold-calling and meeting up with customers. Every call and interaction I make with a customer, I am able to learn and gain something new from them. This motivated me to hit a new target for every month. My career aspirations - Always do things with passion, always ask questions when you don't understand, always think positive and believing anything is possible if I am willing to put in the work.



Sales Representative – Shaun Tan

My name is Shaun Tan and I am currently four months with Mainline Singapore. First day stepping into the office, everybody feels so closely knitted, just like one family. We have daily meals and laughs together. Due to the pandemic and spike in cases recently, we have to cease all social interactions in workplaces until the situation gets better. I hope that we can return back to the norm quickly just like before.

Favourite part of my role is being the bridge between people. In this case, as a sales representative, I become the bridge between the customers and the other team members in my office. In a way,

I get to bring people closer to one another. Work is not repetitive where customers can present us with different situations and questions from time to time. Afterwards, providing them with solutions to their logistics problems.

My career aspirations – I have always longed to achieve good performance at work far superseding my manager's expectations. At the end of the day, it is not all about the money we can bring back home, but the values and principles we have inculcated and learnt along the way and how we can add value improving the lives of those around me.



Jasper Foo



Shaun Tan

Singapore Warehouse

We are excited to present our Singapore logistics warehouse at 16,000 sq.ft., located in District 22 of Singapore. The warehouse is in a convenient location, easily accessible for our team and customers. Most importantly, it's advantageously near to the new Singapore Tuas Mega Port. As the biggest port infrastructure in the world, it will provide a competitive edge to the region and is a long-term project, being built in four phases, opening progressively from 2021 and scheduled for completion in the 2040s.



Singapore Warehouse Team
L-R: Veron Low, Ganesh Muthiah, Doreen Ng, Alexander Ho, Jennifer Kong, May Chong, Sunny Tay

CaroTrans South China & Hong Kong – Jerry Chan

This has been a very challenging year for our business. The freight rate is going up and space, equipment, labour, driver etc. are seriously in shortage all year. Especially as a Consolidator, if we have no space, equipment and truck, there is no way to run our business. Luckily, we have had very good support from our main carriers and our service providers that has allowed us to maintain our service.

During the hard time this year, our team have been doubling or even tripling their work efforts with carriers and service providers to keep our business moving. Fortunately, our volume, revenue and profits this year is increasing. More importantly, we have gained very good reputation among our customers in the market.

Our strategies are:

- Focus on our core business. With limited resources and manpower, we are unable to further develop our new business and product, what we can do is to 100% focus on our existing business to maintain our service. Using all of our resources on hand for our existing consol boxes.



CaroTrans Hong Kong Operation team
L-R: Cynthia Cheng, Daffy Wong, Jerry Chan, Sharon Lee, Judy Leung

- Always provide solutions to our customer. Even if we have no space, we shouldn't say no to our customer immediately. We should always look for a solution. For example, if they have a large volume booking, we can suggest them to split their booking or ask if it is possible to move via other gateways. In customer's perception, they will feel we are always trying our best to help them instead of just reject them.
- Better relationship with all carriers. Apart from our existing core carriers, we have to explore more new carriers in the market. We understand that the market always have preference on carrier choice. But during these two years, the market is unpredictable sometimes even our previous core carriers may not help us. Therefore, we have to enrich our network to develop more relationships with some second tier carriers to find solutions.

CaroTrans Shanghai – Relocation

CaroTrans Shanghai Branch Manager, Sean Wang, is dedicated to cultivating the best team and services in Shanghai. Early on, Sean had a vision to expand CaroTrans Shanghai and in early October, they successfully moved to a brand new office. Congratulations Sean and CaroTrans Shanghai!



CaroTrans and Mainfreight Air & Ocean Shanghai teams
 Back L-R: Andy Liu, Wind Zhu, Alan Jia, Apple Zhu, Caroline Ding, Daniel Zhou, Joanna Fan, Kelvin Guo, Kathy Zhao
 Front row L-R: Cherry Wang, Cindy Qi, Peter Koo, Joan Ji, Sean Wang

Team Building Activity

Mainfreight Shanghai and CaroTrans Shanghai held their 2021 team building activity at Shanghai Oriental Land. The teams were challenged to work together to compete in three team building projects including dragon boating competition, bridge scramble and the brave road.

The purpose of these activities was to promote learning to think together, discuss together, and work together to achieve the goal in each game.



Shanghai Team photo
 Front row L-R: Rody Luo, Mark Yao
 Back row L-R: Apple Liang, Joan Ji, Sean Wang, Kelvin Guo, Jackie Zhang, Caroline Ding, Peter Koo, Wind Zhu

Regional Support Team

GBA Business Opportunities

We were delighted to participate in an event hosted by HSBC Hong Kong and the Australian Chamber of Commerce (AustCham) promoting the Greater Bay Area (GBA). Once known as the Pearl River Delta, the GBA aims to create a world-class economic metropolitan area in South China, an area that includes Guangzhou, Hong Kong and Macau. By 2030, the GBA's gross domestic product (GDP) is expected to reach US\$4.6trn. Asia Regional Manager, Cary Chung, along with other experienced and knowledgeable CEOs in the finance and banking industry, facilitated discussions about business and investment opportunities emerging across the GBA.



L-R: Russell Roberts (HSBC) & Cary Chung



Mainfreight Americas – Jason Braid

As I write this note, my family and I are in the middle of our relocation from Europe to the USA. Whilst we had hoped that we would have already been settled in the USA by Thanksgiving, such is life in today's world that travel is not quite what it used to be.

Thankfully, however, over the last few months I have still been able to meet a large number of you as I have travelled the country and visited our branches. In doing so, it has been obvious that the business we have in the Americas today is very different from what it was when I left seven years ago to head to Europe.

The calibre of our team has impressed greatly, as has the quality and size of all four of our supply chain divisions. Of note, is our Warehousing and Transport businesses – both are almost unrecognizable (in a good way) to what I remember. I am excited to see the continued development of both of these businesses and to see what the next seven years holds for them.

Our Air & Ocean and CaroTrans teams continue to operate with distinction in what remains a very challenging and capacity-deficient environment. The way you are finding solutions to move our freight under these circumstances is impressive. To do so with such passion and commitment for our customers is truly special. Thank you all!

Our strength is our network, and working together as a team across our businesses, both in the Americas and around the world, allows us to offer a level of quality that sets us apart from our competition. To this point, and as travel restrictions allow, it is important we take the time to get out and about around our business.

Webex meetings have played their part over the last 18 months, but there is nothing quite like working on opportunities with your teammates, around the country, face-to-face. We are a people business after all.

Whilst it needs not be said, it is important that we do not allow recent

successes to distract us. Hold true to our culture and stay focused on the right customers – in an environment like the one we are operating in now, we can be easily swayed into saying yes, and doing something we would not normally do.

Remember our 100-year vision – if it is not the right decision for the long term, it is not the right one short term either.

As we head into the New Year, I look forward to meeting those I have not yet had the chance to meet. It is a real privilege to be able to return to the USA and join you on this journey. The responsibility that has been bestowed is not lost on me, and I am very excited to be able to work with you all going forward.

Lastly, to John Hepworth – we hope you are enjoying your retirement in the knowledge that you have left this business in great shape. Thank you!

Happy Holidays everyone!

Americas Transport – Shawn Roach

We have had an exciting first half of the financial year and have accomplished a lot, but still have plenty to do. Entering the second half of the year, we are working to complete branding on over 300 pieces of road equipment, which will be absolute standouts at our customers' docks.

Mainfreight offices have seen increased revenue and we are on

track to beat our profit pledge, and set the bar higher for ourselves, to take advantage of our market size.

That being said, we still have too many branches in the red, and with current market conditions, we need to be insurgents; we must be unrelenting in this daily fight. The network continues to grow and intensify, creating more flexibility in a market that has become very rigid. We show up, and we build

off our platform of strong quality, which needs to be continually supported and individually owned; our differentiator.

Let us push through the peak, be safe, get some much-deserved rest over the break, and smash our second half commitments.

Thank you team!

Transport Update – Shane Michalick

To say the last ten months have been some crazy times would be an understatement, and to those in the industry I am sure you all have your own story to tell.

At the start of this year, we made the decision to invest in both 53' and 28' trailers to assist with preloading,

customer drops and the enticement of bringing on "Power Only" tractor drivers. In a normal world you would go to one of the many trailer builders and choose the style and brand you wanted from one of their lots that held in excess of a couple of hundred units. At the moment, unfortunately, that has not been the case. With

labour, rubber and wood shortages, the units are very scarce and prices, if you are able to find one, are through the roof with the asking price often in excess of 50% more compared to the pre-Covid days. That said, we have had a good run over the last nine months in sourcing equipment, recently marking off the 102nd trailer



Some of the new completed trailers located at our Los Angeles site

added to the fleet. We have a constant flow of these units going through the paint shop and it would be fair to say they are looking pretty sharp.

We continue to add more line-hauls around the country as branches look for opportunities to expand our network. Not only do our units look a lot better on the road than most, it gives us better control of our quality and the saving compared to the spot market is very significant in comparison. Of course, none of this comes easy. The owner driver shortage has had a significant impact on the industry, but like obtaining trailers, we have managed to work our way around this little road block and

continue to grow our fleet with an additional 62 runs per week added throughout the US and Canada so far this year.

As we transition deeper in to the LTL (Less than truckload) market, we have also adapted a lot of our equipment to look more like an LTL carrier, opting for 28' pup trailers for our round town work, compared to the traditional box or straight trucks used in the past. These units look great and can carry an extra two pallet spaces along with an extra 10–12,000lbs so are very economical and good for many of the local delivery routes. The units work great in tandem too for multi stop "drop and hooks". We do not have ourselves to that stage yet, but it is coming!

With the market not showing any sign of a downturn for a while yet, we are expecting it to be another exciting year here in North America. Along with the new trailers we have added, we also got our hands on some "Yard Spotters" (Yard dog, yard goats, yard horses depending where you are from) for our larger branches. We are heavily investing in GPS on all of our equipment and have just started down the path of utilizing the Beacon compliance system, which has shown to be a very successful management tool for the Australian team. Our marketing team is running some great campaigns on social media platforms as we continue to grow our presence in the North American market.

Los Angeles Transport – Steve Beaumont

LA Transport is in the midst of an enormous and necessary transformation from Domestic Freight Forwarding to becoming a premium, every day, LTL Carrier. Domestic Freight Forwarding is surprisingly dissimilar from LTL in many ways, and it has been a very long and arduous road so far. We are proud to have recruited some exceptional future leaders to help drive this transformation whilst focusing resolutely on delivering quality for our customers.

Part of our transformation included converting from a local cartage agent model to one of true Owner Drivers whilst shifting the operation to much higher volumes, yet lower revenue per shipment. We managed to add 17 Owner Drivers in the last 12 months at the height of the worst driver and equipment shortage in US history.

We also managed to brand numerous pieces of equipment in our beautiful Mainfreight livery with many, many more to come.

Whilst it hurt in the short term, we needed to remove all the legacy freight forwarding and brokered business that did not fit within our new model, and replaced it all (and more) with everyday LTL customers. Our new and growing sales team is committed to ensuring the right types of customers are brought in and this has resulted in YTD sales growth with more forecast for the next quarter. This shift, along with some focus, has helped us improve the following LTL KPI's:

- EDI utilisation improved from 17% to 65%
- Tariff utilisation improved from 27% to 88%

- Mainfreight network utilisation improved from 18% to over 85%
- Line-haul utilization improved from 40% to over 85%.
- Outbound line-hauls loaded increased by over 500%
- Dock operations team members grew from 19% of our total team to 48% (and growing!).

Whilst it has been very challenging at times and rewarding at others, we are acutely aware of just how far we still have to travel on this journey. We are yet to scratch the surface of freight exiting this great city. Our team from LA Transport now has an ambition to become the most profitable Mainfreight branch globally. We are all dedicated to doing our duty, ensuring nothing is neglected and relentlessly chasing that goal. From our team in Los Angeles, California – Hasta la proxima vez!

Philadelphia Transport – Damien Denning

What a year for Philly! Rewind 12 months, we were starting to just come out of severe lockdowns and running hungry for freight. Back to today – we have significant sales growth and record line-haul ex-Philadelphia.

The driver? Sales, sales, sales. We have seen significant wins through the year, with some very good high-volume accounts coming on. This has pushed our outbound line-haul growth. Fun Fact – we are the only LTL provider in Philadelphia that runs direct to the West Coast. We now run direct to San Francisco, Seattle, and twice-weekly into Los Angeles!

It is definitely exciting times in Philly – with the team continuing to push the envelope and work together to find new and better ways of moving freight. We received our first



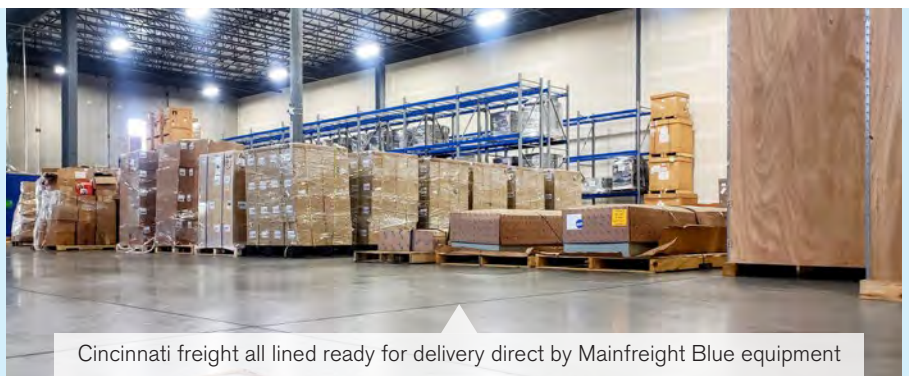
Philadelphia's first Mainfreight trailer

painted Mainfreight trailers this year, which are helping push local efficiencies with pickups and short haul line-haul running through the North East. See it here fresh out of the shop!

Transforming Forwarding to Trucking – Transport Columbus

It has been an exciting time here for the Columbus team, with many hours spent trying to determine how to integrate Columbus back into the Mainfreight network after being disconnected for so many years! However just as important, is challenging the team to look at forwarding/expedite freight as an opportunity to convert into trucking freight, and how Columbus can play a key part in developing the Mainfreight line-haul network, and continue to leverage our competitive edge in the market as a quality carrier.

Part of the Columbus team's commitment to developing the network has been getting its first tractor-trailer in the fleet, rather than relying on



Cincinnati freight all lined ready for delivery direct by Mainfreight Blue equipment

competitors to provide this service for Mainfreight. Also getting a sleeper CAB, which has already completed a few runs for Columbus, and helped assist the Miami branch with moving some freight out of Florida. We are looking to grow this into scheduled line-haul runs.

We are waiting for the next order of truck wraps to arrive into Los Angeles so we can brand equipment and start

to paint Columbus Blue – one truck at a time.

In the quest to keep growing the Ohio region blue, Columbus has started to run to CVG/Cincinnati direct from Columbus. A big thank you to the Dallas team for helping get this service started. We are looking to grow this service further, adding Cleveland and Detroit twice per week (Tuesday and Thursdays).

National Truck Driver Appreciation Week

National Truck Driver Appreciation Week gives us the opportunity to formally recognise the dedicated efforts of our Owner Drivers. Virtually each aspect of our daily lives can be attributed to a truck driver delivering necessary resources and essential goods to where they are needed and on time.

Across The Americas, our Transport branches held lunches, BBQs and packed giveaway gift bags for our drivers to show

our appreciation for the work that they do, and to remind us all through the hustle and bustle of our workdays that we are one big family.

Our growing LTL fleet of special Owner Drivers contributes greatly to moving Mainfreight and the quality of service we stand behind. Please help us in continuing to thank our wonderful owner operators on site and on the road!



Raffle Winner – Jose Flores, Mainfreight Los Angeles



Drivers L-R: Henry Medinilla, Cesar Robollar, Hector Mejia

Americas Warehousing – René van Houtum

Teamwork, passion and enthusiasm is what we need to continue to grow our business – and fortunately, that’s just what we have! It is just amazing to see how this has led to another year of extraordinary growth under challenging circumstances! Revenue growth does not come from just sales. While sales are a crucial factor, customer retention is equally important if we want to grow our business. Our sales team has done a tremendous job selling our business; the operational team has done a fantastic job dealing with high workload and implementing new customers... Teamwork!

In this calendar year, we opened three new branches, adding almost 800,000 sq.ft. of warehouse space! Including some overflow space, our footprint has grown to just under 2,000,000 sq.ft.

This February we opened our first warehouse outside the United States. This honour goes to our Toronto, Canada branch. We have moved into a beautiful, brand new 113,000 sq.ft. warehouse. In a short time, our team has grown to nine team members and the building is filling up quickly.

On 1 July, we opened our second Warehousing branch in Texas. The building is located in Northlake, north-west of Dallas-Fort Worth. With 460,000 sq.ft. this is our biggest branch ... so far. Starting day one, new customers moved into this building and without a doubt, it is buzzing with energy inside this immense building. The photo of the new building was taken during a helicopter ride that the landlord offered to Mainfreight!

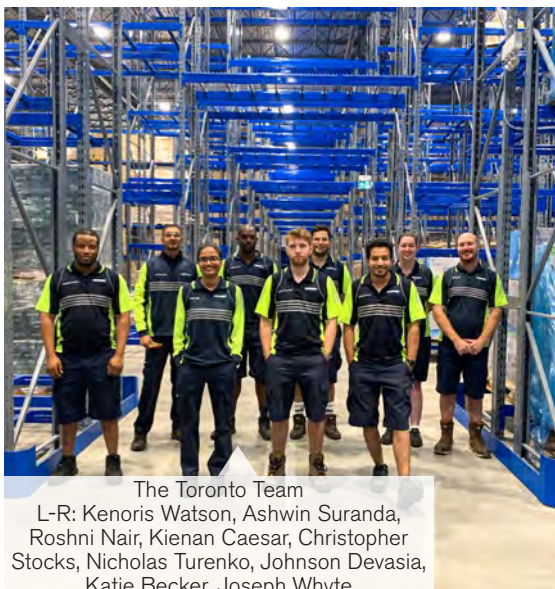
Just three months later, we officially opened our new branch in Wind Gap, Pennsylvania. This branch is located about an hour’s drive from our Newark branch. The 209,000 sq.ft. building gives us a lot of flexibility in the northeast with options to receive containers that enter the USA either via the port of Newark or via the port of Philadelphia.



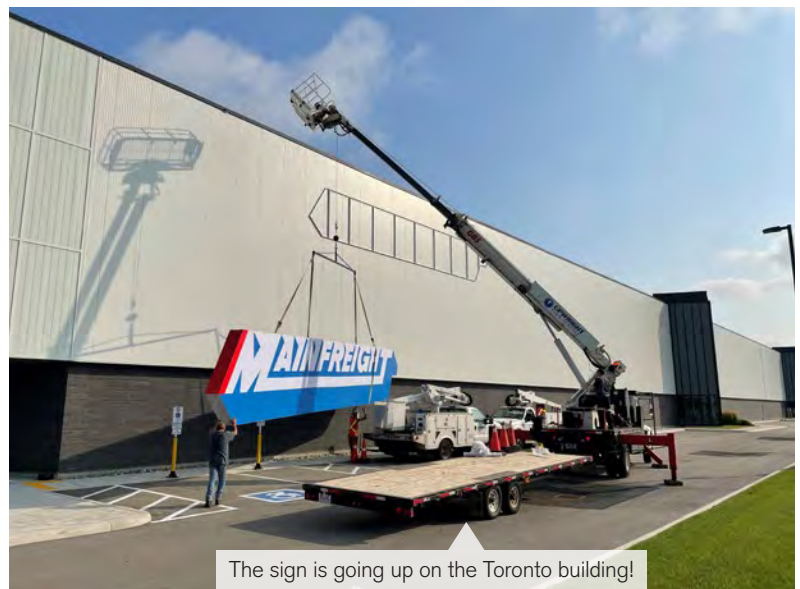
Arial view of our new Northlake building.



Jason Braid, Andrew Coulton, Shawn Roach and Scott Sprick getting ready to check out new site!



The Toronto Team
L-R: Kenoris Watson, Ashwin Suranda, Roshni Nair, Kienan Caesar, Christopher Stocks, Nicholas Turenko, Johnson Devasia, Katie Becker, Joseph Whyte



The sign is going up on the Toronto building!



Our brand new, 209,000 sq. ft. building in Wind Gap, PA.



The team in Wind Gap, Sylvia Arroyo, Stephen Cacnio and Eliezer Fernandez

In our Dallas, Flower Mound location, we have implemented the SureSort system. This is our first mechanised solution in our North American Warehousing business. For several customers in our warehouse we do “bulk-picks”, i.e. we pick 20, 50 or even 100 orders at the same time to reduce travel distances. The SureSort system helps the team sorting these “bulk-picks” into individual orders. The result is increased efficiency and capacity during the peak season, in combination with higher performance

This article is only a short summary of what is happening in the Warehousing Division. The passion, enthusiasm and energy that the team is showing every day is amazing to see, especially in this peak season. Thanks to everyone for “making it happen” every day of the year; for myself it is a privilege to be part of this team!



The new SureSort system

As in competitive sports, we always need to look at opportunities to do better and push ourselves to reach higher targets!

1. Sometimes that just means that we need to continue to do what we were doing. We need to make sure we continue to do the basics right and avoid taking any short cuts. Short cuts may produce short-term gain, but long-term pain; IRAs, immaculate presentation of our team, buildings etc are non-negotiables.
2. Cherish our culture, live it and sell it! Our customers love our culture and understand that a strong, well performing Warehousing partner has a dramatic positive impact on their business. Our culture survives every setback, as we have seen over the last 18 months.
3. Team development: it has been extremely difficult to align the growth of our team with the growth of our revenue. Our team is our most valuable asset and we cannot stress enough the importance of a motivated, well-trained team.
4. We were, are and will always be a network business! We are not just in Warehousing. As a company we offer best value if we are in charge of the full supply chain for our customers; Inbound, Warehousing and Outbound! Talk to our customers, show them the value we can offer and sell it!
5. Continuous Improvement. Beside great service, the best way to keep our customers happy is to share ideas on how we can improve our services and/or reduce cost. Remember that our team has great ideas and we need to discuss these ideas during our positive action team meetings

Finally, for the people amongst us who still believe that it is always freezing cold in Canada – wrong!

Here's Johnson Devasia preparing ribs for the Toronto team. Beautiful weather and beautiful food.



Shortly we leave 2021 behind us. A year with obvious challenges, many successes, a couple of stressful moments – but also with a lot of fun and satisfaction. We are well positioned to conquer the North American market in 2022.

Before we start this next step of our 100-year journey, I hope that you will enjoy the holiday period with friends and family. Sit back, relax and let's go full steam ahead in January 2022.

Happy New Year!

Americas Air & Ocean – Nathan Thomas

It is great to have this forum to once again thank our teams for their efforts. As mentioned in previous Newsletters, and in every industry publication you would see, the situation we are in is like no other and the latest word to hit the headlines here in the USA is “Containergeddon”. We thought we had it bad in June with vessels awaiting berth in Long Beach climbing into the 40s, due to the Suez Canal blockage. At the time of writing, that number is now 64, and it has hit the 70s at times. Long Beach is not alone, many other ports have numerous vessels awaiting to berth. It does not get any easier once we are on dock, as the infrastructure on the rail and on the roads is congested, there are driver shortages, and often embargoes rolling week on and week off.

Despite these challenges, frustrations and issues, we are finding ways to keep our customers updated, to find solutions and have key critical parts of the supply chain moving. A mix of “back to basics” and innovation being required, with simple ideas like regularly using our Mainfreight Express LCL services to get parts of FCL shipments moving.

As we have said before, what was once a five-minute task now takes an

hour, one phone call, now multiple. We have found that having all the technology in the world whilst still being applied; it is the hustle of the team in the background making the difference.

So once again, a big **THANK YOU** to our teams. Both regionally across The Americas and globally, our teams offshore working just as hard as we are and it is greatly appreciated. That Mainfreight hustle working in tandem is powerful. I know our customers appreciate it.

Despite the challenges, we have a period of fun and celebration with Halloween, Thanksgiving, Hanukkah and Christmas in quick succession. This year we hope to be able to ditch the video dial-ins and return to the traditional festivities: kids “trick or treating” around the neighbourhood, and our families and friends getting together to celebrate. It’s important to take this time and have some fun (safely)!

A couple of things to think about and try to improve on in the coming weeks:

- When in doubt – pick up the phone. It has proven time and time again a difference for our customers and teams to be accessible. Particularly

the challenging news – being delivered early and personal is appreciated.

- Whilst on the phones, answer with a smile, it really makes the difference.
- We cannot forget our Webex meeting skills. They have become part of the normal working week, both internally and with customers. Be mindful of your surroundings and use mute appropriately!
- Connect with our team globally – many times we are hustling to make something happen, take the time to call and connect to check in on them and keep the personal relationships going.
- Take the time and effort to thank our vendors. We have some great partners, especially in Port Drayage operations and their extension of our business is greatly appreciated. Ensure you are letting them know and providing a quick thanks. It goes a long way, as we know.

Our challenging environment remains with no end in sight. It is the new normal. Embrace it, work smarter, and find the ways to have some fun through it. Celebrate the small victories!

Have a great festive season team, all the best.

Albany Team Outing

Throughout these crazy times, our team found some time to kick back and relax. We started out with a lunch cruise on beautiful Lake George followed by some lazy river rafting

down the Hudson River. Family was welcome as we stocked up on snacks and enjoyed a few refreshments throughout the afternoon. The water levels were extremely high and the

current was fast so we could have ended up in NY/NJ harbour in no time (with you Elaine Wong!).



Albany team members and family enjoying the day

Volunteering at TreesCharlotte

TreesCharlotte is a non-profit organisation dedicated to planting trees around Charlotte with an emphasis on underserved communities. Their goal is to keep Charlotte's urban forests alive and thriving and we wanted to help!

Here in the Charlotte office we take pride in meeting our social responsibilities and seeking ways to give back. We are proud of the excitement our team has about community engagement and cannot wait for more.



Back L-R: Brian Christopher, Christy Melton, Alicia Hutchinson, Ryan Patton (hiding behind the tree), Mark Lindley, Macray Brown, Joseph Stabile
Front L-R: Nicole Boccia, Nate Torres, Amy Walker, Terrance Cavanaugh, Angie Clemens

Salt Lake City Team

For Memorial Day, the Salt Lake City team went to Wasatch Lawn and Memorial to place flags on the graves of our Veterans.

Our team was excited to be able to take part in honouring our Veterans and we all agreed we would be making this an annual tradition within our branch.



L-R: Lindsey Murphy, Carla Leslie

Miami Team BBQ

In Miami, we have our BBQ tradition, where we often grill on Fridays at the warehouse, but this summer after not being able to have our 2020

Christmas party, we decided to have a BBQ/pool party at the home of one of our team members. We had an awesome time with our families, and

enjoyed great food provided by an Argentinian steak crew who grilled for us, while we relaxed by the pool. Not bad for a late Christmas party.



The Miami team and their families

CaroTrans – Chris Wilson

The CaroTrans business has come back strong in 2021 and congratulations to our team for doing an amazing job this year. We began the year integrating over 20 new services into our network. In a normal year, this would have been challenging but to accomplish such a task during a year with congestion, equipment shortages, tight allocation, limited trucking and increasing costs is a true testament to the toughness and determination of the Team.

This was a true team effort and everything you have done this year is appreciated more than you can imagine. Often times, it is challenges such as this that bring out the best in ourselves and our determination to do a great job.

As we move out of 2021 and into 2022, it is a great time to focus on a few initiatives that will drive our goal for increased volumes, revenue and profit.

- Quality – We owe this to our customers and most importantly ourselves.
- Team – Help each other and challenge what it means to deliver quality
- Sales is the responsibility of the entire team and it begins with high quality service and many sales calls!
- We must continue to recruit well and bring in that next generation of leaders
- Take the time to get to know our partners, they are our largest customer.

Enjoy the time around the holidays with friends and family and enjoy a much-needed rest.

CaroTrans Charleston tees it up

In the fall, CaroTrans Charleston sponsored the third hole at the first annual Customs Brokers & Freight Forwarders Association of Charleston Golf Outing at the Charleston Municipal Course on James Island, SC. With a tent set up at the tee box of a challenging par four, Lienne Barrise greeted golfers with a cold beverages and goodies. She took the opportunity to meet with vendors and speak to existing and potential customers about our range of services. All participants had a great time. In hindsight, next year we will not place the tent so close to the second green. Many over-hit balls landed too close for comfort to Liennel!



Ready to meet the golfers.



Lienne Barrise and Jack Wilson

CaroTrans Hustle Board Huddle

Our meetings at the board every morning help bring our gains and struggles to the forefront of our team. It is easy to go through the motions every day, booking and loading without thinking about the bigger picture. The board is that bigger picture. Letting us know where we need to focus, push, or where we have already succeeded in building up the lanes.

We display information pulled from CaroTrack of what has been booked versus what has been received at our CFS, using a color-coded system to draw attention to areas that are struggling or flourishing. It also monitors trends for all lanes including gateway contribution taken from our weekly P&L. We also use the board to report our load factors and target rates for our reposition cargo so that we can

show we are hitting our goals. Sales will discuss any projects or gains that they are working on to help expand or build lanes during the wrap up at the end of every meeting. Since restarting the operational board, we have seen loads that are more complete and more conversations about what our loads need. Information like this is the backbone of our industry and will help us to become a better team.



Los Angeles hustle board huddle session

Technology – John Eshuis

Mainfreight Invests

Our ongoing investment in technology creates a great foundation for many initiatives. The core of our infrastructure and software is consistent across the Group, which gives us the ability to create solutions that scale across the world.

A few examples of this include:

- The robotics projects in Warehousing Australia (Epping) and America (Dallas) are now turnkey solutions for any of our MIMS Warehousing locations where the situation demands it.
- Our ongoing improvements in our scanning solutions on the Transport docks are led by a few pioneering branches with other branches and regions able to follow at suitable pace.
- Maintel, our analytics product, can consolidate data relatively easily as there are only a limited number of

systems, providing a single view of our customers' supply chain data.

- The Air & Ocean Export Booking project was able to be rolled out quickly across all branches in all regions, because systems and processes are aligned.

Two big projects that are further enhancing this foundation work are our European and New Zealand regional data centre refresh projects. That's some heavy lifting being done behind the scenes. Thank you, team, for putting this all together.

For the IT teams around the world:

- Mainfreight Ready Fire Aim. In a world of IT standards and protocols let's make sure that we don't lose sight of how we got here. Let's continue to break moulds and set our own standards and way of doing things.
- The measure of success is not the

solution itself, but how the teams adopt it in their daily life. Let's make sure we always understand and support the uptake of new initiatives.

- The best opportunities hide behind problems. Spend time in the branches with the team. Go find the problems; they won't always come to you.

For the Mainfreight team around the world:

- Embrace the technology we offer. There is so much there to use to deliver customer value. Become the expert of the tools available and be the driving force in your branch to adopt those components that make sense for you, the team and your customer.

A big year is behind us, and a big year ahead. I can't see that changing, so better plan it in!

Cyber Security

Cyber criminals have not slowed their pace in the least, and it remains a key concern for us all. While we continue to invest in layers of protection, it is YOUR understanding of Cyber Awareness that remains the MOST important defence strategy. You are, without a doubt, our best defence.

A simple message:

- Treat it with the respect it deserves.
- Educate yourself.
- Take ownership.

The Cyber team continues to put a lot of effort into protecting and

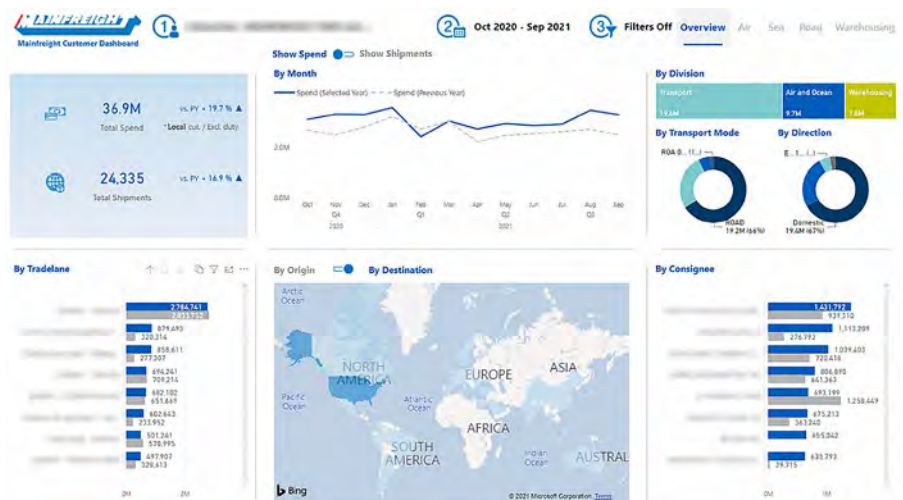
monitoring our environment. It is an ongoing, daily effort to stay vigilant and up-to-date on our front-line systems, but that is so easily undone by any of us.

Data Analytics: Our Maintel Product

Maintel is a product that consolidates all our data – from our core systems across five regions, three divisions. Reports and Dashboards are delivered to the team through the PowerBI product.

This creates a consistent “Gold Standard” of insight that stimulates the right conversations with our customer, about their global supply chain.

Cameron McClean, AU - “Over the past 12 months Maintel has provided our teams with a greater understanding of our domestic transport business. The customer-facing reports we have at our fingertips deliver instant insights into customer activity and their year-on-year trends. These impressive live dashboards have generated valuable discussion points when speaking with customers during monthly and quarterly meetings, and the demonstration reports we have also highlight our technological capabilities to any potential customers who are thinking of partnering with Mainfreight.”



Maintel Dashboard

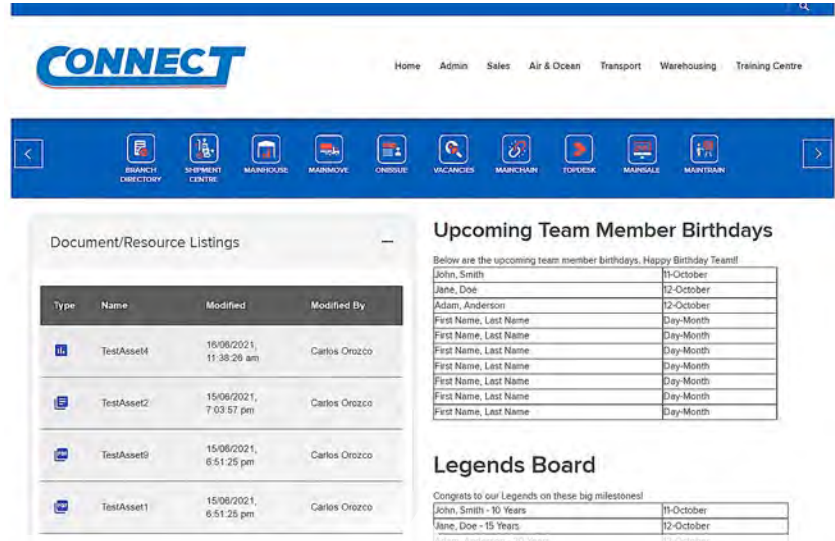
Remy Rosendahl, EU - "The customer dashboard was already available and allowed us to have different conversations with customers, Branch Manager and the sales teams. It already provided different levels of insights within minutes, without having

to run manual reports. Air & Ocean Europe still uses the customer dashboard on a daily basis, however, that is 'just' one view of the many different views we have within our Business. Last 12 months, Warehousing, Transport,

Consolidation, Financial and Sales Data have been added to the datasets. This additional data has given us the opportunity for a more diverse view on our own business as well as our customers'."

Connect: A Refreshed Intranet – Eva Caruso, Digital Team USA

Finally! We're giving Connect a much-needed refresh. The Digital Team has been working getting the backbone of it designed and have begun some of the migration work. We will be rolling this out in the New Year across all regions, so watch this space! It will continue to do the things we have come to expect of Connect – launch applications, highlight opportunities/vacancies, central location for key documents and of course, most importantly; birthdays and anniversaries!!



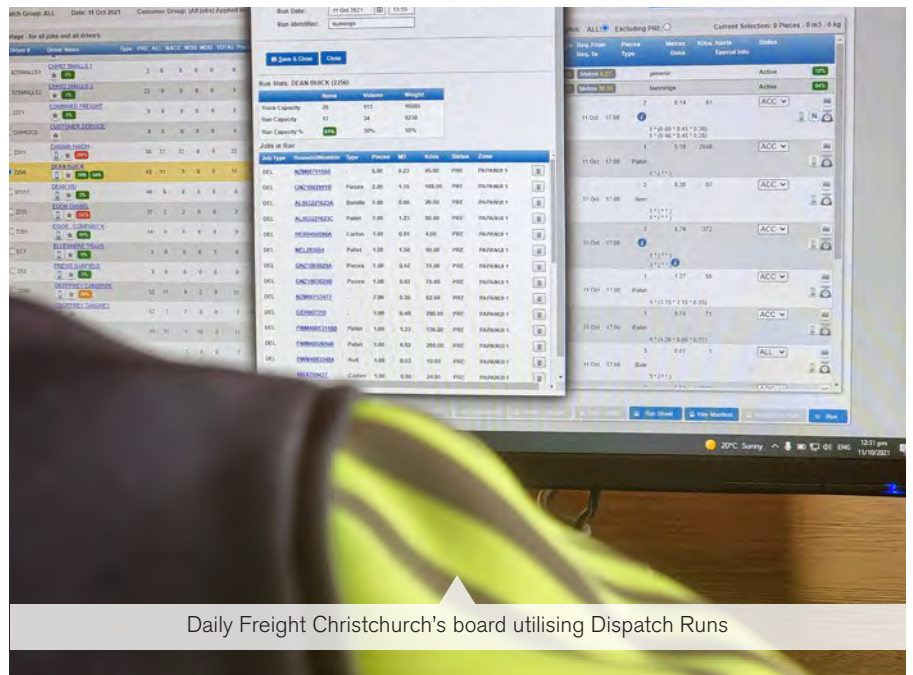
A sneak peak of the new look and feel

Mainstreet Transport: Dispatch Runs: From Concept to Reality – Tansy Austin & Henry Booth, NZ IT

The team has been working towards an enhancement for the Dispatch board. The first iteration of this went live in August and is known as 'Dispatch Runs.'

The idea of Dispatch Runs is to simplify management on what is on the unit at any given time. Using "Runs" allows you to plan a driver's day in advance, know the capacity of each run and see how they are tracking with just a few easy clicks.

This was based on feedback we received from the Operations Managers Conference held in March and the subsequent follow-up sessions with the team.



Daily Freight Christchurch's board utilising Dispatch Runs

Thanks to all the team who has contributed to the concept so far, we are always on the lookout for more of your great ideas.

Daily Freight Christchurch has taken the bull by the horns and switched completely from a paper-based dispatch system to fully utilising Dispatch Runs.

Staying Connected – Rob Verheijen, Europe IT

As probably every region faced, doing things socially with the teams was sadly not possible. But to keep the team connected whilst working from home, we started to have a Kahoot session every quarter via Webex. This is a quiz with all kind of questions related to IT and Mainfreight. The first winner: Jos Vanmuller, Ostend, Belgium. His name is printed on the award. Who will be the next winner?

Passion,
Anything is possible



It's simple,
but not easy

The Kahoot Trophy

Emission Dashboards – Shaun Morrow, NZ Supply Chain Team

We continue to expand on our customer emissions reporting toolsets across our service offering to customers including domestic transportation and international shipping. In contrast to many reporting tools, we enable customers to dive deeper, breaking calculations down to individual job legs to obtain the specific mode details relevant to every step of the journey.

In New Zealand, customers are also able to take advantage of our own

independently peer reviewed transport emissions factors (approximately 12% lower than default factors). For larger customers, this can result in savings in reportable emissions to the tune of 100s of tonnes of CO₂e a year.

We envision our tools providing customers with a detailed profile of their emissions footprint so that high emission-cost-to-serve areas can be identified, and the impact of certain strategies (like shifts to rail) can be easily assessed. With supply chain

emission accounting for 50% or more of many organisations' emissions footprints, our investment here is intended to equip customers with the insight to properly assess their impact and begin to map their journey towards decarbonisation.



Transport emissions dashboard

Group Training & Development – Martin Devereux

The mid-year newsletter theme was change and the importance of recognising change as an opportunity to improve, to succeed and above all to deliver a superior customer experience.

What is even more important is understanding our core beliefs and cultural imperatives that define us. We are one global family spread across an ever-growing number of countries. We all start and finish our days in slightly different fashions but we are one family. A family that has grown from never taking our eye off the detail. A family that has grown from making smart decisions, not easy

decisions. Most importantly a family that approaches every milestone in our journey together.

Our Three Pillars proudly sit on our walls across 26 countries and in various languages. This framework serves to guide us on who we are and the way we do things. Our culture is a product of every decision we make and every action we take. We all have the responsibility as guardians of our culture. A challenge for us is to take the time to learn about where we, and our culture, come from and why we do things the way we do. Challenge yourself to ask the 'why?' question and learn our origins.

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 don't understand your Quality Board, ask. If you're not sure how to read your P&L, ask. The simple message – get involved.

The following contributions provide wonderful insights into the various challenges our business faces across the globe, and the projects the training teams are committed to. Whilst not all will have global application, they have the potential to form part of 'the way we do things round here'.

Europe – Courtney Bould Mainmasters

In September, we organised our second-ever Mainmasters course. Directly after the first session, Europe went into lockdown so we're pleased to be able to run this course again! The course is based loosely on Toastmasters and is focused on improving confidence, leadership skills, public speaking, and the way team members communicate. Each participant prepares a speech on a topic from our culture, for example "why do we have our names on our shirts?", "tell us about the apples", and "why do we have weekly P&Ls?"

They then receive feedback from the trainer and the other participants on their body language, eye contact,



Mainmasters Europe Training Course
L-R: Julian Bos (Warehousing 's-Heerenberg Meiland), Edwin Tatenda Chawirah (Warehousing Zaltbommel), Thom Dijkslag (Warehousing 's-Heerenberg Ans), Claudia Mellier (Air & Ocean Rotterdam), Bastiaan Broere (Air & Ocean Rotterdam), Lisa Heckman (Air & Ocean Frankfurt), Neslihan Bekdemir (Air & Ocean Frankfurt), Enisa Kajmovic (Air & Ocean Rotterdam), Dwin Abnosian (Air & Ocean Amsterdam), Courtney Bould (Europe Training & Development)

structure of the speech, and other areas. After the prepared speeches, the team do impromptu speeches,

which is a great example of how "learning and growth only begin outside your comfort zone".

Recruitment Events and Partners

After two years of no face-to-face recruitment events, we are finally back on track! Over the coming year, we have 16 events planned (and counting!) with universities and study associations in different countries including France, the UK, the Netherlands, Germany, and Belgium. We recently visited two universities in

France to build new partnerships with them and even though we all speak different languages, the events in those countries take place in English which is good because *je ne parle pas très bien français* (I don't speak French very well). From career fairs to speed dating – we are looking forward to adding new talent into our business!

Mainmove roll-out / ready to rock Mainmove

Since June, the training team has been involved in the Mainmove rollout for Transport Genk, Belgium. The team has moved heaven and earth to tackle the training for the rollout and with a strong dose of 'Ready Fire Aim!' they've banded together and really pulled one out of the bag!

People, open communication, and

knowledge transfer has been the foundation of our training approach. We have also seen this as an opportunity to go deeper on the Mainfreight culture, so at every turn we made sure the training was drenched in blue blood.

The training has focused on following the freight through the lifecycle of a

Mainfreight Audit Roll-out

In September we piloted the Mainfreight audit at 's-Heerenberg's Transport branch, and with the learnings from the pilot we are fine-tuning the audit so we can roll it out to the other Transport branches in Europe. The next step will be to pilot the audit in Warehousing.

shipment (connote) and helping them be ready for the change not only in the TMS, but also in some processes which are changing as a result of moving to the new system. From the get-go, the Genk team has been excited to move to Mainmove and have seen for themselves how it will help them in their daily work with improvements in efficiency, clear



Mainmove Training
Erik Dalenoord, Europe Training & Development



Mainmove Training

overviews, and control. The branch identified their champions who received extra training and have been a great support both within the branch and to 'think along' with the trainers.

During the rollout Britt, Erik, and Nadya packed up their lives and moved to Belgium to train the branch, to get them ready and confident for go-live. The team has relished the

opportunity to spend time back in the business and build a home away from home with the Genk family. An advantage of starting in Belgium is that the team could train the first branch in a language they all speak – Dutch. When we move to the future branches, we will train in English and also in the local languages when possible. Within the training team, we

have Polish, French, and Romanian speakers and the team is flexible and ready to do what's needed to ensure the teams are confident to transfer to Mainmove. After go-live support of Genk, the sights are set on the remaining Transport branches to go live on Mainmove including Poland, Romania, and France.

Face-to-Face Training and Induction Courses

We have been fortunate in Europe that due to reducing Covid-19 restrictions*, we are once again able to welcome team members for face-to-face training. We have had a strong focus on the Induction Course as we still have around 2500 team

members to put through the course. The Induction Course is the perfect opportunity for team members to re-connect across the different branches and meet in person after so long. A recent course highlighted the diversity within Mainfreight and just

how special our people and company are. We had a team of 14 from Iran, The Netherlands, Romania, France, Latvia, Hungary, India, New Zealand, Poland, and the Czech Republic. Our blue blood unites us!

** Correct at time of writing*



Britt van de Weerd leading the training session



Induction Top Performer
Julian Bos, Warehousing 's-Herenberg Meiland

The Americas – Andrew Hall

Where has the past year gone? The pace of business seems to have sped up during Covid-19. We have also had to really challenge ourselves to reinvent the way we deliver training to the team. As a result, we are in the process of developing Maintrain as a platform to provide a wider range of training. Our goal is to be able to deliver blended learning solutions across the region that will include self-pace learning via a learning portal. We have followed the footsteps of our European brothers and sisters by investing in the Totoro solution. We have completed our discovery phase and are now into

development with our design partners at Synegen. We anticipate a full launch early in the New Year.

Our teams across the region will be able to log on and access a wide range of training including systems, health and safety, procedural, leadership etc. The ability to deliver consistent training that supports the learners when they need it and not just when a course is scheduled, will help ensure our team is up to speed and on-boarded well. We recognize that we want to continue to deliver in-person training and Maintrain will help support this endeavor with

pre-work and links back to the branch after the completion of training events. Branch Managers will be able to have more transparency on what training has been completed, what needs to be done, and suggested training for their team members.

As a team, we are focusing heavily on supporting Branch recruitment efforts as we recognize the growth of the business. Our Mainfreight Development Programme is in full re-design and we have supported Branch Managers with finding new blood to join the business.

We are currently looking for 30+ new or recent graduates to bring into the business.

We are also focusing on ensuring our sales team is trained to meet the demands of our growing network.

Over the past few months, we have rolled out training on prospecting and by the Christmas break, we will have completed Discovery Workshops, focusing on the basics of the sales process and ensuring each Account Executive has the tools to do their job better.

It has been an exciting few months as we progress our team development in the Americas. We are excited to see where the next twelve months takes us.



Jake Moller assisting with Sales Training



Americas Training Team
L-R: Maree Michalick, Kaycie Young, Desiree Martinez, Regina Warden, Jaime Baran, Krystle Bouchahine, Taryn Rowland and Andrew Hall

Australia – Shona Taylor

The second half of the year brought many challenges as we continued to work in an ever-changing landscape.

We have improved our capability to conduct Driver Training by having two dedicated Driver Trainers in the team. The core responsibility of the Trainer is to evaluate our driver's skillset, training in areas that require improvement when operating their vehicle, as well as customer service,

technology, delivering real-time load restraint training in addition to the classroom offerings already available.

Unfortunately, Covid-19 brought an early end to our face-to-face training again this year with state borders being closed from early July. We were able to complete a number of courses prior to the closures although it required some creative logistical changes.

We have a number of projects on the go which will challenge us, however it is exciting to see we find new ways to support our teams and provide more information to continually grow our Australian team members' knowledge.

We are looking forward to 2022 with many goals to meet and hopefully being able to stand with our team in a face-to-face environment.

Leadership Training in Covid-19 Style

With Leadership courses cancelled last year due to the challenges with lockdowns and travel, we were excited to be able to provide the training in the first half of this year. The team was hungry for these courses as we started to feel starved of the knowledge and information we normally provide the team for their personal growth and development. We have managed to provide Level one and Level two courses in the first half of this year, however due to border closures and travel restrictions we had to be creative with Peter Robinson agreeing to adapt and provide the content over Zoom.

The courses were well received; and with the planning put in place, it felt like Peter was in the room. Although Zoom is not the same as having Peter and John Richmond in the room, as we miss the opportunity to have the ad hoc one-on-one conversations, the content and information provided was still first class. Amanda Nugent and I were the support crew in the room doing the background work for Peter. The team came away gaining a lot of knowledge and understanding of their



Australia Leadership Training Course
Front L-R: Andrew Thompson (Owens Melbourne), Charlie McDermott (Warehousing Radius Drive), Winnie Tong (Training & Development Asia), Luke Chance (Air & Ocean Newcastle)
Middle L-R: Vanessa Maxwell (Transport Ballarat), Gabrielle Webber (Training & Development Melbourne) Sian Rogers (Warehousing Melbourne)
Back L-R: Tahlia Prestia (Warehousing Melbourne), Joshua Padua (MIMS IT), Andrew Peterson (CaroTrans Melbourne), Amanda Nugent (Training & Development Melbourne), Marija Vukovic (IT Melbourne), Paul Scacco (Transport Finance), Martin Stronge (Chemcouriers Melbourne) and Doug Williamson (Transport Tamworth – well hidden)

own personal development with key action plans to assist them in their growth.

Thank you to the team members who attended in uncertain times with

concerns of lockdown threats, being open minded, focussed and contributing without question and to Peter, for delivering the course at his normal high standard in times that had their technology challenges.

Outback Experience

Similar to the Main Divide course in New Zealand, we have also commenced developmental programs targeting team members working in Operational roles. Adam Real (MFT Ngarangba) recounts his recent Outback Experience.

"I was most fortunate and grateful to attend the recent Outback Experience which certainly exceeded every expectation I had. The program challenged us mentally, physically and certainly pushed everyone well beyond their limits and outside of their comfort zone whilst making us all realize that we're capable of so much more.

From building shelters, scaling mountains, navigating the terrain whilst carrying 250kg+ worth of supplies, it was a great reminder that leaning on each other for support and finishing the task at hand is much easier and far more rewarding completing it as a Team.

It was a challenging course which required strength and encouragement from your partner in order to complete. As challenging as the tasks were, it



Outback Experience Team

Back L-R: Elvis Sehovic (Chemcouriers Sydney), Brent Smith (Warehousing Dexter Drive), Gerald Randle (Warehousing Perth), Steven Hong (Air & Ocean Sydney), Adam Smith (Air & Ocean Perishables Brisbane), Erin Koukides (Warehousing Sydney), Christine Sutherland (Transport Perth), Stacey Heard (Transport Brisbane)
Front L-R: Brandon McCorkindale (Warehousing Brisbane), Adam Real (Transport Ngarangba), Jesse Gray-Morgan (Transport Perth), Connor Harper (Transport Gold Coast), Bill Shea (Transport Sydney)

pushed us to move as a single unit and to make collective decisions which showed that no single person could complete a task without the other.

Apart from the extreme physical aspect of the experience, the Outback Experience Team did a phenomenal job of challenging us internally, really allowing a true self-reflecting

experience which I know we all benefited from.

I couldn't imagine a better group of people to survive in the wilderness with than a bunch of Mainfreighters. We had the most amazing time together and left the experience with memories and friendships to last a lifetime."

Toastmasters – Speechcraft Sessions

As part of our Learning Sessions this year we offered Toastmasters Speechcraft sessions at our Perth, Larapinta, Eagle Farm, Clayton, Epping, Banksmeadow, Prestons and Adelaide sites. The programme is designed to provide support for team members interested in building their communication and public speaking skills through a combination of practice and understanding of new techniques learnt in the sessions.



Toastmasters Speechcraft Graduates

Back L-R: Scott McGill (Transport Clayton), Dane Hoffner (Transport Clayton), Scott Jones (Transport Geelong), Luke Grimes (FTL), Danny Lamblin (Transport Clayton)
Front L-R: Chith Howell (Transport Clayton), Chloe Smith (Transport Clayton), Chanel Utupo (Transport Clayton), Kelly Wells (Chemcouriers Clayton)

New Zealand – Rachel Hustler

As we near the end of 2021, it is important to reflect on some of the support our team has provided to the business over the past six months. From saliva testing, to setting up a vaccination hub, to supply chain courses, to export booking system rollouts, to health & safety peer reviews, our team is always willing to roll up their sleeves and get stuck in.

We are starting to look ahead at what 2022 will bring in our space. We are excited to offer a wider variety of soft

skills training, introduce a new audit concept in the Transport space, drill into more health & safety reporting, and provide extra driver support across the country.

Following are some of the key projects that we have been working on.

Mainfreight Vaccination Hub

The Mainfreight Vaccination Hub is a tale of two different times. The first few hundred team to come through 68 Westney Road experienced shared

food on the table, catching up over a coffee, and the Tokyo Olympics on the projector. The story changed on 18 August as New Zealand went into a Level 4 lockdown. The Covid-19 community outbreak highlighted the importance of what we were doing, so we quickly adapted and met the requirements of the alert levels. Shared tables were replaced by socially distanced chairs and handshake greetings were replaced by temperature checks and screening

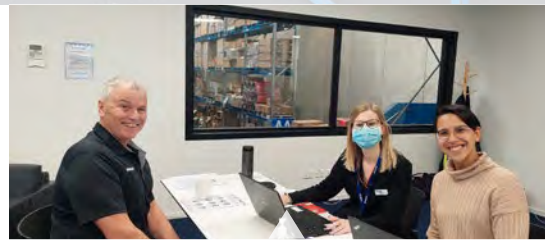
questions. After the lockdown announcement, extra dates and additional hours were added to accommodate demand for every single person wanting a vaccination, including family and household members aged 12-15.

Overall, we ran 18 vaccination dates, starting 27 July and finishing on 1 October. We issued approximately 3,000 vaccines, with 1,538 people coming through the hub. The figures we reached exceeded initial expectations, which places us in good stead to ensure our team, family and friends are ready for whatever comes next as we continue our journey through the pandemic.

A huge thanks goes out to all the people who helped, whether liaising at the branch, helping with the hub set up, entering bookings, preparing food or assisting on vaccination days. We also want to acknowledge the Walls & Roche Team, our providers responsible for the administering of the vaccines, for the fantastic job they did and for being so easy to work with



Saliva Testing Pilot at O1 with the Training Team
L-R: Charlotte Carpenter, Gary Dyason, Logan Williams, Andre Laredo, Lizzie Judd, Rachel Hustler



NZ Country Manager Craig Evans, gets checked in by Walls & Roche Pharmacy and Ministry of Health staff on Day 1 of the Vax Hub

Manurewa High School 2021

The Manurewa High School "Passport to Employment" Programme has reached the point of the year when the students are truly getting their hands dirty. They are now out in their branches around Auckland getting a taste of life working in the operation for several days per week.

For the students, it is a chance to apply the learnings from this year and begin a career path in the transport and warehousing industry, while beginning to earn an income. For the branches, we are injecting a bunch of highly motivated and ambitious future leaders into our depots at the busiest time of the year. With the school year ending mid-November, the plan is to transition as many of the students who have shown the right attitude and aptitude into full-time employment. From there, they will be free to forge their own career paths while we turn our eye towards planning for our next batch of students to come through in 2022.



Manurewa High School Students

Training Team Going Regional

With our business constantly evolving, the Training Centre started to recruit team into regions outside of Auckland, in line with being closer to our customers, which in our case is our team. The importance of this was reinforced during the first Covid-19 lockdown in 2020.

Our teams' preference around training

and development is face-to-face, hands-on learning. Regionalising means this type of training is more accessible to all branches, it supports linking and a more multi-divisional experience, even in the event that Covid-19 locks down different regions.

With our regional approach, we have been able to expand some of our courses we have on offer.

• Supply Chain

This year we had more regular offerings of the Supply Chain induction course run in Auckland, and Christchurch. Next year we plan to offer these in Wellington also. Highlighting the different processes in each division within our business, it provides team members a more in-depth understanding of what we

are all part of; regardless of the brand name on our uniform, or if we are in Air & Ocean, Warehousing or Transport. For each division, the course allows our team to head out to the depot for some hands-on operational process experience, and gives new and existing team members the chance to network, visit other business sites and learn more about our business and culture.

• **Team Leaders**

Designed to develop the leadership skills of our current and future business leaders, the 2-day Team Leaders workshop was delivered in Auckland and Christchurch. Through discussions, exercises and relevant theory, key learnings include gaining greater confidence in a leadership role, and achieving results by developing a high performing team.

Our team based in the regions have enjoyed the opportunity this year to start getting more involved in the regions and are looking forward to providing more regional base training.

Keep an eye out for your regional team and say hi!

Asia – Winnie Tong

Back to Basics

As Mainfreight Asia experiences a year of record performance and growth, naturally comes the requirement for more talented people to ensure we are able to continue to delight our customers and maintain Mainfreight's high quality standards. With the pace of Asia's rapid growth and the continuing challenges of the industry, we have seen our teams be more strategic, more resourceful and boldly accept opportunities (maybe before they were ready, but that's the Mainfreight Way!)

Our people are working hard, facing more and more uncontrollable factors than ever. Although we can't control our situation, one thing that we can control is our attitude! So how do you train attitude? You can't just tell someone to bring a good attitude, that doesn't simply work for everyone. For us, the goal was to inspire and empower by sharing the stories



Back to Basics Training Asia

L-R: Alma She (Air & Ocean Hong Kong), Raymond Chau (Air & Ocean Hong Kong), Vincent Lee (Air & Ocean Shenzhen), Kally Yuen (Asia RST), Maggie Lo (Asia RST) and Winnie Tong (Asia RST)
On screen Mainfreight Air & Ocean Vietnam, Singapore, Shanghai, Shenzhen and CaroTrans Shanghai)

(including lots of visuals), celebrating the success and communicating where we are going. We injected the blue blood spirit deep and fast by delivering two virtual half-day Induction Courses for six weeks straight, to not only engage our new talent but also those have been with us for a while (including Branch

Managers and the Regional team). The focus was on Mainfreight's humble beginnings, the key stories and "the way we do things around here" that have led to the success of Mainfreight. The team loved reconnecting with their brothers and sisters across Asia while being reinigorated!

Branch Quality Audits

In the day-to-day, we can often get buried trying to keep our heads above water. So if there are changes within our business, we may not be able to notice them. This is where internal quality audits are so important in providing an independent and unbiased view of what is truly happening in the branch. Not to judge or point fingers but focusing on where improvements can be made and what can be done to bring these improvements to maintain our quality!

Due to Covid-19 restrictions last year, only five branches were audited. This year we will be auditing 19 branches with the aid of Webex, WhatsApp and WeChat. We will be able identify things that may otherwise be looked over by someone who's walking into the same branch every day. In the next year, we will be working with all the Asia Branch Managers to review and tailor the audit questions to suit the Asia business. Watch this space!



Virtual Audits Asia

L-R: Ian Liang (Air & Ocean Malaysia) and Winnie Tong (Asia Training Team)

Bereavements

Paul Sharpe, Air & Ocean The Americas

Paul Sharpe sadly passed away on 24th June 2021.

In his role as Financial Controller for our Air & Ocean business in the Americas, Paul held many relationships right across the globe and he played an important role in the growth of our Air & Ocean product, starting in November 2012, one year after we split the business units here in the Americas. Paul's knowledge of the shipping industry in general provided more to the business than just his financial prowess. His quick wit and unique ability to diffuse tricky conversations will be very much missed.

Visiting Paul in his final week, his first words were "how did we do this week...?" A testament to his quietly, very competitive nature, and always incredibly proud of the A&O team's performance.

All who had the pleasure of interacting with Paul will miss him.



Peter Volcke, Mainfreight Warehousing Oostende

It's with sadness that we learned Peter Volcke passed away on 24th May 2021. As a member of the sheltered workshop De Oesterbank, Peter worked at Mainfreight for many years. Peter was so proud to be part of our Mainfreight family!

Since the end of last year, Peter focused on his fight against cancer, a battle he sadly lost.

Our thoughts are with his family and friends. Peter, you will be missed.

John Morones, Mainfreight Transport Chicago

John Joseph "JJ" Morones passed away on 21st November 2021, at the age of 27. He joined the Mainfreight family in May 2021 and in that short amount of time, JJ became a beloved key member of our night operations team. He was kind-hearted, sensitive, caring, and selfless, and was always there to lend a helping hand without asking for anything in return. He had a contagious laugh and an ever-positive attitude. The whole team is devastated by his sudden loss and JJ will be dearly missed.



Linda Blain, Owens Transport Christchurch

Sadly on 5th November 2021 we lost our much loved and respected team member Linda Blain after a brief but courageous battle with cancer.

Linda is the sister to Elaine Wong of our Newark Branch so one way or another had been around Mainfreight for quite some time.

Linda was an integral part of our CS team with a work ethic second to none. She proved to be the "Go To" person for our internal and external customers and never failed to follow the job through right to the end.

Outside of work, Linda was a keen gardener and many of the team have plants growing that she had propagated and gifted to them over the years. On top of this, she was an amazing baker and would often bring her baking in to share with the team. Her caramel slice was the best around and was often used as a way to bribe people to make sure that the job she had promised the customer was done!

She has left a huge gap in our branch. Our sincere condolences go to her husband Paul, children Lisa & Chris, and the Wong family.



SERVICE ACHIEVEMENTS

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

Lance Chadwick	45	Mainfreight Tauranga
Grant Smith	40	Mainfreight National Team
Ross Wells	40	Mainfreight Invercargill
Robert Dougherty	35	Mainfreight Masterton Owner Driver
Evie Koolenbrander-Tinnevelt	35	Mainfreight Transport 's-Heerenberg
Ronald Putman	35	Mainfreight Transport 's-Heerenberg
Koen Schreur	35	Mainfreight Trucks & Drivers 's-Heerenberg
Wilfried van Dulmen	35	Mainfreight Warehousing Meiland
Martine Blandin Neri	30	Mainfreight Transport Paris
René Derksen	30	Mainfreight Warehousing ANS
Keith Jones	30	Owens Sydney Owner Driver
Geoff Lulham	30	Mainfreight Warehousing McAlpine Street
Peter McNally	30	Mainfreight Warehousing Epping
John Mitchell	30	Mainfreight Palmerston North Owner Driver
David Murray	30	Owens Auckland
Kishor Patel	30	Chemcouriers Auckland
Darryn Petricevich	30	Mainfreight IT Australia
Brendan Ryan	30	Mainfreight Air & Ocean National Australia
Ron Stone	30	Owens Sydney Australia Owner Driver
Stefaan Vercruysse	30	Mainfreight Transport Belgium
Reginald Woonton	30	Mainfreight Transport Prestons
Raymond Burgess	25	Mainfreight Warehousing Prestons
Raquel DiMaggio	25	Mainfreight Transport Perth
Marty Fry	25	Mainfreight Brisbane Owner Driver
Angelina Harper	25	Mainfreight Transport Larapinta
Paul Johnston	25	Mainfreight Dunedin
Rut Koster	25	Mainfreight Transport 's-Heerenberg
Michael Morrissey	25	Mainfreight Albany Air & Ocean
Lui Naoupu	25	Mainfreight Auckland
Maria Ortiz	25	Mainfreight National Support Americas
Osman Osman	25	Mainfreight Transport Clayton
Mark Ritchie	25	Mainfreight Warehousing McAlpine Street
Tony Russell	25	Mainfreight Dunedin
Donna Sim	25	Mainfreight Auckland
Warwick Smith	25	Daily Freight Auckland Owner Driver
Yves Van Vooren	25	Mainfreight Transport Belgium
Inge Verschorre	25	Mainfreight Support Belgium
John Wolfrey	25	Mainfreight Warehousing McAlpine Street
Frans Zuidgeest	25	Mainfreight European Support
Mercy Bitong-Noche	20	CaroTrans Los Angeles
Timothy Brasier	20	Mainfreight Dunedin Owner Driver
Thorsten Claassen	20	Mainfreight Transport 's-Heerenberg
Barry Clark	20	Mainfreight Dunedin
Kim Desmet	20	Mainfreight Warehousing Belgium
Muni Sarwan Gounder	20	Owens Port Operations Auckland Owner Driver
Mitch Gregor	20	Mainfreight National Team
Tracey Hapi	20	Mainfreight M2H Christchurch
Norihiro Hisanaga	20	CaroTrans Los Angeles (Japan)
Wessel Heezen	20	Mainfreight Transport 's-Heerenberg
Brian Hogarty	20	Owens Sydney Australia Owner Driver
Andrew Kay	20	Mainfreight Warehousing McAlpine Street
Rita Kollias	20	CaroTrans Chicago
Antanina Imbriaco	20	CaroTrans New Jersey

Berni Luimes	20	Mainfreight Transport 's-Heerenberg
Pravin Maharaj	20	Owens Auckland
Lisa Martin	20	Mainfreight 2Home Auckland
Reuben Mason	20	Mainfreight New Plymouth/Palmerston North Owner Driver
Monaam Moknassi	20	Mainfreight Trucks & Drivers Belgium
Keith Mudgway	20	Mainfreight Palmerston North
Mcgee Nimmo	20	Owens Christchurch
Luke Paine	20	Daily Freight Auckland
Tony Ringdahl	20	Daily Freight Christchurch
John Searle	20	Mainfreight Invercargill Owner Driver
Nancy Silva	20	CaroTrans New Jersey
Craig Smith	20	Mainfreight Warehousing Kookaburra
Chantelle Stiege	20	Mainfreight Air & Ocean Brisbane Seafreight
Helen Sun	20	CaroTrans Shanghai
Lisa Tagoai	20	Mainfreight 2Home Auckland
Tevita Tevita	20	Mainfreight Metro Wellington Owner Driver
Clayton Tito	20	Mainfreight Mobile
Joost van Gaalen	20	Mainfreight Transport 's-Heerenberg
Brett Yates	20	Mainfreight Nelson
Billy Zhang	20	Mainfreight Regional Asia Team

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

Long Service Legends

Dave Tolson – Mainfreight Auckland – 50 years

Our Kaumatua Dave celebrating a whopping 50 years in the same business. Dave has seen it all, is a huge inspiration and full of freight knowledge. If Dave had his way, he would be loading freight on his scooter! Well done Dave.



Dave Tolson – Mainfreight Auckland

Lance Chadwick – Mainfreight Tauranga – 45 years

Congratulations to Lance Chadwick who recently celebrated his 45 years with Mainfreight, and retires at the end of 2021.



Lance Chadwick (far right) and his family

Grant Smith – National Support Team – 40 years

A true blue legend, Grant celebrated his 40 years' service recently, offering some sage advice about working at Mainfreight:

1. Treat people like you want to be treated yourself
2. Don't get anyone to do anything you wouldn't do yourself
3. A simple "Good Morning" is not a bad way to start the day



Grant (right) with his son Andrew, who is the Branch Manager at Owens Auckland

Ross Wells – Mainfreight Invercargill – 40 years

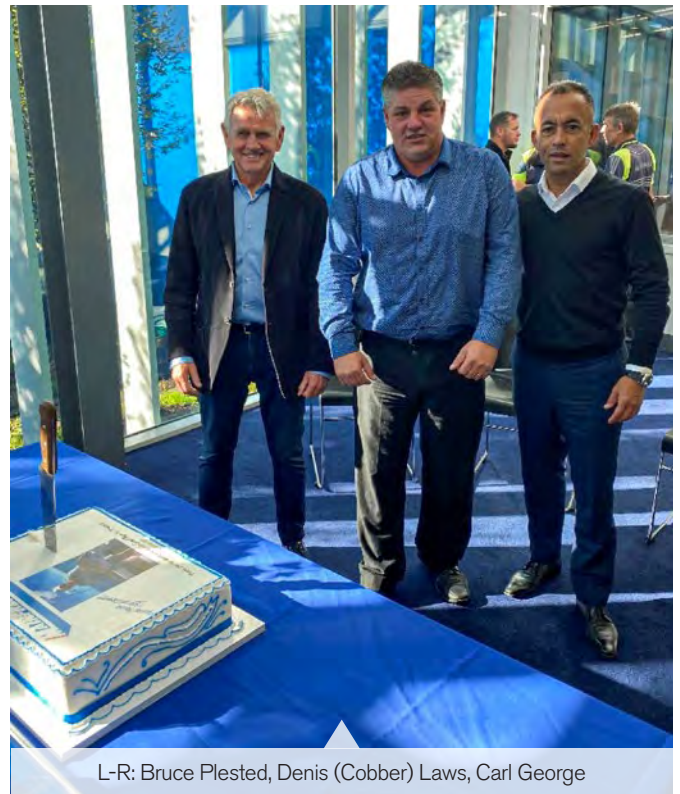
Ross started with Mainfreight when he was 16, so he now has the 50-year legend anniversary in his sights. Congratulations Ross!



Ross Wells – Mainfreight Invercargill

Denis Laws – Mainfreight Hamilton – 30 years

Our legend from the Waikato celebrated his special day with family, friends, customers and team from around the network. A real Trojan of the business – well done Cobber/Den!



L-R: Bruce Plested, Denis (Cobber) Laws, Carl George

Mainfreight Warehousing McAlpine Street, Christchurch – 25 years

celebrated the milestone of 25 years for three well-known Mainfreight legends in close succession: Mark Ritchie, John Wolfrey and Brynley Riches.

Australia Training &

Warehousing McAlpine Street 25-year legends
L-R: Mark Ritchie, John Wolfrey, Brynley Riches



Mitch Gregor – NZ Manager Warehousing – 20 years

Mitch Gregor recently celebrated his 20 years with Mainfreight.



Mitch Gregor receiving his certificate from Carl George



**Billy Zhang -
Asia Regional Sales Director - 20 years**

Billy started his Mainfreight journey in 2001 at the Shanghai Branch and has worked across number of our Asia locations during his 20 years' service. Billy relocated from his hometown Shanghai to Singapore in October 2018 in order to better support the Southeast Asia business development. Congratulations Billy!



Billy Zhang

Development Team

We celebrated two of our team members reaching their 20 years' of service, Colleen Moore and Troy Bennett. Both Colleen and Troy have contributed significantly to our business and we look forward to the next 20!

Australia Warehousing Manager Riyaz Jordan presenting Troy Bennett with his service certificate



Colleen Moore

CaroTrans 20 Year Legends



Rita Kollias from CaroTrans Chicago receives her service award from Branch Manager Bruno Barbi



Mercy Bitong-Noche (middle) from CaroTrans Los Angeles celebrates her 20 years with (L-R) John Hepworth, Alex Kosachev, Lorenzo Cometa and Jessica Hayes

It's our people that make the difference... some team shots from around the traps!

Sonny Bill Williams Book Signing

Former All Black and rugby league legend Sonny Bill Williams held a book signing day at some of the Sydney branches recently. Sonny was very giving with his time and enjoyed meeting our team members.



Sonny Bill with some of the Mainfreight team who attended his book signing
L-R: Matthew Ng, Jordan Falcioni (holding the All Blacks shirt), Bradley Sharp, Mele Tamaofa, Tony Pahulu.



L-R : Robyn McCarthy, Shane Williamson, James Gately
The night the Air & Ocean Tauranga team came up to the big city and took over the Auckland Social Club Event taking out the "Best Cooking Team" Competition



Auckland Transport team Josh Haunga and Connor Hull making a huge sacrifice to help raise funds for Movember. Awesome work guys!



Congratulations to Jade O'Connor (Air & Ocean Whangarei) on receiving her New Zealand Citizenship
L-R : Katrina Nathan presenting Jade O'Connor with a Pounamu



From a Duffy Books in Homes kid to a Mainfreight team member! Ashneel Prakash from FTL Neilson Street proudly holding some of his Duffy books which he has kept.

Updates from the organisations Mainfreight supports

Bairds Mainfreight Primary School recently celebrated their 60th birthday



An amazing birthday cake



Some of the pupils from Bairds Mainfreight Primary School



New skin/branding on Life Education Trust's high-tech mobile classroom

Team Building with Asia Regional Team

Practising yoga can help to ease your mind and relax your body. Trying new ways to maintain a work life balance!



Mainfreight Asia Regional Team
 1st Row L-R: Wilson Chen, Winnie Tong, Kittie Lau, Mandy Cheng, Nichi Zhui, Franky Lui
 2nd Row L-R: Jacky Lam, Candy Chan, Kally Yuen, Elly Fung
 3rd Row L-R: Vincent Lee, Cary Chung, Beryl Ng, Maggie Lo, Jouann Lee



The Toronto Team picking apples



The kids from Hume Public School in Lavington, NSW enjoying Mainfreight apples delivered by Sara Belcher and Tori Graham from the Albury Transport branch.



The Long Beach Team enjoying some rugby at the beach!

John Hepworth's Retirement Celebrations

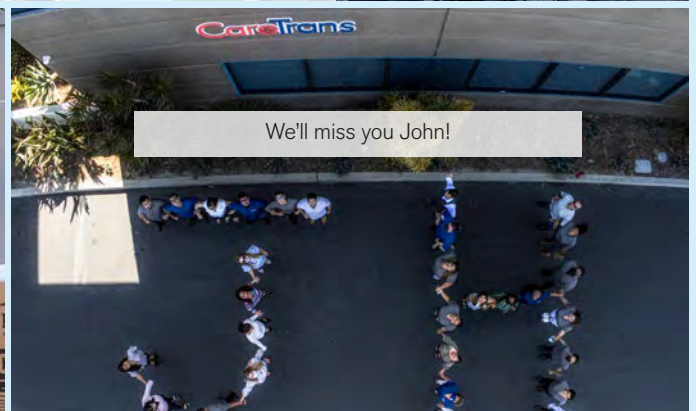
At the beginning of October, the Americas team farewelled John Hepworth with style!



I'm Outta Here!



Jason Braid taking up the mantle from John Hepworth



We'll miss you John!

Covid-19 Vaccination day at Epping

Doing our part to keep our family and community safe.



The Greer Family
Ethan, Brad and Bianca



Nicole Aiopotea-Schwenke
and John Tapuala-Unasa

This summer we have thanked our 's-Heerenberg drivers for their hard work. The beach towels were very popular!



Look how big the beach towel is compared to the granddaughter of driver Rob Polman

Have you seen our new cycling gear? Look how our NL team members shine!

Sebastiaan Holleman and
Monique Holleman



L-R: Barry Goole, Juno Winters, Grzegorz Niedzielski,
Dennis Winters, Jevgeni Dijksteel, Maurice Brinkman

It's a truck!



Thank you Tonny, Bennie, Guus, Rob and Frank for all your efforts throughout the years. Enjoy your well-deserved retirement!



Guus van der Stelt Transport 's-Heerenberg



Frank Ramakers Warehousing Born



Rob van Bueren Transport 's-Heerenberg



Bennie Jansen Crossdock 's-Heerenberg



Tonny Stoffels Warehousing 's-Heerenberg

Feedback

From: Neelaksh G
Sent: Monday, 28 June 2021 7:50 PM
To: Sejla Dizdagic ; Kim Sipeli (MFL Manu St) Craig Smith; Jeremy Williams (MFL Manu St); Hamish Woods
Cc: Riyaz Jordan; Mitch Gregor
Subject: Thank you for FY21!

Hi Mainfreight team,

FY21 has been a challenging year across the world. More so for us in ANZ due to the volatile ocean freight situation, which often demanded actions which were taken without adequate notice

I greatly appreciate the determination, passion, and ownership shown by you & your teams to ensure our business is not disrupted. It is unfortunate that I am not able to provide this appreciation to the team F2F – that's how the reality has become and will continue for some time to come

However, as a minimal gesture from our side, I would like to sponsor lunch for the entire MF team working on our account. Please let me know if this is something possible to arrange within 2nd Jul, given the Covid restrictions at place in WH/ Sydney. It can be as simple as providing lunch boxes to the team, so that they still maintain social distancing.

You can charge this amount in your invoice to us.

Thank you again for a great FY21! Looking forward to our continued partnership in future.

Regards,
Neelaksh G



An appreciative Sydney Warehousing team

*Nice work Connor Harper,
Operations Manager at Gold
Coast Transport*

From: Christian F
Sent: Wednesday, 21 July 2021 12:16 PM
To: Bryan Curtis; Rodd Morgan
Cc: Maraea Ekueti
Subject: PASSION ✓

Dear BJ + Rod,

Your Gold Coast Operations Manager Connor is very impressive. He is Driven, Passionate, Motivated, Visionary, Pleasurable!

I have had the pleasure of dropping my items to become your freight for quite a few years now, and all your team are great – however this 27-year young Connor is truly exceptional!

I am so proud to have him in our team ✓ and I sure do hope his drive becomes infectious!

Thank you 1000 times MAINFREIGHT

Kindly,
Christian F

**Well done Jamal Stent, Transport Manager, M2Home
Auckland**

From: Babs
Sent: Tuesday, 6 July 2021 1:36 PM
To: M2Home AKL Enquiries
Subject: Delivery
Hi

I am writing to express my gratitude for the delivery of a bookcase recently. I left it rather late to order the item for my grandson's birthday which was on 30 June. When I rang to ask if it would come in time I was delighted with the response. Jamal himself offered to deliver it on his way home that evening. I have no idea whether it was a long way out of his way but I wish to thank him for his kindness in going the extra mile. We were all pleasantly surprised.

Many thanks
Babs

From: Graham O
Sent: Tuesday, 10 August 2021 9:51 PM
To: Shane Smythe [MFT BHM]
Subject: 40 ft HC - Auckland-Omaka

Hi Shane,

Just a quick update re the container we were seeking from Ardmore Airport to Omaka and how things have progressed since you put me on to Arron Davis in AKL.

Well what can I say? Arron could not have been more helpful, or more understanding of our specific needs. He was immediately on the case to secure a 40ft HC box, and when I explained the situation in which we really needed to have it here for a couple of weeks, he went off to try to figure the best way to make it work, he appealed to his NZ Rail guy on our behalf, who also came on board to help, and managed to tick every box we were seeking. Total legend!

Doing this event (***Wings Over Marlborough***) is always hard but when folks recognise the charitable trust nature of it and they get that community feeling going, well it just makes it all worthwhile. So thanks so much for your help and for connecting me with Arron. That's quite a team you guys have there.

Thanks again!

Cheers,
Graham



Community Co-op Sutherland Shire is in
Miranda, New South Wales, Australia.

8 Aug at 8:24 pm • 🌐

Tonight we'd like to do a massive shoutout to the guys from **Mainfreight!**

These folk are absolutely amazing and have twice delivered donations to us in the last week. Beautiful blueberries, grapes, avocados and fresh creamy milk, so many Shire families in need will be very happy when receiving these goods 🙌

We can't thank you enough and hope everyone knows how grateful we are for all the support we receive!

#appreciation
 #sutherlandshire
 #supportlocal
 #familiesinneed
 #workingtogether



Great feedback for the Sydney Airfreight Team

From: Sean T
Sent: Friday, October 1, 2021 10:50 AM
To: Patrick Fox
Cc: ORD.AirImport; Jonathan G
Subject: Re: shipment

Thank you Patrick,

For us an unusual turn of events, lost freight!!, but I would like to personally thank you for the constant update on progress (even though it was bad news initially) and for seeing this shipment through to the end.

Not many would have provided that level of service, especially with the craziness of the world at the moment.

Enjoy the rest of your day and have a great weekend.

Kind regards,
 Sean

Van: Stephanie P
Verzonden: vrijdag 27 augustus 2021 2:57
Aan: Véronique Lootens
CC: Van Zand, Jany; Maxim Defer
Onderwerp: RE: Saturday delivery is complete - truck arrived at site 27/8 at 13:55 - Thank you

Hello Véronique

The customer just replied, I share this info with you:
It is here and being off loaded as I type, thank you for all your help with this.

You said this morning the load would arrive at 14:00 on 27/8
 It's 13:55 in UK, well done ☺

Nice job, very good communication and thank you to all Mainfreight team for this ☺

I wish you a very good weekend.

Sincères salutations / Kind regards /
 Mit freundlichen Grüßen

Stéphanie P

From: Cera R
Sent: Tuesday, 9 November 2021 8:05 AM
To: Nathan Barnes (MFAO TRG)
Cc: Giovana Tabarini (MFAO TRG)
Subject: Shipments

Hi Guys,

This morning a beautiful truck rocked up laden with wonderful parts that were much needed. It was a gorgeous sight to see this massive carrier pull up to our driveway!

Nathan, I just want to thank you on behalf of our team for continually pushing for us. I know all these containers weren't going to come together so we really appreciate all the hard work you do in the background to make this happen!

Gio, you and your team have given us nothing short of top-class service and hands down the best freight service we could ask for (and we've been through a few!).

Thank you both for listening to our needs and delivering beyond expectations! ☺

Hope you both have a fantastic day!

Thanks, Cera

From: Lee Tuhura (MFT TRG)
Sent: Friday, 25 June 2021 9:40 AM
To: Lance Chadwick (MFT TRG)
Cc: MFT Tauranga
Subject: FW: Mainfreight Drivers
Hi team

I had a very grateful conversation with this lovely lady this morning. She would like to pass on her thanks to these two heroic team members who helped her and her children by stopping traffic and comforting them when they witnessed an accident at the Welcome Bay round about this morning.

I've printed the email and pictures out for Guri & Deep already. Perhaps a pat on the back for both of them from everyone would be appreciated.

From: V&R McE
Sent: Friday, 25 June 2021 9:18 AM
To: Lee Tuhura (MFT TRG)
Subject: Mainfreight Drivers

Thank you so much to these two gentlemen for their kind assistance this morning. Apologies I was upset, my children were sick at school so I was heading to collect them.



Tauranga Drivers Guri Behla and Deep Singh

From: Ken C
Sent: Wednesday, 6 October 2021 12:37 pm
To: Carl George
Cc: Rachel Hustler (Training & Development)
Subject: Mainfreight home delivery feedback

Hi There Carl

Would like to share with you some glowing feedback I received this week about your Blue team.

Our former Technical Manager/colleague Bill B purchased a fragile statue of 60kgs from north of Auckland, and Bill lives in Tawa just north of Wellington.

Bill simply raved over the level of service received from Mainfreight throughout the delivery process, and the extreme care shown toward the fragile item.

At every critical point in the freight movement Bill was updated by txt... He just loved it, knew when he needed to be home to meet it, and was closely watching his newly procured pride and joy progressing along the route and coming closer to his home in Tawa.

Given just a three-hour window to be home and meet the truck is a key point of difference. Most home visits in the service industry give a minimum of a half day or an entire day to remain at home to meet the delivery, and just three hours was amazing to get it down to such a short-span window.

Bill lost his soulmate Colleen this time last year after fifty years together and he remains devastated and somewhat alone in his space. This beautiful statute is in his garden, and that it was carefully delivered by the wider Mainfreight team in the perfect condition is worthy of mention also.

Installed some flood lighting for Bill and the white statute is stunning against the darkness. Bill spends time in his garden with Colleen and all made possible by your team.

Just wanted to thank you all for making Bill's day when it arrived safely, giving him some much needed happiness just by doing what you all do...

Kind wishes
Ken



ASIA



AUSTRALIA



NEW ZEALAND



EUROPE



AMERICAS



www.mainfreight.com



www.facebook.com/mainfreight



Jason Waho, Operations Manager, Mainfreight Transport Dunedin
One of the many Mainfreight team members who are vaccinated against Covid-19,
for their health and the health of their family, friends and fellow team members



***Wishing you all
the best for the
Holiday Season
& have a
Happy New Year!***



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