

MAINFREIGHT TEAM REVIEW





A Word from Don

Welcome to our Newsletter for July 2022.

We write to you all – our people, our shareholders and our customers, and for that matter, any others who have an interest in Mainfreight – to keep you abreast of our progress and development. For the most part, these words are written to our team, however others can take what they wish from the information.

Looking in the rear-vision mirror, our financial results for the year ended 31st March 2022 have been released to the market, and highlighted total revenues up 47.2% to \$5.22 billion, and profit before tax up 86.5% to \$489.4 million; a significant tribute to our people around the world who worked tirelessly under trying conditions to achieve this result. Thank you.

Included in this result is our increased discretionary team bonus of \$94 million, dividends to our shareholders of \$143 million, and another \$134 million paid to the Tax Man.

Congested supply chains during a worldwide pandemic is not an easy place to achieve service delivery on behalf of our customers. We are enormously proud of the success our team has achieved. However, we have not yet returned to the service levels we think are acceptable. Our operational standards are very important to our customers and, in every region, we must do all we can to lift our delivery performance.

We have used statistics to measure our performance for many years, branch by branch. We would urge you all to understand where your branch's quality currently sits, and what you can do to improve this. We should all remove our rose-coloured glasses and have the honest conversations needed to find improvement.

We continue to invest capital in land and buildings (\$450 million over the next two years), and commit to new leased facilities where appropriate, to keep adding infrastructure to keep up with our growth. These facilities will be useful, purposeful and the best we can construct to improve services and quality. We strive to make every workplace friendly and comfortable for our team.

The new facilities will help where we are outgrowing warehouses and cross-docks, or extending into new Air & Ocean locations. This funding requires a return which will be driven by more sales growth. We all have a responsibility to help with these growth initiatives.

We wish to be useful across our customers' supply chains; it drives good organic growth. The quality of our facilities, the intensity of our network (being closer to our customers), with great technology linking us all, are the key advantages we have.

Environmental considerations continue to push us to build better facilities. Solar power, water collection to drinkable standards, rain and vegetable gardens, electric handling

and delivery equipment are all part of lowering our carbon emissions. We "get" that freight movement is carbon hungry and lowering this input will take time, therefore whatever we can do to be better environmentally, expect us to invest accordingly.

Globally and regionally, our network continues to increase. New branches across New Zealand, Australia, Asia, Europe and the Americas; presence in Indonesia mid-year; with India and the Nordic region also high on our list. Such are the opportunities that these past two years have presented.

We may well face more obstacles as the world's economy resets itself post-pandemic. Providing we remain energised, focused on our customers' needs, and those of our business, we are well positioned to keep growing.

Thank you to each and every one of our team for your passion and commitment. To our customers, thank you for allowing us the privilege of servicing your supply chain requirements.

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Mainfreight Australia – Rodd Morgan

At this time last year, we marvelled at the resilience and ingenuity of our business led by our Branch Managers whose teams were able to find all sorts of ways to move freight in the most trying of circumstances and also deliver a strong profit performance.

Our task then was to maintain this momentum and take our growth to new levels. We are very pleased to advise that we were able to achieve this task and produced profit growth over 50% and sales growth of more than 35%. Along the way, all of our divisions surpassed the profit and sales targets we set ourselves 12 months ago. Setting these “stretch” profit and sales targets are an important part of our culture and allow us to collectively understand where we are heading and where we need to be at each point along the way. Our weekly profit and loss estimates (completed every Monday) then quickly allow branches to identify weaknesses and make changes if they are falling behind the run rate.

Prior to any sustained profitability being possible however, we need to produce great levels of service quality for our customers. If that is missing, we will fail. Therefore, the disciplines, processes and systems we have in place, that have stood the test of time, must be brutally implemented every time. The pursuit of outstanding service remains our driving force and the reason that we each come to work every day. Please ensure that we all remember this because, if we do not

each do our job to a high standard, we can very well cost our customers their profit and potentially ruin their business. Conversely, if we provide great service consistently, we can actually help our customers to grow and be more profitable.

Our responsibility to our customers is very serious indeed and remains our primary focus.

As part of our strategy to grow and have the best chance of providing great service, we continue to invest in property and buildings to develop our network and have more freight delivered by a Mainfreight branch. We added 8 new sites over the last 12 months with another 8 planned over this current financial year.

On top of this, we look forward to opening new or replacement facilities (or extensions) for Adelaide Warehousing and Transport, Owens Altona, Transport and Warehousing in Melbourne, Transport Gold Coast and Airfreight/Perishables in Brisbane. 2023/24 will see yet another 12 projects come to fruition. Truly exciting times!

Unfortunately, our traditional ‘pre-start of financial year’ Branch Managers meeting had to be held online for the second year in a row. Nevertheless, it was a great event with some individual and team success acknowledged and celebrated. To give everyone a feel for some of the things we value in our business, the following awards were acknowledged during the meeting:

- Legendary Service – Ian & Devon Patterson – Line-haul Owner Drivers
- Turnaround branch – Warehousing Kewdale (Perth)
- Remeasure – Transport Ballarat
- Cash Collection – Owens Brisbane

Perhaps most notably the Branch of the Year was won by Air & Ocean Perth, who also won it in 2019.

We handed out 45 Profit Plaques, to every branch who achieved their target, 2 Profit Pins to Branch Managers who had done that 5 times and 1 who has done it 10 times. We also presented the special Mainfreight blazer to no fewer than 18 team members who had been promoted to Branch Manager for the first time.

A very special event and congratulations to everyone involved.

The following pages of this mid-year newsletter again give you a great insight into the exciting things we have going on and the wonderfully bright and talented people we have across the business. Please enjoy.

Finally, we want to acknowledge and thank our team for the performances that produced an even better year than last year which, for the second year in a row, blew our targets out of the water. You are an amazing group of people.

Let us keep hold of this irresistible momentum!

Australia Transport – Simon Hart

Quality first, then Morale, and because we have this, we will make Profit. Our goal is to develop long-term relationships with our customers through delivering exceptional quality. This is what separates us from the competition. Quality always comes first.

The beginning of this year has been all about delivering a quality service for our customers. This started at our annual Branch Managers conference,

where the team were tasked with planning for the next 12 months to ensure we are well positioned to deal with whatever comes our way. We followed this up with our annual Operations Managers conference which again was all about preparing to be match fit for the next 12 months and beyond.

Whilst training is a branch responsibility, it is important to bring the team together from around the

country and reinforce some of our important messages with respect to culture and processes. We do this with our induction courses, and an important aspect is that they are an investment in creating long-lasting relationships that can't be emulated through a computer screen. We are excited about hosting you on one of our 30 courses planned for this year. Ask your manager about it! Amanda Nugent has provided more detail below.

To match our growth, we are investing in expanding the network. We want to control quality by delivering as much freight as we can on a Blue truck. Our Mackay branch opens very soon (after weather caused delays to our plans to be open in May). We will be in Orange and Dubbo in August, and we are out looking to find a home in Bundaberg and Tasmania soon. There are many more locations in the pipeline and we will continue to update you on progress. All of this will provide an opportunity for our team to take the next step in their career through our “promote from within” culture. Look out for a Blue truck in a town near you.

There are also plenty of building projects on the go. These new buildings are about providing the team with the tools and environment to continue to grow and deliver exceptional quality. Both our new Adelaide and South Dandenong (Melbourne) sites are due before Christmas 2022. Both facilities will be 96% off the electricity grid and

Opportunities for Improvement:

- 1. Delivery performance.** This has taken giant steps forward post the peak period, however our goal is for it to always be exceptional.
- 2. If you say you will do it, do it.** We have made several tangible commitments in our recent planning sessions. Let's act with pace and get them done. This is even more important when making commitments to our customers.
- 3. Presentation.** If we look tidy, we will play tidy. This is part of delivering a quality service. We want immaculate People, Facilities, Equipment and Trucks.
- 4. Have Fun while you are doing it.** Whilst there is a job to do, it is important to have fun while you are doing it. We spend a lot of time together as a family. Think about how you can bring a smile to your teammate's face.
- 5. Bottom up.** Our team make this business special. We need your ideas and actions to make us better. Our Positive Action Team meetings are there as a forum for you to make decisions and make changes in the best interest of our customers. Keep the ideas coming.

have enough water storage capacity to be independent from the utilities.

Our first electric trucks arrived in Melbourne and Sydney in May and we are working to add more to the fleet.

Finally, it is great being able to travel again! We are making our way around the branches and look forward to spending some time with you all soon.

Adelaide – Jason Levy

What a great start to 2022.

After spending over four years selling our Transport business in Brisbane across Mainfreight and Chemcouriers, I made the move to Adelaide Transport to join the team as Branch Manager. It's safe to say there is never a dull moment at Mainfreight and I have enjoyed every minute. Just jump on the rollercoaster and hold on!

Thank you to our Adelaide Team for being so welcoming and making this move a breeze. We have an exciting new chapter ahead of us with plans to boost our quality, recruit more driven and energetic team members, and add to our ever-growing fleet of owner drivers, all before we move into our brand-new purpose-built facility. The construction of our new depot is coming along nicely, and it is very

exciting to see the progress as we drive past each day. We move in August 2022 and will ensure our branch quality, presentation and recruitment is at a high level to facilitate a smooth transition.

Lastly, thank you to Steven Blackmoore, Greg de Lautour and the team in Brisbane for driving our strong Mainfreight culture and making my time at Larapinta so memorable.



L-R: Jason Levy and Bruce Plested



Artist's impression of our new Adelaide depot

Transport Induction – Amanda Nugent

This year, we have welcomed the return of the Transport Induction courses after a short hiatus due to the pandemic. The branches have been quick with nominations, showing there are many eager team members. To cater for this, we have increased the number of inductions running this year from 12 to 30. This means that 330 team members can attend!

While the course has been condensed to run across three days, the Transport Induction still covers all the core areas of the business including our history and culture, site tours, the lifecycle of a con/quote and sales. We also place

an emphasis on operations – in particular, focusing on the correct load restraint processes and educating the team on how we can avoid damages. This is taught hands on, on our Training Dock, with the team loading trailers with real freight donated by our customers.

At the end of the course, a team member who best exemplifies the Mainfreight culture and spirit is awarded 'Top Performer', however everyone who attends leaves with the reward of new friendships that outlast the three days in which they were formed.



Jessica Peregi Top Performer
Jessica Peregi (Transport Adelaide) and Rodd Morgan



L-R Back: Elvin Satendra, Tegan Daly, Keegan Sperling, Mark Russell, Jackson Shang, Harman Singh
L-R Front: Karla Blowers, Sheridan Weaver, Aleina Zerrudo, Isabel Sauermann, Sam Wheatley

Mainfreight Mackay – Troy Blacklock

We are excited to further intensify our QLD network with the opening of the much-anticipated Mainfreight Mackay depot, establishing ourselves as a strong player in the far north QLD marketplace. We are building a tier one, purpose-built facility that will enable us to deliver a high-quality service to the region.

Our initial goal will be to meet and exceed expectations, establishing ourselves in the marketplace by offering outstanding service to our brothers and sisters in the sending branches. We will swiftly need to expand our own customer base and find synchronicity with our Townsville branch and expand our southbound lanes.

Whilst there is still work to be done, there is much opportunity and much excitement. It will be a pleasure and an honour to grow more Mainfreight Blue, deep into Maroon (Queensland) territory.



Progress of Mackay building



Artist's impression of Mackay Depot

Driver Appreciation Week Erskine Park – Liam Thompson

Our Drivers represent us on the roads and in front of our customers. They are an important part of our team and we appreciate them.

At Erskine Park we were all quite excited about the National Driver Appreciation Week. We planned a fun week where every day was different – each day the drivers were given coffee by our local van and we ran a lucky door prize where the drivers took raffle tickets and could win a prize such as a Mainfreight bag, Mainfreight socks, etc.

It was a fantastic week, and we could see that the drivers really enjoyed and appreciated the efforts the team went to every day. It was also a great



Owner Driver Don Ram



AJ Linfoot cleaning tyres.

chance for all of the teams to work together and build on their relationships through giving and generosity. We look forward to the

next Driver Appreciation Week, especially our drivers who have a list of ideas to try and top the last!

Legendary Service Award for Ian and Devon Patterson – Sander Vreeburg

Every year Mainfreight presents the Legendary Service Award to their most outstanding team members. We do this to give recognition to the person that has proven to be the embodiment of our Mainfreight values. The past year has arguably been one of the most challenging years in recent history, yet the service level of Ian and Devon Patterson has been unsurpassed. Therefore, it is with great pleasure that we award them with this year's Legendary Service Award.

Ian and Devon run a linehaul between Melbourne and Brisbane. Not only are they incredibly easy to deal with, but after three years of heavy use, their Kenworth K200 still looks brand new due to the high level of care they take of their equipment. It's the little things that make a big difference and immaculate presentation is a key focus for how the Pattersons run their business.

Ian and his sons Devon and Callum make sure the truck gets a wash when they arrive in Epping at 3AM in the morning so that the Team doesn't have to get dirty when opening their trailer. During our peak season, the Pattersons went above and beyond by offering their services to run Melbourne to Adelaide on top of their regular Brisbane run. They were always on time, and they never compromised on their immaculate presentation.

We want to give thanks to the Pattersons for being an example for our whole Owner Driver fleet. It truly gives us a competitive advantage.



L-R: Sander Vreeburg, Devon Patterson, Ian Patterson.

Claims Performance

Outward Consignments Per Claim				Inwards Consignments Per Claim			
Branch	To Mar 2022	To Sep 2021	To Mar 2021	Branch	To Mar 2022	To Sep 2021	To Mar 2021
CCA BRISBANE	54355	82574	9358	CCA CLAYTON	18053	13603	14506
CCA CLAYTON	25855	14679	3257	MFT WOLLONGONG	11413	0	0
MFT WOLLONGONG	13693	0	0	CCA EPPING	11195	0	3683
CCA PRESTONS	9790	19410	12321	CCA ADELAIDE	9772	0	0
MFT BENDIGO	9327	4769	4279	MFT TRARALGON	9754	8873	0
CCA PERTH	8514	6888	0	MFT BENDIGO	8080	0	5711
MFT TOOWOOMBA	4338	0	0	CCA PERTH	6397	0	0
CCA ADELAIDE	3759	0	0	MFT BALLARAT	5988	4102	20024
MFT TAMWORTH	3386	2212	4021	MFT TOOWOOMBA	5063	4085	7856
MFT TOWNSVILLE	3368	10890	2655	CCA PRESTONS	4353	14792	10374
MFT NEWCASTLE	3239	2824	3005	CCA BRISBANE	4132	9937	6501
MFT ADELAIDE	3088	3562	6085	MFT GOLD COAST	3999	4634	3459
MFT ALBURY	2270	4451	4711	MFT ALBURY	3727	5525	4328
MFT CLAYTON	2117	2335	1481	MFT CLAYTON	3645	4107	4343
MFT ERSKINE PARK	1945	2368	1643	MFT TOWNSVILLE	3573	3930	1993
TOTAL COMPANY	1800	2019	3220	MFT PERTH	3489	3941	5291
MFT CANBERRA	1638	2173	2141	MFT NEWCASTLE	3013	3052	2271
MFT BRISBANE	1423	1637	1660	MFT GEELONG	2930	1693	1983
MFT GEELONG	1416	799	1552	MFT CANBERRA	2773	3364	4779
MFT GOLD COAST	1384	2846	1893	TOTAL COMPANY	2753	3408	3220
MFT EPPING	1348	1536	1302	MFT NARANGBA	2622	4055	5718
MFT TRARALGON	1248	0	0	MFT ERSKINE PARK	2304	3153	1779
MFT PRESTONS	1090	1266	1245	MFT ADELAIDE	2276	2761	2258
MFT BALLARAT	959	1159	3610	MFT BRISBANE	1968	2016	4815
MFT NARANGBA	939	782	2804	MFT TAMWORTH	1642	971	1265
MFT PERTH	626	696	1382	MFT EPPING	1437	7032	4219
CCA EPPING	475	454	729	MFT PRESTONS	1074	1264	1201

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.

Australia Warehousing – Riyaz Jordan

Looking back a few years ago, peak season would normally finish in December, and we would take advantage of the first few months of the New Year to give our team a much-needed break and a chance to get refreshed.

Unfortunately, with the new normal, peak season remains a constant as we navigate through various supply chain challenges. Our team has gone above and beyond during these challenging times, and this is appreciated. Thank you to all our team members for your efforts and contributions for the past two years.

We are now experiencing the new “12-month peak season” and are working closely with customers to better understand their requirements. We should have a good idea of customers’ forecasts, which gives us the ability to have a plan in place as we move forward.

As part of our preparation, earlier this year, we were fortunate to get all Warehousing Branch Managers together for a one-day breakout meeting in Melbourne. We were also

lucky enough to get both Todd Vallerine and Nick Marshall to leave their fortress in Perth and pay us a visit in Melbourne. After a two-year hiatus, having the team together in one place was invaluable. As much as we enjoy Webex conferences, you can't beat the benefits of face-to-face meetings.

Domestic and International travel are also starting to reopen which is reassuring. We are using this opportunity to visit our brothers and sisters (buddy branches), meet and support new team members, and provide constructive feedback to improve quality and site presentation.

We have an exciting year ahead. Warehousing capacity is coming, and we are prepared to build on the strong momentum from 2021. Thank you again to all our team members. Wherever possible, please have a break and spend some time with family and friends.

Finally, we would like to wish Bruce a Happy 80th Birthday and thank him for his generous birthday present to our team. This has provided all the team with renewed energy and further demonstrates the Mainfreight way.

Things to do better:

- **Make Decisions Early**
Let's make this a reality to avoid delays and build better relationships.
- **Inventory Control** – If we have control, the rest falls into place. Greater focus on stock control and investigations remains a priority.
- **Forward Selling** – We need to continue selling and looking ahead to the new sites that we are investing in.
- **Forecasting** – Quality of forecasting is critical to our Warehousing business. We need to continue communicating with our customers and avoid last minute changes.
- **Look after our team and customers** – We all have good and bad days. Check in with each other. Talking is only half of the equation when it comes to good communication. The other half is listening.

Snapshot of 2022/23 Property Developments

During the next 12 months, we have four large property investments coming our way. These will increase the Australian warehouse footprint from 216,000sqm to 330,000sqm. This demonstrates our commitment to build for the future and provide our team and customers with exceptional facilities to deliver on our service promise.

Adelaide – 9,000sqm
– Go Live October 2022

Melbourne (Dandenong) – 30,000 sqm
– Go Live November 2022

Sydney Moorebank – 55,000 sqm
– Go Live January 2023

Perth – 21,000sqm
– Go Live April 2023

A bit more about Sydney Moorebank:

The Moorebank Logistics Park is Australia's largest freight infrastructure project and will link Port Botany direct to rail terminals and warehouses. Our new facility (55,000sqm) will provide us the ability to help remove truck movements from NSW roads and better utilise the rail network for international and domestic shipments.

Artist's impression of Adelaide



We have lift off! Sean Howell at the new Adelaide site.



Artist's impression of Dandenong



Mobile Sydney – Daniel Payne

Over the last couple of months Sydney Mobile has hit the ground running and has been able to provide some strong value to our Ingleburn and Eastern Creek Warehouses. The Sydney Mobile branch was restarted in January 2022, with myself and Josh (first team hire) getting the ball rolling. We have now grown to nine team members, with a goal of getting to 26 team members by July this year. A very ambitious, but still achievable goal! These 26 team members will put us in a position to be able to unload roughly 50% of containers across our four Sydney sites – an essential step in the reduction and eventual elimination of agency labour within our business.

Most of our team members have recently undertaken the one-day induction course, which has ignited a strong passion and desire for our branch and business to succeed!

Being a 'mobile' branch, that operates in multiple facilities across Sydney, does present some unique challenges with maintaining our culture. The team has come up with some great ideas in our Positive Action Team meetings to ensure we don't get ourselves into operating as little 'silos'. Consistently mixing up the team, social events and creativity in weekly meetings are some of the ideas that will



Mobile Sydney Team
L-R: Jordan Smith, Rodney Meatoga, Toese Lese and Joshua Crouch

ensure we maintain a robust Mainfreight culture – essential for our success!

The future for Sydney Mobile is exciting and the opportunities are endless. Our vision is much further than just container unloading, and we hope to be offering solutions for our brothers and sisters across all our products in the future.

Happy 80th Birthday Bruce!



Happy 80th Birthday Bruce! – Warehousing Prestons Team



Happy 80th Birthday Bruce! – Warehousing Larapinta Team

Kewdale – Turn Around Branch of the Year

It was an honour to be awarded the 'Turn Around Branch of the Year'. Though a greater honour, was to inform the team. Well it would have been, if someone else had not beat me to it! It was all good though, we celebrated with a Breakfast BBQ. The way Kewdale likes to celebrate, together, with food.

Knowing how hard our young team had worked, it was great to see their achievements recognised by our peers. This award has illustrated to our team that, although we are a smaller branch, we are part of a much larger picture, our performance does matter and is both recognised and appreciated. Great for morale!

We look forward to the challenges of the new year and further growth and improvement.



Presentation of the 'Turn Around Branch of the Year' award.
L-R: Todd Vallerine and Valentin Teles



L-R: Christopher Greipl, James Adamson, Lucas Evans, Hayden Woodfield and Jaydn Carr - MFW Kewdale



MFW Dandenong Team
L-R Shaun Winder, Matthew Cartledge, Craig Fenney, Daniel Martin, Molly Boswell, Amit Singh, Pat Kerr, Kaytlyn Davies, Jake Charles, Joel Winder, Mikki Iljanic, In front Shannon Lomas.

Australia Air & Ocean / CaroTrans – Grant Draper

We recently had the pleasure of presenting in person the Mainfreight scholarship cheques to the children of some of our Sydney team members. This is our program designed to help enable those children to attend university and further their education and their prospects. Mainfreight contributes to their course fees over a period of three years. The whole Sydney team of about 60 people and the recipients' families gathered around to be involved. The young scholarship holders each had a chance to talk to the team about the degree they were undertaking and to thank Mainfreight. There was a morning tea with shared food and photos with families and lots of interaction. It was so great to feel the energy in the office from all involved. It was a real reminder that we are a people business with a great culture at our core and when we achieve great things together, it means so much more to us all.

2022 is a year of action for us, we are intent on continuing to expand our Air & Ocean network here in Australia with sales teams based in more

regional areas, to get as close as possible to our customers to understand what solutions will suit their needs. We are taking action to continue to expand our regular export and import consolidation services with our sister branches overseas in both airfreight and sea freight, with the USA, France, Germany and Thailand all featuring heavily with these in the months ahead. Our sales and operational teams on both sides of the trades will combine to get these running regularly, smoothly and profitably. Then we will take action to set up more new services and continue, on repeat.

We want to give a big shout-out to the teams involved in our export growth this year. Our teams in airfreight and sea freight set the goal of achieving double our normal expected growth rate in exports, to increase the proportion of our export product is our total business. This was achieved in most areas, and we are taking action to ensure this momentum is maintained for this next year. The great connection and cooperation between our fantastic operational and

Things to Focus on:

- See more customers
- Keep growing exports air and sea
- Have more regional sales representation
- Start more new consolidation services
- Work with local schools to bring in new team members
- Collect money owed to us by the due date
- Feed freight into our local and global network

sales teams is vital to achieving this continued and important export growth.

Thanks team for all you have done this last six months. This newsletter gives us all a chance to look over some of the events that mark this great period in our development, and I hope you enjoy it.

Mainfreight Scholarship

Every year Mainfreight awards university scholarships to some very lucky recipients to help with their ongoing fees.



James Nasr, Joumana Nasr (team member), Angelina Nasr (recipient) and Grant Draper.

Bruce's 80th Birthday

The team at Air & Ocean Sydney Seafreight & Airfreight celebrating Bruce Plested's 80th Birthday.



Mainfreight Air & Ocean Sydney Seafreight & Airfreight Team

German Fire Drill – Amazing Race

During a global sales campaign (which we call a fire-drill), our Adelaide sales team pulled together a fun, creative and highly competitive game for the German Fire Drill, it was designed to be like The Amazing Race. Teams of two named after German foods, the first-place winners were shouted a German lunch in Hahndorf, South Australia.



Air & Ocean Adelaide getting into the German spirit.
 Back Row L-R: Adriana Marafioti, Harry Sibley, Michael O'Donnell, Georgie Neaylon, Hayley Collins, Gary Birmingham, Jessica Wegener, Caroline Pitman
 Front Row L-R: Jodie Dirksen, Mikaela Anderson, Lisa Raimondo, Timi Ong

Frankfurt to Perth

Our Perth Air & Ocean team have welcomed their first ever air freight consolidated units, Frankfurt to Perth, which started in February. This, now weekly service, has been a long-term career goal for our Perth Sales

Manager, Stefanie Schroeder, to build this service from her homeland, Germany.

In true Mainfreight fashion, we celebrated the arrival of the first

consol with the team in Perth by putting on a "Frühstück", German Breakfast. Stefanie was very excited to be able to share her culture with the team by putting on a breakfast buffet full of German delicacies.



Brett Hoare & Stefanie Schroeder Air & Ocean Perth



Owens Transport Australia – Mike Reid

Well, here we are six months into 2022 as I write this, and underway with yet another financial year. I would like to thank everyone in the Owens team for their dedication over the past 12 months.

We have made many changes to find the right mix of team levels to ultimately strengthen our overall performance. I believe we have established a great foundation to build on, having a good mix of experience, youth and energy.

Education and cross training will play

a huge part in our branches' success. Let us all understand each 'cog in the wheel' and the importance in each doing our job properly. It is important to challenge ourselves and not stay in our comfort zone doing only what we know. We are in an industry where we need to "think outside the square". Understanding what happens two steps before and three steps after the completion of the job is vital to continual growth and improvement of our business.

Our focus needs to be on quality and implementing a "do it right the first time" attitude – not taking shortcuts

but getting back to doing it by the book.

Our Brisbane team have been doing some great things. One of the exciting new things is that we have grown and expanded and are now open for business in Townsville. Once the new Mainfreight facility is open, we will move in with the Mainfreight team.

Our Melbourne operation has seen a challenging, frustrating, and rewarding year all bundled together in a neat little package. The biggest challenge of all still lies ahead of us with our

third container yard in Dandenong South due to open in Q4 at the new Mainfreight facility, creating significant efficiencies throughout the operation.

Our Sydney operation has seen several changes over the last six months, and we welcome the new team members to our family. We must continue to maximise our opportunities and ensure that we are as resourceful and efficient as possible. To achieve this expectation however our operations must be the best they can be, and it is great to see we are making some good in-roads.

Our Perth operation has seen a very tough market over the past few months with a huge downturn in the mining sector. It is great to see the team looking for other growth opportunities and continuing to offer the premium service that our customers expect.

We are excited to announce we will be opening in Adelaide in the coming months with the new transport depot accommodating us with some container rated hardstand which will give us the opportunity to Ready Fire Aim in this area.

Things to do better

- Smile, great attitudes are infectious!
- Don't make excuses – get results: get out there and make it happen.
- Maintain our buildings, vehicles, people, and image. We are a 100-year company. Investment in our foundations is mandatory to achieve our vision.
- Train successors so that you may advance.

Let us remain focussed and examine all our costs and practices, do more for less, deliver uncompromised service to our customers with typical Owens's determination, and come out better and stronger.

Thanks to our team and their families; we are grateful for your support and look forward to an exciting year ahead.



OD Sydney – Cuong Nguyen – Sydney depot after a busy weekend off the port



(L-R) Owens Perth team members – Makenzie Hewitt, Dylan Ward and Kieran McAlpine.

A Word from Jaan Ilhan – Owens National Sales Manager

I joined Mainfreight in October in 2010 as a graduate working in our sea freight export team, servicing all regions globally. From there, moving into our CaroTrans business and remained within the exports team, building FAK consolidations for both retail and wholesale customers. I was provided with the opportunity to join the world of sales as a cadet within the Melbourne Air & Ocean team. I was on the road as a business development executive for over a year then took on the Sales Manager position at Air & Ocean Melbourne where I successfully lead the sales team for 4 years. From there, I was lucky to be given the opportunity to take on a supply chain selling role, managing all our international tender responses nationally. Most recently, I switched products and became the Owens National Sales Manager in November of 2021.

Owens & Beyond...

Now that I am settled into the role, I can safely say I am loving it. The entire Owens team have been extremely welcoming and have been an absolute pleasure to work with. My Air & Ocean background has provided me with a strong platform to build on within my Owens journey and



OD Sydney – Damen England

has allowed me to strengthen the link between Owens and Air & Ocean. We are very fortunate to work for a business that allows and encourages us to take these opportunities. I would strongly encourage anyone who has an interest in moving to another division to go for it.

As we move further into the new financial year, we have some big growth targets set and upcoming projects that are putting us in the right position to take Owens to the next level. There are many significant

projects we have embarked on to allow us to better service and manage our customers. The way we interact and service our Air & Ocean team is critical as we are extensions of their business and provide them with a competitive selling advantage within the marketplace.

Thank you to all the team who have welcomed me into the Owens business. We have started the year well and believe we are in a strong position to hit 2022 with pace.



OD Melbourne – Nick Apostolovski

New Zealand – Carl George

Kia Ora
Here we are again, signing off on another financial year full of ups and downs.

It is no surprise that our wonderful teams throughout the country have again taken a big breath, pulled their socks up and just got on with it in true Mainfreight style.

The strength of our culture and our one-team approach to surviving the impacts of a global pandemic and supply chain challenges has been special to witness.

This was highlighted pre-Christmas when our Mainfreight 2Home team were swamped with trampoline deliveries. Every available team member from every division came to the rescue, loading cars, trailers, trucks and hired vans to make sure these special Christmas deliveries made it in time for Christmas morning.

Our Hamilton team was overwhelmed with volume pre- and post-Christmas. Again, team and drivers from around the country came together to help get things back on track. This camaraderie across the teams has made the difference in managing the challenges of the past two years.

Topping off the extraordinary efforts of the past 12 months are the strong financial performances from our branches, with records being broken most weeks across the network.

Strong results to allow us to continue to develop our network to cater for



Joseph Collins and Jacob Taurua getting the trampolines delivered

increased volume, now and into the future. The intensification of our network will continue, to ensure we are as close to our end customers as possible, able to provide an environment that allows quality outcomes and gives us the ability to cater for growth.

In the coming months, we will open our new Hobsonville freight terminal to the west of Auckland, and a new start-up regional branch in Whakatane, with many more projects either under construction or in the planning phase.



Mainfreight Hamilton depot – before and after

Like every year, there are always good lessons to be learned, and it is important that we take these on board to plan and be better prepared for the busier times of the year when extra pressure is placed on our operations and teams. Always have a 'Plan B'; as we have seen, things can change quickly, and it's better to be over-prepared than not at all.

As we move forward, it is exciting to be able to once again reconnect with our teams and customers throughout the country and around the world. Nothing will replace a face-to-face conversation and the ability to visit your buddy branches again. Also, take the time to visit branches from the other divisions; we are all reliant on each other and the more we

appreciate what each other does the better off we will all be for the long term.

With many branches unable to celebrate key service milestones over the past year or so, it has been heart-warming to see branches holding special morning teas through the length of the country to make sure we recognise these special occasions in front of team mates and family.

The year ahead will provide us with plenty of opportunities to continue the momentum we have seen these past 12 months. It is also an important time to reset, focusing on our image, standards and quality throughout the business, and the consistency every day that our customers expect and enjoy.

New Zealand Transport – Nic Kay

Thank you to everyone in the team for making my transition from Air & Ocean to Transport as smooth as possible in the disrupted environment we are all navigating daily. It's been incredibly humbling to have been welcomed back into the Transport business and receive fantastic support from you all.

Like many businesses, our Transport division has been pressure tested over the last year, with increased numbers of team absent through sickness, and disrupted services with KiwiRail and Inter-Islander all impacting on our day-to-day business operations. In these times, it has been rewarding to see the strength of our team, owner drivers, network and most importantly the TEAMWORK across the business. The energy and passion everyone has contributed to keeping our quality levels high, and providing a good customer experience has been immense.

The network has absorbed a large increase in volume over the past 12 months, which in some cases has added capacity challenges. We have some large expansions underway across the network, with new depots this year in Whakatane and Hobsonville, and we have many other building projects across the network underway or starting this year. The additional capacity will help gear the business for the future, and assist our growth aspirations throughout the network.

We get measured every time we deliver a consignment, so it's critical that we give the best possible customer experience through our drivers, operations, customer service and sales teams. As a network business we must all be aligned, through all "touch points", and be consistent with our quality measures. Look after each other's customers by providing quality loading and delivery of your mate's freight.

We are relaunching our "Driver Academy" programme to ensure we provide a structured pathway for future Owner Drivers, including team members who are interested in taking this direction, and by providing a framework and process that will continue to attract drivers into the business for both pick-up and delivery (PUD) and linehaul fleet.

The continuing development of our technology provides ongoing benefits to the business and our driving fleets, as compliance demands grow and time becomes more precious. Please ensure you embrace these changes and understand the true value our technology brings to the business.

Providing supply chain solutions for customers across our Warehouse and Air & Ocean divisions has contributed great volumes to our Transport network. It's important we understand the links that bind us together and the way our customers benefit.

As we get underway with the new financial year, it's a good time to

Things to consider:

- Aspire to win Branch of the Year – no matter what division or size of the branch – have a go!
- Take the time to analyse everything about your branch – the good and the bad
- The most important ingredient is our people – make sure we have only the best in our business
- Create "habits" in your branch that no matter what is happening or how busy you are things always get done
- Always look forward; whilst the road may never be straight, stay agile and focus on keeping up the momentum.

reflect on key learnings and opportunities that we need to work on. We have plenty of strong momentum across all domestic divisions. Our network continues to be developed and the opportunities increase as we get closer to our customers across New Zealand.

Again, thank you all very much for all the hard work, dedication and passion you and your families have committed – it's greatly appreciated.

Things to Think About:

1. Reset and get "back to basics" – keep it simple
2. Quality in everything we do – communication, operations, transport, and sales
3. The best presented buildings, fleet and team – Image is everything
4. Utilise our technology to extract the most value and help make our roles easier
5. Pick up the phone and talk to each other – reduce emails!
6. Attitudes are contagious – make sure we have a professional mind-set and a positive attitude to each other and our customers
7. "The standards you walk past are the standards you set"

Claims Performance

Outward Consignments Per Claim				Inwards Consignments Per Claim			
Branch	To Mar 2022	To Sep 2021	To Mar 2021	Branch	To Mar 2022	To Sep 2021	To Mar 2021
Metro Christchurch	87,287	40,870	248	FTL Palmerston North	17,163	0	0
FTL South Island	21,670	0	6,222	Oamaru	16,527	0	0
Metro Auckland	9,976	12,736	0	2Home Hastings	9,959	4,380	0
Oamaru	3,352	7,776	30,934	Metro Auckland	4,661	5,191	0
Seaview	2,766	6,782	0	Masterton	4,331	9,456	4,059
Levin	2,235	2,142	1,127	Chem Auckland	3,181	4,075	2,748
2Home Christchurch	1,663	1,554	1,370	Whanganui	2,953	3,455	2,830
Thames	1,657	3,086	1,889	2Home Auckland	2,856	2,852	1,952
Masterton	1,544	1,294	1,037	Ashburton	2,773	4,475	1,982
Chem Auckland	1,524	1,375	1,631	Seaview	2,534	2,348	0
Gore	1,476	2,972	2,492	Christchurch	2,403	2,707	1,709
Mobile Auckland	1,394	0	384	Levin	2,243	3,936	1,861
Hastings	1,235	972	0	Timaru	2,220	3,430	2,417
2Home Auckland	1,122	1,139	1,342	Metro Christchurch	2,181	3,406	0
New Plymouth	958	789	1,303	New Plymouth	2,089	1,664	1,663
Whanganui	906	1,330	1,374	Tauranga	1,968	2,291	1,334
Hamilton	901	967	1,447	Hastings	1,631	1,830	0
Dunedin	869	1,124	873	Hamilton	1,629	2,210	1,968
Rotorua	857	773	534	Kaitaia	1,577	1,581	2,837
Greymouth	845	1,434	1,057	2Home Christchurch	1,555	1,264	2,066
Gisborne	832	775	726	Gore	1,512	1,224	3,120
Tauranga	789	949	849	Thames	1,364	1,737	1,887
Invercargill	717	778	745	Rotorua	1,274	1,161	853
Palmerston North	710	865	1,015	Cromwell	1,219	1,415	1,354
Whangarei	689	732	620	Owens Auckland	1,204	1,333	1,043
Blenheim	668	660	745	Total Company	1,182	1,288	1,168
Napier	587	614	411	Dunedin	1,146	1,029	879
Total Company	584	569	618	Taupo	1,119	1,522	1,019
Cromwell	533	527	580	Wellington	1,089	1,034	1,035
Auckland	531	555	767	Owens Christchurch	1,084	1,066	853
Christchurch	516	502	699	DF Auckland	975	971	623
Wellington	514	407	557	Palmerston North	938	1,051	1,585
Ashburton	505	2,763	987	Invercargill	937	858	861
Timaru	505	759	1,408	Whangarei	907	1,006	1,056
DF Christchurch	498	542	656	Blenheim	897	1,010	905
Nelson	422	370	433	Auckland	785	999	1,489
Owens Christchurch	392	410	441	Greymouth	761	828	886
Taupo	365	549	476	FTL South Island	685	0	691
DF Auckland	350	328	315	Napier	678	603	875
Owens Auckland	318	292	323	DF Christchurch	641	786	1,139
2Home Wellington	293	221	323	Gisborne	640	1,693	1,404
Neilson Street	234	216	0	2Home Wellington	525	426	643
Kaitaia	215	220	248	Nelson	468	514	405
FTL North Island	2	0	21,226	Mobile Auckland	49	0	123
2Home Hastings	0	0	0	Neilson Street	32	208	0
FTL Palmerston North	0	0	0	FTL North Island	22	0	156

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.

Every Day is a Great Day at Owens!

Monday 21 March 2022: After battling Covid for a number of weeks and seeing a bit of light at the end of the tunnel, there's nothing like starting the week with a different kind of adversity – freak flooding.

The National Institute of Water and Atmospheric Research (NIWA) recorded its “second-wettest hour” in Auckland between 8am and 9am, with 76.8mm of rainfall and more than 700 lightning strikes in five minutes.

This resulted in the team being greeted to a very wet depot and delivering additional challenges to what was already going to be another busy day. However, in true Owens/ Mainfreight fashion, the team banded together to get through it!



Hobsonville Progress Update

Our new Hobsonville start-up branch is due for completion mid-2022.

Specifications for this are as follows:

- Depot: approx 16,000m²
- Offices and amenities: approx. 1,300m² spread over 2 levels
- All standard Mainfreight features including rainwater harvesting and reticulation, solar panels, EV charging
- Truck parking, automated truck wash, truck refuelling, and weigh bridge will all be provided for within yard areas



Whakatane Progress Update

Our new Whakatane start-up branch is due for completion June 2022.

Specifications for this are as follows:

- Depot: approx 1,500m²
- Offices and amenities: approx. 100m²
- Separate area for 2Home products, dedicated customer pickup area.
- Truck parking, and truck wash will all be provided for within yard areas



Kaitaia Update

Our Kaitaia branch extension was completed in November 2021.

Specifications are as follows:

- Depot: approx. 2,000m²
- Offices and amenities: approx. 285m² spread over 2 levels

- All standard Mainfreight features including rainwater harvesting and reticulation, solar panels. This is the first MFT site to have full potable water filtration from the rain water tanks.

- Truck parking, truck wash, and dedicated external storage area for customer product will all be provided for within yard areas



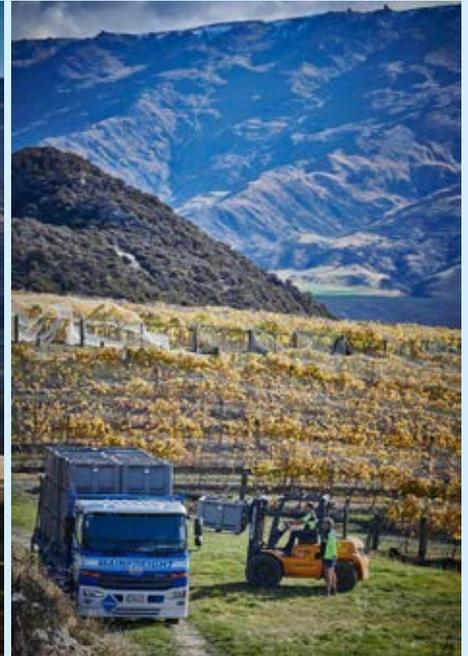
Cromwell Harvest Time

Every year our Cromwell team assists with the Central Otago grape harvest, moving the picked grapes from the vineyards to the wineries. This year, a huge grape yield should mean lots of great wine coming from our region.

We have five full-time team members outside of our general freight fleet, running 13 hours a day, 7 days a week, for 7 weeks. 3 curtain-sided trucks, 1 bulk tipper and 1 ramp truck with a 4WD forklift.

We moved around 7,200 tonnes of grapes for our customers.

A lot of great wine to come!!!



Cricket World Cup: CWC22 – contributed by Luke Percasky

Mainfreight has recently been involved with CWC22. Our task: pickup and deliver luggage and cricket “coffins” for the eight participating teams to and from playing venues, hotels and airports across the host cities for the tournament of Dunedin, Christchurch, Wellington, Tauranga, Hamilton and Auckland.

What seemed pretty straightforward to start with soon turned into a challenging time for everyone involved. Late night collections after day/night matches, early morning deliveries to airports to meet x-ray requirements and some rather tight timeframes to work with. Throw in

strict COVID protocols and daily RAT testing for some extra fun!

The first couple of weeks were especially busy with all eight teams training/playing warm-up matches in Christchurch. As I am sure everyone can appreciate, making sure we got everything done on time was top of the list. To the credit of our small (but bloody hard-working) group here in Christchurch, we got through unscathed, and all the playing teams were very happy.

From Christchurch, teams then moved to host cities for the start of the tournament. The linehaul component

of gear movements changed from road to air 36 hours before the first match. Nothing like a complete mode shift last minute to start things off! After picking myself up after that uppercut, Jason McFadden and the team at Mainfreight Christchurch Airfreight came to the rescue. I explained to Jason what we needed for the teams and within about 4 hours everything was sorted. Massive thanks to you all, and to our friends at Air NZ Cargo for making everything possible. Appreciate all the hard yards you put in!

Throughout the tournament the feedback we received from players,

team managers and CWC organisers was nothing short of amazing. We had one error for the entire tournament – one small bag was delayed by 24 hours after a mix-up our end – nothing that a bunch of flowers and box of chocolates for the player concerned didn't fix.

It was great to see a capacity crowd at the final in Christchurch and while we were all disappointed the New Zealand team wasn't there, it must be said that the Australia team deserved the win. They played some great cricket throughout and took things to a different level in that final.



Madison Blank from Mainfreight Hamilton loaded and ready to go

A massive thank you to everyone who helped in delivering a special CWC. You all put Mainfreight on show in the best possible way. Although what we

did was behind the scenes with no fanfare, your efforts were noticed and truly appreciated by players, support staff, coaches and organisers.

Orana Park Cheetahs

Another day, another arrival at Metro, but this time two young cheetahs all the way from Sydney. These two arrived at 4.30am into Christchurch where we waited for the final checks

to be completed before heading to their new home at Orana Park.

MIQ at Orana Park doesn't seem so bad I wouldn't think!

On another note, recently we dropped a Rhino crate at the park. "He's getting ready for his move to Sydney in the new year" I have been told – watch this space!



RAT Distribution

Mainfreight Metro Christchurch has been involved in the distribution of RAT tests throughout the South Island, doing 15-20 loads per day, every day of the week.



Electric Vehicles

Fuso E-Canters

Look a little closer at the streets of Auckland and Hamilton and you might see a familiar sight with a bit of a twist, a quiet and low-emission twist. Mainfreight's famous blue trucks are going green (at least underneath).

Mainfreight has welcomed four Fuso E-Canter into the fleet across Auckland and Hamilton, serving our Mainfreight, Owens and Mainfreight 2Home brands. Two of these were brought on as part of the Auckland Zero Emissions Area (ZEA) scheme that plans to see Auckland Central

with only emissions-free transportation by 2030.

We continue to explore and invest in new ways to do things that align with our 100-year vision. For us the E-Canters represent both an immediate greenhouse gas (GHG)

reduction and opportunity to test and learn how best to manage the low emission fleets of the future.

The Fuso E-Canter is a 100% electric-powered light truck, with an 81kWh Lithium-ion battery with 120-150km range, and can be charged to 80% in under an hour. Total 135 kW of power, an electric motor with two-stage regenerative braking, 3.5t payload and advanced safety features

All four of the trucks are leased from Fuso Japan via TR Group in New Zealand for six years.

E-Trucks E700

Mainfreight is proud to be a successful applicant of EECA's Low Emission Transport Fund aimed at accelerating the decarbonisation of the New Zealand transport sector.

Our proposal will see New Zealand's first intercity general freight model using a battery swap electric truck. Our solution will see on-site battery swap and charging at our Hamilton branch (supported by our large solar installation). Indications are that based on just two round trips between Auckland and Hamilton per day we would save approximately 130 tonnes CO₂-e per year.

Battery Swap (BSEV) offers an attractive solution to several of the drawbacks in Hydrogen (FCEVs, Fuel Cell Electric Vehicles) and Battery Electric (BEV, Battery Electric Vehicles). Specifically, it still leverages the lower operating costs of electric but overcomes the range, charging time and payload restraints, by having



Simi Mariner (Mainfreight Auckland) with an inner-city delivery



E-700 Battery Swap truck

smaller, quick-to-change batteries. This also opens the door to Lithium Ferris Phosphate batteries over Lithium Ion which are safer, more

stable and less environmentally harmful (the E-trucks model uses Lithium Ferris Phosphate whereas Fuso's would be Lithium Ion).

New Zealand Warehousing – Mitch Gregor

“Why join the Navy if you can be a pirate?” Steve Jobs

Make the most of your career; keep learning, challenging yourself and aspiring to do new things. If you have a dream, do not let anyone talk you out of it, be comfortable in the uncomfortable, no matter how tough things get keep moving forward, write down some big hairy audacious goals, and stick to a simple plan. There are endless opportunities at Mainfreight for our team members across the globe and

this is a truly exciting business to be part of.

Over the past 12 months our team and customers have had a number of challenges thrown at them, making life interesting for our Warehousing business. Thank you to everyone for helping us get through it.

Challenges we have dealt with:

- Space: utilisation pressure has been

high as many customers have looked to increase their inventory stock-on-hand cover (three months to six months)

- Shipping volatility, inconsistent schedules and batching of import containers
- High demand for industrial property and occupancy rates driving up prices
- Demurrage and detention risks

- Covid-19 impacts and ensuring our team are healthy and safe
- Changing consumer demand and behaviour
- Getting the right resources and labour: the right people on our

Mainfreight bus and in the right seats
 A key to the continued growth and successful Warehousing trend is accelerating our building strategy programme; we plan on opening larger

warehouses to gain efficiencies, introducing strategic aspects of mechanisation to supplement our team/labour pressures, and attracting more customers to support our freight network.

Key Topics for the Year Ahead

- We are continuing with strategic investment in infrastructure and property across the network; there is plenty on the go right now in Auckland, Hamilton, Tauranga, and Christchurch
- A focus on quality and improving operational performance – delighting our customers whilst keeping team morale up
- Continued focus on health and safety, including a review of our format for monthly Health & Safety PATs, navigation through the changing Covid-19 environment, and the introduction of pedestrian detection systems on our forklifts
- We maintain a close watch on cash flow and debtors and ensuring we are managing our annual leave balances
- Continued sales growth, customer enquiry remains high: progressing with high-value/high-activity customers; this will help underwrite further investment
- Continued technology investment 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
- 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

10 Goals for the Year

Some simple goals for the year ahead include:

1. Achieve our profit pledges and agreed goals in each branch for 2022/23
2. Quality in all that we do; clean and efficient branches are great places to work
3. Improving sales and partnerships across the board – a dedicated Warehousing Sales Team
4. Assist Air & Ocean to get the inbound freight into our warehouses (air and sea, customs clearance and wharf cartage) – we need more momentum here
5. Train our team – a trained team is more productive, ramping things up
6. Use our technology for efficiency gains – innovation and new initiatives
7. Open more branches and grow the network
8. Ensure we have a long-term approach to business, make a fair return from our customers – make the business profitable but always ensure we are honest and benefit together
9. Improve communication – share more, let those closest to the customer decide
10. A revised approach to service level agreements, account management and KPIs which cater for changing market conditions

Thanks to everyone in our Warehousing business across New Zealand for your blood, sweat and tears through our recent peak season and over the past 12 months. We appreciate all the long hours, the passion and commitment you have made to our customers, our business and each other.

Rapid Antigen Testing

Late last year the Mainfreight Training Team geared up to run their first pilot using Rapid Antigen Tests at our James Hardie Warehousing branch.

This was part of a Government-approved trial, led by a group of 29 businesses including Mainfreight.

The pilot programme was a great success and was rolled out across the Mainfreight branch network in New Zealand



L-R: Emma Bryant, Ashwine Lata, Edward Fagalilo, Hardeep Singh



Back L-R: Ashwine Lata, Maria Carbonilla, Hardeep Singh, Milan Cihak, Severe Iosia-Sipeli, Jack Saena
 Front L-R: Miriama Kalolo, Tayne Te Piringa Springer

Property Updates

Favona, Auckland

Our new Favona Road warehouse build has commenced a 60,000m² greenfields development with 40,000m² of operational space, 38,000m² of pallet spaces, fully catered lunchroom for the team, solar generation on-site, rain harvesting tanks, electric charging stations, telescopic container conveyors, mezzanine floor, complete with a 5-star energy rating.

Stage 1 (shed A) is targeted for early 2023 with Stage 2 (shed B) three months afterwards.



Clearing the site.



Travis Hari outside the new Favona Road site in Auckland

Hamilton

Our new Hamilton warehouse, to be led by Olly Bosworth, is on target for completion in November 2022. This high-stud warehouse provides an additional 10,500m² footprint (14,000 pallets) to our existing Hamilton setup. We have also invested in a satellite racking solution with mechanised shuttles to improve space utilisation and handling.



The Hamilton building site in February 2022 showing concrete tilt slab going up



Hamilton team L-R: Connor Campbell, Dannie Edwards, Ethan Slater, Phil Koopu, Olly Bosworth, Jai Stockley, Dane Gannaway, Andre Paladin, Zach Litchfield, Matt Clarkin, Blake Seavill, Josh Hill

*"The difference between who you are,
and who you want to be, is what you do"*

Mainfreight Air & Ocean – Paul Riethmaier

Welcome to our first newsletter of the year. At the time of writing, we have closed out another financial year on a high with record-breaking profit results for most of our branches. The energy and intensity of hustle across the whole business to sell, find commercial space, operate, fill our own air and sea charters, customer service, and finally collect a record quantum of cash, is something we can all be super proud about.

With global air and ocean freight rates still at all-time high levels and pandemic-related disruption making no two shipments the same, we kick off the new financial year as a fitter, more nimble business ready to embrace the challenges ahead.

The international freight landscape remains extremely challenging and is likely to stay this way for some time yet. For how long? No one really knows; however, it should not concern us.

The lessons we have learned over the pandemic years so far, on how to find options for our customers, connect

freight, make the impossible possible, are invaluable and will set us up well for continued growth regardless of what might happen to freight rates or consumer demand. If we remain focused on what is immediately in front of us, keep our quality high and worry less about what is further down the road, we will chase down the brave volume and financial goals we have set for ourselves in the year ahead.

Sales will play a huge role in our journey this year. With borders now starting to open, we can expect the world to reconnect with each other creating more opportunities for international trade. This is an opportune time for us to win as much business as possible. Not only does it help improve utilisation in our LCL and Airfreight consols, it also will help protect us from any dip in margins that may come if global FCL rates start to decline.

Finally, a huge thank you to everyone for all that you are doing. Things have been tough recently with lots of disruption to our daily lives, not just at work, but on the home front also.

Key Focus Areas for 2022

1. Focus on volume and margin, not revenue, as our key measurement of success
2. Continue to be innovative and lead the market with brave, service-enabling decisions
3. Quality, quality, quality – focus on doing the things we control better than anyone else
4. Prioritise team development and take every opportunity we can to share knowledge and develop ourselves further
5. Respect and look after each other, being fair with profit share and the ongoing effort to lift our freight routings and keep our global network growing

Despite this, the togetherness of our culture and can-do attitude is awe-inspiring and exactly the reason why our 100-year vision remains in good health.

RAT's Auckland Airfreight

Not a good name for any project that relates to one's Health or Safety. Nevertheless, Rapid Antigen Tests (RAT) were the start of a very exciting and important project that we handled in Import airfreight from February this year ... Allow us to explain in further detail.

As almost everything here, this started with a promising email and a spreadsheet of a few orders. The so-called few orders amounted to 1,590,000 (1.59 million!) kits that had to be flown into Auckland in less than two weeks. The pure size of this project knocked our socks off!

The overseas teams involved were Mainfreight Shanghai, Guangzhou and Hong Kong and they were all looking to book space across all airlines on a daily basis. Important to note they were facing and dealing with their own Covid challenges as the number of cases was rising very fast everywhere.



We managed to get the bookings with the first flight arriving late February: 32m³ of tests from Guangzhou. That day, we donned our “blues”, leapt on the shipment like lions to unload the airfreight units and have them ready for our Training Centre team who were tasked with splitting and arranging deliveries to desperate customers.

Some orders were delivered to the South Island the same day using domestic flights, which was simply fantastic! The first lot had been a big success, but this was only 258,000 tests, only 16% of the total project.

Day 2 and thereafter brought the same trend. Fresh set of “blues” on, another quarter of a million tests and similar successful results.

By the end, customers were extremely happy to see how quickly we were turning around this amount of cargo. We handled volumes from Shanghai and Hong Kong during the week, which raised the grand total to 1,376,000 test kits.

In Auckland we were re-arranging orders and deliveries and by the end of the second week, we were on track to receive the last 214,000 kits. Done and dusted in a record time and a very successful outcome to end it all!

A clear example of the effectiveness of our 3 Pillars, Mainfreight teams from different countries working together and resolving every challenge whilst under-promising and overdelivering along the way.

Special people, Special Company, indeed!



Delivery of Freight

One of our long-standing customers imports their own brand of clothing – really beautiful winter coats and woman's clothing. Their collection is designed by their team based in the beautiful southern rural town of Oamaru, 250km south of Christchurch

Their warehouse and offices are part of the beautiful heritage precinct in Old Oamaru Town (you may recognise the building from movies such as The Royal Treatment and Power of the Dog).

With their warehouse based on the third-floor, access is not easy and there would be too many trips in the lift to get the consignment of 120m³ up to them! So, they removed the doors and got a crane in to lift the pallets from the Mainfreight trucks up to their warehouse, where a team were waiting to pull the shipments in and get them unpacked and orders out the door!



This scene could be something out of a movie but it's just another day in the life of the supply chain and all its wonders!

*"Someone's sitting in the shade today
because someone planted a tree a long time ago"*



Mainfreight Europe – Ben Fitts

Team, your extraordinary efforts over the last year have led to our strongest performance yet, with each division finishing ahead of the previous year. Thank you for the part that you have played in this; there have been plenty of bumps in the road, but again we've navigated them and are a better business for it.

We welcomed 758 new team members to our European family over the last year. The responsibility for helping this large new team understand what it means to be part of the Mainfreight family sits with all of us.

Induction courses play an important role, but there is no better way than by walking the talk in your branch, setting high standards and maintaining them. Our disciplines are best learned early and your example will be followed by those new to our business.

Intensification of our network continues and we expect to open six

new branches and move to four larger facilities this year across the Netherlands, France, Spain, Germany, Italy, Poland and Romania. Each new branch brings us closer to our customers, and enables further direct freight connections by road, air and sea between branches in Europe and around the Mainfreight globe.

Promoting from within is a fundamental part of who we are. Empowering those around you to take decisions and supporting them to be successful will accelerate careers of both the giver and receiver of that additional responsibility. Ask yourself "do I need to be involved in this decision". Learning is doing!

Capacity shortages will likely continue to affect each division over the coming months. Holding long-term relationships with those providing us with products or services is not new to us and is especially important today.

Our team in Ukraine have had their lives turned on end. Our thoughts are with each of our team and their families, including those driving in our Polish business. The generous support from the wider Mainfreight family has been heart-warming with messages and donations of various kinds received from around the Mainfreight world. We wish our Ukrainian team continued strength.

There are no winners in this situation and our decision to close in Russia does not take away from the efforts and achievements of the St Petersburg team. They had grown a strong local business full of ambition for the future.

Team, thank you again, enjoy your break over the summer holiday season. It has been another big year so rest up and make some special memories with family and friends. It's important to keep that balance right!

The First Face-to-Face Trainee Session

Finally! The first trainee session where we could see each other's faces in real life again. The theme of the session, "Deliver exceptional quality", had us thinking about why quality is important and how quality can be measured with help of audits and KPI's.

We had the chance to soak up lots of new information on the topic. The Big Hairy Audacious Goal ("BHAG") of 2022-23 is to hire 85 trainees, and the long-term BHAG is that 10% of all team members are trainees.



L-R Front: Jeremy Potel, Antoine Maslyczyk, Floris Proost, Charlotte Egrix, Felix Boyce, Bart Mooij, Guillaume Thonet
 L-R Middle: Tatenda Chawirah, Laurent Janniaud, Paola Dos Santos Evora, Sarah Baloush, Ina Miraka, Daphne van Dosselaar, Laura Jentink, Colijn Liebeton, Magdalena Cadeau, Anne-Kim Alserda, Enisa Kajmovic, Dwin Abnosian, Elif Bilici
 L-R Top: Roy Verploegen, Ioannis Giannelos, Jean Baptiste Frateur, Julian Bos, Bastiaan Broere, Piet Noordam, Sven van Almenkerk, Jelle van Rinsum, Stijn Vliegen

LinkedIn Rising Star Award

In 2021, we have started a partnership with LinkedIn. Every year, LinkedIn organizes an awards event. In this, our first year, we won the LinkedIn Rising Star Award which recognizes our talent hunting efforts. We're always looking for people who will take us to the future and the way we used LinkedIn resulted in us winning the award! This was a real team effort that all of our talent hunters contributed to.

Lucas Fuzaro and Elif Bilici proudly received the LinkedIn Rising Star Award



Europe Air & Ocean – Brad Russell

Our European business continues to move with pace and we remain excited with the growth opportunities in all of our EU markets. We took a short amount of time to review (and celebrate!) our best financial year to date in April, but more importantly we refreshed our roadmaps to ensure we have ambitious targets to drive us forward as an Air & Ocean business this year and for years to come.

It was greatly welcomed that we were able to get together in-person for our Branch Managers meeting in April for the first time in two years. Ideas and energy seem to flow much better when we are sitting next to each other. It was equally important to use this time to recognise all of the extraordinary efforts our teams had made in what was another challenging year. It cannot be overstated that whilst many of the long-standing supply chain issues are outside of our control, we are able to keep growing our business through upfront customer communication and providing all available service options within our global Mainfreight network.

Our Air & Ocean sales teams continue to hustle for new customers and it comes as no surprise that our improved results come from having a greater depth of regular trading customers in our branches. We have started a number of new air and ocean consolidations in the last six months, and attracting customers with the right type of freight is critical in ensuring these are fully utilized.

We are in the second year of our succession program which provides additional support and training for those team members who want to progress into leadership roles. Not only are our existing branches growing in size, but we are continuing to expand our European branch network. Promotion from within is alive and well, so it is important we prepare our team members with some key Mainfreight learnings to take into these fantastic opportunities.

Thank you, stay safe and good luck chasing down our lofty goals!

Areas of Focus

- Quality – this remains a key differentiator and has enabled our growth. Please prioritise our branch audits and ensure all follow-ups are actioned.
- Pharma sales (GDP) – our global teams have done a good job in gaining accreditation and we need to fill our sales pipelines and add more customers within this vertical.
- Airfreight – let's keep adding true airfreight customers, building volume and developing new consolidations. This will enable us to invest and combine EU handling warehouses with our airfreight branches.
- Wellbeing – be conscious of workload and take time to ask your team mates if they are OK. Holidays should be used as everyone needs time away from work.

Air & Ocean Sales Office Bordeaux-Nantes – Damien Barrault

Recently, we opened a new sales office in Niort, France, situated half-way between the two biggest cities on the West Coast of France namely Nantes & Bordeaux.

At Mainfreight, we always strive to be as close to our customers as possible. The West Coast area holds tremendous opportunities, especially in the beverages (wine, cognac), pharma, agrifood, and aerospace/aeronautics sectors.

Bordeaux is one of the most world-famous winery areas and produces 6.4 million hectolitres of wine per year, that's about 850 million bottles. 89% of this volume is meant for export.

Nantes on the other hand, is the main urban area on the northern part of the West Coast. It is well-known as the first port for naval construction, and used to be the biggest French port a few centuries ago. It has built some of the biggest cruise ships in the



Damien Barrault in his new office

world (Wonder of the Seas / Harmony of the Seas).

Nantes is also the capital of the Pays de la Loire, which is the technological centre of France: The Jules Verne Manufacturing Valley hosts Airbus, Stelia, and several agrifood and healthcare powerhouses.

Being strategically located between these two large freight hubs, we focus on extending our Mainfreight network. By organically growing our volumes from these key French regions, we intend to ultimately develop a stand-alone branch.

Relocation of our London Ocean Freight Branch

We are proud to announce that our London Ocean Freight branch moved to a brand new office in the middle of an up and coming area in East London known as Sugar House Island.

Our branch is strategically located in east London and due to its proximity to London Gateway Port Ocean freight customers, it complements our London Air Branch situated in the West, and Manchester Air & Ocean in the North of England.

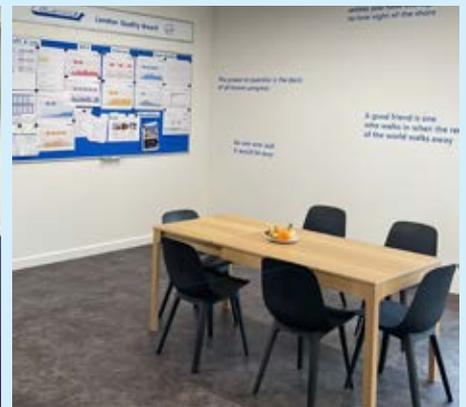
Before we could move to our new office, we came together as a team on a Saturday and worked hard to get our branch decorated in real Mainfreight style; we have some real carpenters' talents!

A special thanks to the London Air and Manchester teams for supporting us all through this transition. Now the blue carpet is laid, we are happy to welcome our customers, and our brothers and sisters from around the globe!



Team Ocean Freight London

L-R: Seth Freeman, Tom Ellis, Wannes Van Overstraeten, Konstantina Liveri, Sam Roger, Mahf Rahman, Zain Rawn, Arvinder Bahia, Jihan Giada Mazouzi



New Air Freight Consolidations from Europe to Australia

As of this year, we have established three new air freight consolidations out of Europe into Australia. Our global Fire Drill of Germany last October was an amazing opportunity for all our Air & Ocean team members and it was a great success, as this resulted into our first two air freight consolidations from Frankfurt into

Australia. Working closely with our brothers and sisters in Australia, we now offer our customers a consolidation service to Perth (more detail in the Australian pages) and one to Sydney, both on a weekly basis.

Next to Frankfurt, our Air & Ocean team in Paris has started a weekly

consolidation service to Melbourne, Australia. Our team is actively promoting this new service to our customers and the market. With our first consol in April completely full, we're hoping this to be the first of many more to come!

Warehousing Europe – Liane Philipson

First of all, a big Thank You Team! Although we had to deal with challenges around customer volume peaks and a more than average illness rate we were able to keep our customers happy.

With our ambitious growth plans, we need to continue to find more new enthusiastic team members. Employer branding has never been so important as it is today. All our branches have

talent scouts within their teams. In this newsletter you can read about the recruitment activities of the team in Born.

Another article is about our search of expanding our services for our customers. We recently started to assemble bikes for the B2C market for one of our customers. A very nice way to positively surprise and delight our customers with our capabilities.

With most of our warehouses at full capacity, we are looking to expand and open new branches. For instance, at the end of this financial year the construction of our new 10,000 sqm additional warehouse in Ploiesti, Romania will be finished.

Things to focus on for the year ahead:

- Stay in close contact with our customers. Their supply chains are so volatile at the moment. Good to understand where we can support and if there are additional opportunities for new business
- Keep on selling as if there are no walls, we are never full!
- Presentation: maintain our standards no matter what
- Share if you have an issue. It is

never your issue but always our issue. Together we can solve anything!

Thanks team for your flexibility and optimism!

Getting New Talent Onboard

Hiring the right people is a continuous process and our Warehousing Born team has set up recruitment activities to get young potentials interested to start a career within the supply chain. We reinforce our relations with local schools and universities by welcoming

a group of 60 students to our warehouse. An introduction to Mainfreight and our Culture was given, followed by a tour through our 26,000 sqm warehouse. Next to the warehousing visit, we joined career days at a local university. Not only did

we talk to students, but also their families. Both activities empowered our employer branding in the region Born. We noticed that we have already attracted some new talent, and this is just the beginning!



Liesbeth Reyskens together with Daphne van Dosselaar at the career event



Bike Ready to Ride

For several years Mainfreight Warehousing has been working together with their customer to accommodate the possibility for the customer to do technical adjustments (rework) to their bikes.

What was setup as a small area now turned out to be too small for the growth and service expansion of the customer. Together with the customer we very quickly implemented a new area inside one of the operational halls which is bigger and more professional to suit their needs.

In this same area, Mainfreight and the customer implemented a new service: "Bike ready to ride". These bikes are ordered by the end customer and then build up at Mainfreight to be delivered as a "Bike ready to ride". Open the box and just ride away.

The idea and implementation took a short 15 months and in that time we were able to help the customer to roll



L-R: Mark Tuijten, Piotr Parszeniew and Remco Visee

out their new service over 11 countries with an average of 10 bikes a day.

In the future more Mainfreight team members will join the technical build-up to further help their service

grow. This cooperation shows again a successful "Ready Fire Aim" approach which made it possible to quickly support our customers in their need to expand service and their growth over time.

Continuous Improvement Program (CIP): Team of the Year 2021

Our team members are characterized by a culture of continuous improvement. Within our Warehousing teams a CIP newsletter is released each quarter. It's always an exciting moment to learn which team is going to win the Award of CIP Team of the Year.

The CIP team of the year 2021 has been revealed. Our Warehousing Ostend Team may call themselves CIP Team of the Year 2021! After winning the "Branch of The Year" award last year, Team Ostend keeps on improving each year.

This success was celebrated recently in Ostend, where all team members received the award and a small gift for



Warehousing Ostend Team

their hard work during last year. Congratulations Team Ostend! Keep being a great team and let the battle begin for 2022!



We've Got Your Back!

All over the Mainfreight world, we aim to continuously improve our Health & Safety standards. To do so, we rely heavily on the commitment of every team member to identify risks and share safety improvements. We would like to share with you a recent contribution of Kwaku and Seth Kwabena from our Evergem Warehouse in Belgium.

Kwaku and Seth Kwabena run the repacking activities in Evergem. They pack hundreds of individual units every day and spend most of that time standing on their feet. It is crucial for them to have a clean, efficiently designed and ergonomic workplace.

During one of the PAT meetings they addressed that the existing repack tables were not offering them sufficient storage possibilities and the height of the table was not able to provide them the ergonomic comfort that would optimise productivity. The team reached out to our other branches in Europe that also had repacking operations in their branch. This got us in contact with a supplier that designed a tailor-made solution for our team based on their feedback. The new set of repack tables can be adjusted to your individual height via a manual hand-crank. This optimises ergonomic comfort and prevents

potential back pain. Repack tools and accessories can be neatly stored in a shelving module and paperwork can be placed in a document holder. The table even has a coat hanger for your Mainfreight jacket while you roll up your sleeves and get repacking.

Thank you Kwaku and Seth Kwabena for identifying this improvement opportunity and making it a reality. We've got your back (literally in this case) and will support any initiative that can make our workplace safer. Keep the ideas coming!



L-R: Kwaku Addai and Seth Kwabena Sanwu

Europe Transport /Trucks & Drivers – Frans Zuidgeest

At this moment of writing, we can conclude that there is a lot going on in the world. On the one side Covid impact is slowing down however has not gone away! We should continue to be aware of the existence of it and adapt our behaviour. The well-being of our team is very important, please bear this in mind. In relation to the other side, it is all relative seeing what is going on in the Ukraine and the effect it has on people and the world we operate in.

We can be grateful having such a great team in the Ukraine, but also around us in our company, not only in Europe but all around the world. Our team members have done great things to support, helping out people directly, offering humanitarian aid, taking care of refugees and offering moral support. Thank you for that!

It is not only in the situation as described above that our teams are able to deliver special services. In this newsletter you will read about special deliveries that the team made using helicopters, pieces of art in France and one of our drivers driving to Iceland. All examples of being well prepared and still being able to deal with the unexpected. Have a read of these articles and reflect on your own day-to-day activities. How many of these unexpected situations are you able to deal with, probably more than you think. Let it inspire you...!

We will continue to further develop and optimize our network. The new Lyon Branch is fully operational and the move to a larger Tilburg facility has been completed. New line hauls have been established to further intensify our network and handle more freight. One of these new lanes is a rail connection between Italy and Belgium. As part of our road map we will further expand the Transport network in Europe as freight volumes will increase.

With this network growth, maintaining our standards and lifting them remains important. The roll-out of the European TMS has progressed with all the Polish branches live since April and the four Romanian branches coming up just after summer holidays. TMS data will flow into the Mainchain data warehouse solution to present to our customers and offering more visibility using one single portal. At the start of the calendar year the Mainfreight audit has been introduced within the Transport team. Several branches have already been audited; all will be audited by the end of the year. Together with the Training & Development team the branches will work on their action items and implement the best practices around our business.

We will continue our journey to delight our customers, keeping in mind that the only measure is how our

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!
- Have a chat and ask questions. There is so much to learn rather than to interpret
- Set small targets and take only actions that contribute to improving our performance
- Ensure on-time invoicing, proper cash collection and on-time payments
- Make sure that you are up-to-date with the road map of your branch to know what freight we are looking for.

customers are perceiving this. We will continue to work in an environment of change. In the next newsletter you will learn more about the developments on emissions and the progress we are making. Keep looking after our assets, your teammates, and take care for each other. And do not forget to have fun - for example on our family day and during our drivers' week.

Enjoy your summer break, have fun and stay safe!

Opening of our Brand New Truck Wash in 's-Heerenberg

Our Trucks & Drivers Team 's-Heerenberg is very proud to have opened their brand new automatic truck wash. It's not only brand new, but also the first fully automatic truck wash in Europe.

The renewed truck wash will be used to keep our Blue Fleet clean and shiny. Beside the traditional brushes to keep the trucks clean, the truck wash is equipped with an automatic under washer, high pressure front, side, roof and backside prewash. Also an automatic wheel wash (for our white rims) is installed.

Our team members Co and Jeroen operate the truck wash six days a week from 5:30 am to 11:30 pm. All our Mainfreight drivers, from everywhere in Europe, are very welcome to come here and enjoy seeing their Mainfreight trucks becoming immaculately clean.

In phase 2, the truck wash will be operating on recycled water. We expect this to be ready after summer.



L-R Jeroen ter Beest and Co Koppers proudly shining in our new truck wash

Relocation of our Lyon Transport branch

We are pleased to announce that our Transport branch in Lyon has moved to a brand new cross dock facility. A cross dock of 4,000 sqm, 8 loading docks and 800 sqm of office space.

Lyon is one of the biggest cities in France with good road, river, rail and air infrastructure. The branch is located only a few minutes away from the Lyon-Saint Exupery Airport and in

the vicinity of the major highways which enables us to deliver freight to the rest of Europe.

Congratulations team and good luck in your new branch!



L-R: Douglas Barcellos, Gaetan Quignard, Abdel Khellout, Thalita Carvalho, Maria Nercessian, Amandine Gerardin, Mathilde Gairard, Hugo Rusdikian, Yann Borsellino, Lou Ann Missier, Erick Saes



Special Deliveries Bronze Sculptures

Our Transport Team in Paris has been contacted by the Orleans Museum who wanted to organise an exhibition of monumental bronze sculptures, outside in the city centre of Orleans.

It was for a famous German contemporary artist, where 11 masterpieces with a total value of €4,000,000 needed to be transported from Berlin to Orleans. Our teams from France, Romania and Poland set up the plan in order to accomplish this mission well.

After everything had been put in place, the customer called us to say congratulations and thank you for the good work!

This all happened thanks to a great teamwork of our drivers, planners and everyone involved!



Charly Thelot assisting with the sculptures

Helicopter Delivery Switzerland

We always say nothing is impossible. When road delivery is not an option when we need to deliver on the top of the mountain, we have hired a helicopter to deliver the goods. We at Mainfreight like to find solutions for everything.

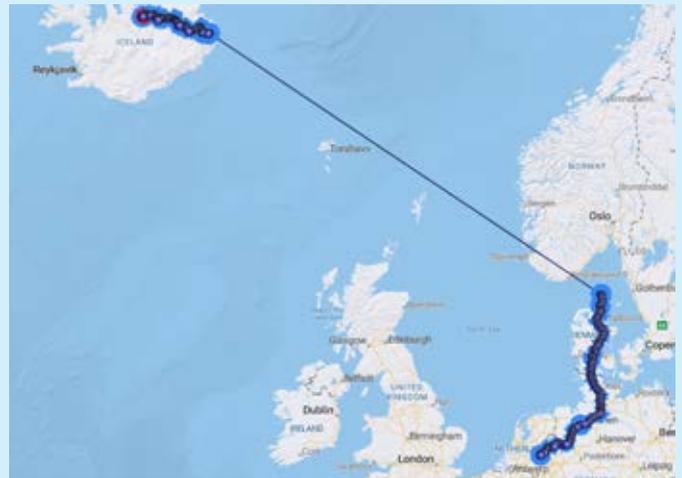


Delivery to Iceland

We recently delivered our first shipment to Iceland. This was a very special delivery, a route of no less than 6,400 kilometres. It all started from Arnhem, in the Netherlands, where our driver, Rene Luijmes, picked up the first trailer for delivery to Akureyri, Iceland. He drove to the harbour of Denmark, where the customer brought the second trailer, and from there he took the boat to Iceland. A boat trip where he had spent 3 days on board including a stop in Faroe Island.

While heading back home, Rene came across a real challenge. As it had snowed big time, it was a huge challenge to get both trailers to the harbour in time. But with the help of a local transport company, providing spikes, Rene managed to get to the harbour in time.

In total, Rene had spent 2.5 weeks from home, but it had been worthwhile as such a special delivery will not happen again soon!



Rene Luijmes enjoying his delivery in Iceland





Mainfreight Asia – Cary Chung

We have once again achieved an amazing milestone, with the combined efforts from all our teams across Asia and the wider network. We can't be prouder of our team and our Branch Managers in achieving this performance, much of it due to making good decisions on the spot. Thank you team for the incredible work in the last financial year and in particular our operations team who have spent long hours dealing with all the freight chaos, ensuring freight is still moving through the network in such critical times.

Our financial performance was very strong and has again allowed us to continue intensifying our network with expansions in Pusan, South Korea;

Chongqing, China; a second Logistics warehouse in Hong Kong; and no less than 4 new warehousing sites across the nine existing countries we are operating in. We also have planned over the next 12-24 months, three new countries with logistics facilities and regional branches across Asia. Our aim is to continue growing our footprint across Asia and the Indian subcontinent to ensure our customers' freight experience is managed within the Mainfreight network.

With the new financial year underway, we must continue focusing on what brought us here, focus on quality, our people, our mojo, our culture so we can continue to differentiate ourselves from our competitors.

Hong Kong – Jacky Lam



Over 10 Million COVID-19 Tester Kits Moved

New Opportunity

Special People Special Company, was what needed to make Logistics and Transportation possible throughout the pandemic for our customers. While there has been scarce capacities in almost all aspects of the transportation mode, Air, Ocean, Warehouse, Terminal, and Trucking had all suffered different challenges in 2021 and going forward in 2022.

During November 2021 to January

2022, Mainfreight Hong Kong had arranged six dedicated charter flights between Hong Kong and Los Angeles to help deliver more than **10 million Covid-19 test kits**. Our expertise on supply chain went beyond simple E2E Charter Service and so far we had expanded service scope for E2E Ocean, E2E Customs and E2E VAS in order to address the continued challenges in the market for this type of high demand business.

Points to highlight:

- Mojo
 - Don't allow Covid to separate ourselves with our sisters and brothers. Call them every now and then for a chat
 - As the world restarts, we must be in front of our network (joint calls and branch visits)
- Margins
- Promoting from within
- In our newer countries, if we must bring in external recruits, make sure we bring in the right talent with the right attitude that fits our culture from the start
- Training and people development
- KPIs define our quality; always look for improvement
- Awareness – in the world of Internet, we must be the frontline to watch out for the business and always assume any external intimidation is a threat
- Engage your Branch Managers and Customer Service team in more sales calls and customer relationships
- In-Country sales, focus on:
 - Imports
 - Cross selling – Air & Ocean and Warehousing
 - Consolidations – LCL & air consols
 - Sales pipelines – this is everyone's responsibility
 - Be creative to help our customers and support growth.

Thanks again for such a challenging and exciting year. We are in a unique space of development and era in Mainfreight. Every day is a new start to our 100-year vision!

Thank you team!

GDP Certificate

Mainfreight is committed to developing our Airfreight network. Globally we have GDP (Good Distribution Practice) certified branches. We are so excited to announce that Mainfreight Hong Kong is now GDP-certified. Mainfreight Hong Kong Airfreight branch is the first branch in Asia to achieve a GDP certification. Singapore will be the next in line, followed by the remaining Air & Ocean branches throughout Asia. Mainfreight Asia is a dynamic and fast-growing region. We commit to providing a quality and professional full supply chain solution for our customers.

Looking to the coming financial year of 2022-2023, we can predict that life will still be tough since the virus will be still living with us, but we are optimistic for our business because of our quality service and professional talents despite the global supply chain disruption which is expected by the shortage of capacity of freight and manpower. Let's work together to overcome all difficulties to create a brighter future for Hong Kong branch!



Jacky Lam – Branch Manager, Mainfreight Hong Kong

CaroTrans Hong Kong – Jerry Chan

2021 has been a very challenging year for our business. The freight rate is going up unusually. Space, equipment, labor, 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 our resources on hand for our existing consol boxes.
- Always provide solutions to our customer. Even if we have no space, we shouldn't say no to our customer



CaroTrans Hong Kong Operation Team

L-R back: Miki Yip, Judy Leung, Yvonne Yick, Chris Chan, Sharon Lee, Cynthia Cheng, Jordan Ni, Meki Chan, Coey Cheuk, Dafty Wong

L-R front: Justin Mak, Perry Lau, Dennis Chau, Jerry Chan, Michael Wong

immediately. We should always give them a solution. For example, if they have a large volume booking, we can suggest them to split their booking into two weeks 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 must be more

aggressive to explore more new carriers in the market. We understand that the market always has preference on carrier choice. But during these past 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.

Mainfreight Shanghai – Joan Ji

Mainfreight Warehouse in Shanghai

We are proud to introduce our warehouse in Shanghai, with the storage capacity 10,000ft² and can be extended to 280,000ft². Located in Jiading District, this prime location is perfect for picking up or delivering local and international freight. Our warehouse provides a wide range of services including first class storage, order picking and various value-adding activities. Our value-added services can be any solution the business needs such as re-labelling, re-pricing, re-packaging, multi-packs, quality check and much more. Warehouse security is our priority with 24-hour CCTV monitoring and security personnel on site.

Our warehouse is equipped with:

- 3 Direct Loading docks
- Temperature controlled area
- Ambient temperature area
- Staging Area
- Shelf Racking Area



Social Responsibility

Our Mainfreight Shanghai team has joined with a local charity to gift this incredible library of books to a local school. The cabinets and books have been delivered to the school so the children can enjoy reading, learning, and using their imagination. At Mainfreight, we are passionate about making a positive difference through empowering the next generation.



Shanghai Team - Social Responsibility

Lecture Workshop

To obtain both benefit on growth of employees and the company, get additional knowledge sharing, we opened a monthly Mainfreight Lecture Workshop.

Through this activity, we can see participants acquire knowledge in a relaxed and pleasant course during the lecture and we provide a platform for every team member who wish to

display their knowledge and experience, which fully reflects our three-pillars culture of gathering, actively communicating and facing problems and working together.



Caroline Ding - Mainfreight Shanghai Sea Freight Manager



Kelvin Guo - Mainfreight Shanghai Airfreight Manager

Mainfreight Chongqing Sales Office Expansion – Shirley Mao

We are delighted to announce the official opening of our Mainfreight Chongqing sales office. The office had its grand opening on Sunday, 24th October 2021. Mainfreight Chongqing is our second Sales office in China. Located in the upper Yangtze River with 679 kms coastline, Chongqing is the economic, cultural and logistics center of Southwestern China. As the 4th Municipality City of China, Chongqing has natural resources and infrastructure such as the largest import and export river port in Southwestern China, 4 large ports, the National Rail-water Multimodal Transport Hub, 2 large airports, and highway network that extends to all directions. Mainfreight Chongqing will have a strong influence on the surrounding provinces of Sichuan, Yunnan, Guizhou, Hubei and Hunan etc., making this branch a very important step for Mainfreight's market expansion in West China.



L–R: Peter Koo, Shirley Mao, Eric Zeng, Joan Ji

Mainfreight Qingdao – Vicky Zhao

Mainfreight Qingdao was the 9th Asia branch to open. Since it's opening in 2011, the team has grown from a small branch with six team members to now almost three times the size with 17 team members. A warm thanks to our dedicated team for all their contribution over the last 10 years.

With the extension of our business, we are happy to announce that our office working area was enlarged from 253qm to 506qm in November 2021. Led by the Mainfreight Three Pillars, driven by one-hundred-year company vision, all team members are ready to add more value to our Mainfreight big family.

Please help us to celebrate this milestone!



Celebration for Qingdao Office Expansion

L-R: Jacinta Zhao, Sunny Gao, Cara Wang, Fred Zhang, Lily Li, Gary Hu, Michael Li, Miki Yuan, Cherry Wang, Tiger Li, Neil Li, Vicky Zhao, Eva Jiang, Rex Gao, Christopher Cai, Never Xu, Helena Li, Suki Han



Mainfreight Qingdao Team

Front row L-R: Lily Guo, Miki Yuan, Suki Han, Jacinta Zhao, Vicky Zhao
Middle row L-R: Rex Gao, Michael Li, Helena Li, Eva Jiang, Never Xu
Back row L-R: Tiger Li, Fred Zhang, Neil Li, Gary Hu, Christopher Cai

Mainfreight Singapore – Doreen Ng

Community Involvement – Singapore Team

Mainfreight actively seek out ways to support the communities we are part of. Our Singapore team recently teamed up with Food Bank Singapore Ltd to participate in the food bundle distribution, where they not only financially contributed but physically helped sort out, package and even had the delightful reward to hand-deliver the gifts to people’s homes in low social economic areas.

This is one of the happiest memories of the year for our Singapore team, there is nothing more fulfilling than giving back to local communities.



Mainfreight Singapore Team
L-R: Leen Bakar, Jasper Tee, Xin Er Tan, Jolynn Bey, Doreen Ng, Veron Low, Elaine Chan, Shaun Tan, Adrian He

Sales Conference 2022

Although we could not meet in person, this year’s Mainfreight Sales Conference continued virtually. We were delighted to be joined by our Group Managing Director, Don Braid, who shared about Mainfreight global goals and developments. As well as sales priorities for Asia in 2022. We were so grateful to have had all our Sales team members across Asia come together over the 2 days. It has been such a treat!



Sales Conference 2022 via Webex

Mainfreight Malaysia Family Story by KeeLin Lee Branch Manager – Penang, Malaysia

Jiaen, he is 18 years old. Now he is waiting for his university intake result, and he will further his study in the next few months.

While waiting for a new customer service team member to join the Penang team, we hired Jiaen as an intern to support our daily customer service work, such as document processes, costing analysis, coordinating with vendors for shipment pick up or delivery.

Initially, we thought hiring an inexperienced youngster could take many hours to train and teach, especially as our works involve multiple parties or sometimes can be complicated. However, Jiaen has endless energy, creativity, flexibility, and he took an increasing amount of responsibility, especially he demonstrated he has talent in cost analysis.



Photo of “Father” and “Son” - L-R: Jiaen Lee, KeeLin Lee

As the branch in charge, as a colleague, as a father, I feel it is very great and meaningful to work with my kid; when I drive my car back home

after a long day at work, I think about the progress he has made, how can I help him further.

**Mainfreight Vietnam –
Nguyen Dinh Dien
(Richard)**

**Office Relocation | Mainfreight
Hanoi, Vietnam**

10th January 2022, our Mainfreight Hanoi Sales Office relocated into a new, larger office. The office is conveniently located close to the new Hanoi sky train station and the highway to Airport.

Our new address is:
Room 2408,
24th Floor,
Discovery Complex Building
302 Cau Giay Street
Dich Vong Ward,
Cau Giay District
Hanoi,
Vietnam.

Please come and see us!



Mainfreight Hanoi Office 1



Mainfreight Hanoi Office 2



Mainfreight Hanoi Team
L-R: Caryln Nguyen, Mike Nguyen, Richard Nguyen, Ryan To, Scarlet Hoang, Joy Le, Kris Nguyen, Neil Phan

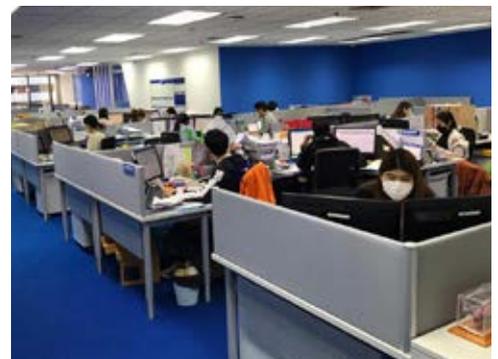
**Mainfreight Thailand –
Withanya
Ceetantivech**
**Office Expansion
Mainfreight Bangkok,
Thailand**

Mainfreight Bangkok has expanded their office size to support future growth. Established in November 2013 and located in Sukhumvit area, it is a more convenient location, only ten-minute drive away from the Bangkok Port.

Our team in Bangkok celebrated their 8th anniversary at the new office by holding a Merit-making Ceremony on February 7th. This is a Tradition that most Thai people arrange when they open or expand the new house and/or office. This ceremony is believed to bring in success, happiness, and prosperity to the residents and/or family members.



Thailand Office Expansion



Merit-making Ceremony in Thailand Branch on 7 February 2022



Mainfreight Thailand Team

South Korea – Mainfreight Busan Branch – Chris Jeong Office Opening – Mainfreight Busan, South Korea

We are delighted to announce the official opening of Mainfreight Busan sales office on 1st April 2022.

Geographically, Busan is located on the southeastern tip of the Korean peninsula, and it is located on the coast, which determined the development of the whole city itself. Busan is also the second largest city and second most populous city after Seoul, so it is called 'Second-capital city of Korea'. The Busan port is ranked as number six in the world's



container throughput and is the largest seaport in Korea. In 2021, around 23 million TEU were handled at 10 container terminals in Busan.

The new Busan office will provide best in class service to satisfy all the customers' needs with a full range of

logistics services that includes international air & sea freight, road transport, domestic distribution, and warehousing etc. Also, the office strengthens LCL consolidation services toward worldwide taking advantage of the competitiveness of Busan port as a transshipment hub.



Busan Team

L-R: Junho Woo, Chris Jeong, Edward Son, Miseon Kang, Yookyong Lee



Busan New Office



Mainfreight Americas – Jason Braid

Team, we are finally experiencing a bit of normality again and to say that this is exciting would be an understatement. Whilst Covid-19 remains a part of life, being able to get back to some sort of 'business as usual' has been great! Likewise, being able to have our Branch Managers and Sales Team come together again for their respective yearly conferences has been special, and timely.

The last couple of years have not been easy for anyone, results have remained strong however, for which you should all be very proud. Please remember though, we are focused on long-term success built off the back of a strong Mainfreight culture; short-term decisions resulting in short-term results is not what we're after. We have some good momentum so let's keep turning that flywheel to ensure we move with pace in our pursuit of building something very special.

Although we don't spend too much time looking in the rear-view mirror, doing so for a moment allows us to ask ourselves a few important questions of the last year.

1. Was our quality up to a standard we can be proud of and which our customers expect?

2. Have we held true to our culture or have we allowed things to slip?
3. Have we remained firm in our pursuit of supply chain customers?
4. Have we made the most of the last year in order to set ourselves up for continued success?

Having an objective view to these questions is critical for our continued success.

It's been a busy last six months and this won't change going forward. We are at a defining point in our business where, perhaps more than ever, decisions made today will determine who we are in the years to come.

As an example, our Los Angeles Airfreight Team is moving to a new facility at Los Angeles International Airport. Not only will this new facility bring efficiencies and allow for continued growth, but we can now install chillers; a prerequisite for us to truly enter the USA perishable freight market.

Likewise, our Dallas Transport team is taking a big step forward and putting a stake in the ground as they finalise plans for their purpose-built Transport cross-dock; our first in the Americas.

Although still early in the planning stage, this will set the scene for all new Transport depots to come; no longer will we be building a Transport business out of cookie cutter square boxes! We have a much improved and sizable line-haul fleet and branch network; it's now time to get serious about the facilities we have to service this.

As we invest in our network and further strengthen our presence in the Americas, we understand that all of this is only possible thanks to the hard work from all of you. We are very happy to be able to get back to in-person training, especially our cultural induction courses. We have many new team members across our business and we can't wait to teach the importance of culture and to have you hear this first hand from some of our Mainfreight legends.

We have lots going on as a team but we also have lots to be proud of. Celebrate the successes as they come along and then let's get back to the job at hand of building Mainfreight Americas.

Our thanks go out to every single one of you!
Special People, Special Company!

Americas Transport – Shawn Roach

Congratulations team! We set out to eliminate our old-style forwarding ways by embracing freight logic and adopting the Mainstreet software platform used in New Zealand and Australia, in which we have succeeded. We are happy to say we achieved our profit pledge generating a record result and are in a great position to start the new financial year. Operational efficiencies and network growth will lead to greater profitability as revenues continue to grow.

We hired 133 team members this year, and added 200 pieces of equipment. Our total network coverage has now exceeded 400 units, allowing us to consistently cover more than 550 inbound and outbound line-hauls weekly.

This new financial year we are building on our record results and putting investment into growing our Transport business that will aid in a substantial increase in owner drivers, equipment and sales team members.

It's with great pride we opened Mainfreight Branches for the first time in Boston and Orlando, with new stand-alone terminals in Seattle and Charlotte.

Driving our quality levels has been a full-time training exercise as we continue to grow the teams. Promoting internally as we operate six-plus days a week across 24 hours is a great feeling. We are implementing efficiency tools for our dock teams, with the first scan on dock to line-haul roll out in Dallas.

Also in Dallas, we are commencing a total rebuild of our new facility.

Things to focus on:

- Sell the network, be bold, be an insurgent
- We have capacity in our teams, buildings and trucks; doubling our business is the goal
- Branding of all our equipment a top priority
- Quality reinforced daily, we will continue the drive to exceed customer expectations

We will officially graduate to cross-dock facilities with 100+ doors. These custom branches will allow us to play a greater role in sustainability initiatives for Mainfreight. It's our year to let the market know we are here, and here to stay!

Toronto Cross Country Voyage – Mainfreight Toronto

Although we wouldn't normally show off an unpainted tractor, the Toronto Transport team is very proud of their recent cross-country line-haul trip. Early in 2022, Mainfreight Toronto Transport made its maiden run all the way from Toronto to Alberta, on to Vancouver and back. The trip is a hefty 5,551-mile round trip, making it just short of the longest run for American Transport.



Dallas Transport – Scott Sprick

"It's simple, not easy."

Dallas Transport brings the same attitude of doing the right thing and the results will follow, as we also aim to focus on quality every-day freight. In the past year, we have grown from a team of twenty-two to thirty-three. Nine of our team members have taken on roles in sales, the warehouse and accounting positions at branch level.

During this period of growth, we have also increased our owner driver fleet from fifteen power units to twenty-two power units, and from twenty-one trailers to forty-eight trailers. The addition to our fleet provides us with

the capacity to bring on new customers, with our sales team driving an annual sales target that surpasses any sales targets we have set ever before by a long shot!

While growth is positive it does not come without challenges. With the branch history being in forwarding, we needed to flip from a broker-focused email approach, to jumping on a forklift and driving a truck mentality. This wasn't done overnight and can still admittedly be a challenge as we continue to manage the legacy forwarding business. We are moving in the right direction, with utilization of

line-hauls being the daily focus and starting to be able to manage our freight mix.

We finished the financial year by breaking the Dallas records, and we couldn't be more excited to invest in the equipment and brand that our customers are becoming accustomed to seeing. With multiple initial meetings starting with "I recognize your trucks on the road", we are starting to feel the fruits of our labour.

This is just the beginning; we still have a long way to go and we continue to be hungry for more.

Charlotte Transport – Nate Cox

There have been quite a few phases of change for the Transport Charlotte team within the last 12 months. However, one area that has stayed consistent throughout every phase of our evolution has been the tenacity and drive the team brings forth every day and night. Our team is not afraid to be the arbitrators of change in this whirlwind industry!

In just a year's time, we have grown from a team of three to now nine team members. We have evolved from not having a painted Mainfreight Truck to now having two on the road. At the beginning of last year, we had one



John Huffaker, Driver, Mainfreight Charlotte Transport

published set line-haul per week and currently average 18 published, along with 6 painted trailers and 2 pups, and another 7 trailers ordered and on the way. Within the next few months, we will have our first B Wagon Pup Line-haul connection with Philadelphia moving 5 days per week and it will host 2 painted Semi's making the new connection a testament to the growth and change we have proudly pushed forth. This will allow Mainfreight to exceed time-transit with current competitors and allow our sales team to bring on new customers as we hit our annual profit target, a profit number never conceived or thought to be possible two years ago.

When we take a moment and look back at our success, we truly realize

we could not do it without our Owner Drivers. They represent who we are and where we are to go. Our very own John Huffaker is one who comes to mind immediately, he never complains and always represents Mainfreight and our culture day in and day out. As John always says to our team every week, "Man, I love driving for Mainfreight and being a part of this Family!"

Our gear, our drivers, our sayings and our culture are why our customers want to work with us and continue to allow us to grow. It's amazing when a customer sends text messages saying, "hey, I saw one of your Mainfreight drivers on the road today, and that saying on the back of their truck made me stop and think." It's a testament to who we are, and why we

do things differently than others. It's more than a shipment or pallet of freight to us, we take it personally, we care, and desire to be a core piece of the puzzle for our customers. It's why we have been told, "Yes, we could use a standard LTL company, but they do not care to know us or handle our cargo like you do."

We'd like to think of ourselves as a team coming together to get the job done no matter the hurdle or obstacle in front of us. We have a phenomenal team here in Charlotte with different backgrounds, young and old, male and female, and a group who enjoys being around one another. It's a rarity nowadays when you can appreciate who is around you and that what you do truly makes a difference.

Americas Warehousing – René van Houtum

While writing this report, we have finished another Mainfreight financial year and, as a division, we have celebrated our 7th anniversary. We are still in our childhood and therefore, we continue to show a tremendous growth spurt! With impressive growth in revenue compared to previous years, we reported our best growth number ever.

It is an understatement to say that we have been busy and we acknowledge that it came with challenges. However, our teams in the branches have done a fabulous job dealing with our growth and keeping our customers satisfied. Thanks to everyone for making this year another successful one!

While we are growing rapidly, we need to spend more time on recruitment. Our team expanded by more than 130 new team members over the last 12 months and we need a lot more people to join our team in order to continue to grow our business. In several branches, we now have dedicated team members for recruitment. Finding the right team members to join our family, with a Mainfreight "can do" attitude and with ambition to grow with our business, is the key-factor for future success and an ongoing activity.

Our new branches in Toronto, Canada and LeHigh Valley, PA are in full swing



The team in LeHigh Valley
 Back: Sylvia Arroyo, Alejandro Quinones, Andres Garcia, Eric Stockl, Bryan Bruch, Stephen Cacnio
 Front: Eliezer Fernandez, Seth Batcha, Margarita Calderon

and filling up very quickly. The teams in these branches are also growing!

Our new Northlake branch in Dallas is 466,000 sq. ft. (our biggest branch so far!) and is operational; albeit with a few hurdles along the way with delays in racking and office construction. The enthusiasm and passion of the team is unheard of and with that mind-set, they were able to overcome all obstacles.

On April 1st, we opened our second branch in the Chicago area (Bolingbrook II); our eleventh branch

in total. With another 302,000 sq.ft., we are setting ourselves up for growth in the Mid-West, and we are onboarding several new customers "as we speak". Including the new Chicago Warehouse, our total warehouse footprint has now passed the 2.1 million sq. ft. mark. "Size doesn't matter" but realizing that only two years ago our footprint was below 1 million sq. ft., gives us energy to achieve much more in the future.

To support our growth and in order to deal with bigger customers and often more complicated processes, we have

introduced MIMS support team members in the branches. These team members have developed an in-depth knowledge of our Warehouse Management system so we have local IT support in case of any challenges. It is also very helpful to have local IT knowledge during customer implementations and the execution of Continuous Improvement Projects. Great to see that this MIMS support team has weekly Positive Action Team meetings to discuss projects and share “best practices” in each of the branches.

Another initiative to support our growth and improve customer satisfaction, is the introduction of Customer Development Executives; team members who have developed a solid knowledge of our warehousing processes and who are now ready to be a single point of contact for one or multiple customers. The goal is to increase the level of communication with our customers and to proactively work on continuous improvement

initiatives. When a customer is using the services of multiple branches, the “CDE’s” job is to make sure that processes in each of the branches are aligned. We are planning to have at least one Customer Development Executive in each of the branches this year.

Our Customer Development Executives also play an important role in cross-selling. Obviously, we would like our Warehousing customers to use our Air & Ocean and Transport services. “If you can’t measure it, you can’t improve it”. In our weekly reports, we are now measuring how much freight enters our warehouses via Mainfreight Air & Ocean or Transport and we do the same for freight leaving our warehouses. We have the ability to analyze the freight we are missing out on. Together with our teams from Air & Ocean and Transport, we have conversations with our customers about the advantages of using Mainfreight for the entire supply chain,



New racking in Northlake. As soon as it's up, the product is moved in!

knowing this will reduce “hiccups” in our customers’ supply chain.

While we can be proud of what we have achieved, there are always ways to improve.

Our focus will be on:

1. Recruitment! As mentioned earlier in this article, finding team members with the right attitude to join our family is paramount.
2. Our culture! We must maintain our unique culture, live it and breathe it. We sometimes take our culture for granted; let’s tell our exciting story to everyone who wants to hear it.
3. Sell the network! It is a win-win; both our customers and we benefit from it.

Finally, our business is maturing rapidly and we have a lot of work to do to guarantee continuous growth,

maintain high service levels to our customers and high team satisfaction. Continuous growth is only guaranteed when service levels and team satisfaction are at the right level. It is all about Mainfreight’s “two unshakeable beliefs” (do I need to mention them?). Sales growth does not come from sales alone, customer retention is equally important. Happy customers do not leave and it is exciting that we can help each other grow together! Let us continue to work on our development with the same enthusiasm and passion as we have done since the start of our division seven years ago.

And oh, for the new team members amongst us who may not have them readily available:

The Success of Mainfreight is built on two unshakeable beliefs:

1. **The only way to keep ahead of our competitors is by the superior performance of our people.**
2. **The only measurement of that superior service is how the customer perceives it.**

Dodgers Opening Day BBQ at LA5

Mainfreight Los Angeles Warehousing kicked off the 2022 Baseball Season with a barbecue for team members of all business units. More than a celebration of the baseball season, the event allowed us to eat together as one big Mainfreight Family! The team is excited to be able to gather in person once more and looks forward to more events throughout this year.



Chris Leighton cooking up a storm!

Americas Air & Ocean – Nathan Thomas

Once again as we put pen to paper, we are humbled by our team's efforts over the last twelve months. Truly remarkable performance. I know first-hand from a number of customers how much you have all helped over this year. We now tackle each day with an eye to the future, accepting the challenges that exist in today's supply chain world and figuring out best practice to navigate. No longer is any phone call just five minutes to arrange something, or a vessel arriving into a port, any port, straight on dock and berthed.

We are lucky to have the word "Hustle" as part of our DNA, as this is what is needed each and every day. Thank you, team, both in the Americas and around the world, you have done us proud.

With the restrictions of the pandemic now thankfully in the past, it has been great to get out and about visiting the team again, after too long not being in front of you all. To be able to thank you all in person, share some stories and catch up on your branches has highlighted all of the above. So great to see, hear and feel the hustle day to day.

Despite the challenges, we continue to grow, with every branch recruiting

right now. If you're keen to join the team, let us know! It's not only our branches growing in size, but also in number. We have opened both Boston and Vancouver, as we expand our footprint. Both these Branch Managers, Victoria and Justin, are moving from other branches to set up and grow our footprint (more from Victoria and Justin later in the newsletter). An important part of our growth is having the team move and help us get established, and this is very much appreciated. With plenty more cities to grow into right across the Americas, the opportunities for our team really are endless. Watch this space, we are far from done opening new locations!

A couple of reminders, some of the things that set us apart to continue to do:

1. Our Phones ... whether good or "not so good", the news being delivered personally helps. It has proven time and time again a difference for our customers and teams to be proactive and make a call.
2. Ask for more. We are seeing great success in growing with our customers, in some cases simply because we ask for more freight. We're there anyway after all!

3. Look for opportunities to be in front of our customers face-to-face. Now that we can in most cases, in-person meetings again give an opportunity to connect on another level. And it's fun to be out and with our customers. Learning first hand their business.
4. Thank our global teams... we are so lucky to have the network we do in our Mainfreight Family. Take the time to thank them, we're only as good as our brothers and sisters globally so make sure they know they are appreciated.
5. Our vendors do us proud – make sure they also know it. Some at times have made many miracles work for us, going above and beyond for our Mainfreight business. A reminder to ensure we are thanking them.

Our challenging environment remains with no end in sight. Tackle it with gusto, use your hustle, and continue to make things happen. It's the TEAM that makes this business work so well.

Thank you and see you soon, it's great to be out and visiting you all again.

The Building of Mainfreight Air & Ocean Boston – Victoria Gelmi

So, the saying goes, Rome wasn't built in a day... I believe the same could be said for Air & Ocean Boston. Am I saying Boston will be the next Rome? Perhaps... We sure have the culture, history, and exceptional food to suit. The City on a Hill, Title Town, Beantown, ... or the next BOTY (Branch of the Year)! We have many nicknames here in Boston and are excited to put our branch on the Mainfreight Map.

The start of this branch has included endless interviews to find the right Mainfreight team, location scouting, and of course getting out to visit our existing customer base. Boston is an

area full of technology start-ups, apparel headquarters, pharmaceuticals, and of course... seafood!!!

Boston wouldn't be what it is now without assistance from our Albany, New York team. Normally Bostonians and Yankees don't get along, however, the team has done such a fantastic job looking after our customers. I can't wait for the new Boston team to learn from the absolute best. I am a long way now from Bunbury Western Australia, but bring it on, Boston!



Vancouver Air & Ocean Branch Opening

Right in the core of downtown Vancouver and located just off of the ocean port, Mainfreight Vancouver Air & Ocean has opened its doors for business! After nine years of having a presence in Canada, the opening of the Vancouver branch has expanded our wingspan from the East Coast (with our Toronto branches well established) to now the West Coast. With the expanse of territory Canada covers, the Vancouver Branch location gives us more opportunity to get closer to our customers and provides us just another step in the right direction to better serve and create stronger relationships with our Canadian business.



Justin Barnes, Branch Manager, and Evelyn Man who manages the operations have come across country from Toronto Air & Ocean where they have taken on this exciting challenge and look forward to growing the Vancouver business and team! Being good friends whose families are also close with one another, this dynamic duo have already created a solid foundation to grow the team and ensure that the special Mainfreight culture is infused into everything that they do and represent. Before they

left, the Toronto Team sent them off in true Mainfreight style with a celebration and cake to wish them a Bon Voyage!

Stay tuned for more exciting news to come from the Vancouver team as they get settled into their new home.

[Mainfreight Air & Ocean Vancouver](#)
980 - 355 Burrad Ave
Vancouver, BC V6C2G8

Salt Lake City Air & Ocean – New Facility

Mainfreight Salt Lake City has moved to their new address! The team led by Branch Manager, Carla Leslie, is now located at 1920 N 2200 West after seeing team members triple in just two years. The branch focuses on import and export air and ocean services, has on hand customs brokerage and is equipped with a warehouse to handle transloads and cross docks for customers.

What more can we anticipate continuing into 2022? Carla states Air & Ocean will continue to extend their wingspan across the Americas as the Mainfreight culture is wholeheartedly embraced. "Mainfreight truly inspires the ready, fire, aim philosophy and allows individual decisions. I love passing this on to the team and watching the growth take place. Further to this I believe you should never stop being curious, I have never been shut down at Mainfreight – we are about finding solutions."



[Mainfreight Air & Ocean Salt Lake City](#)
1920 North 2200 West #9
Salt Lake City, UT 84116
+1 801 907 8180

Mainfreight Los Angeles Air Freight – James Blok

G'day team,
Welcome to Perishables USA, or the start of it! It has been a whirlwind tour so far, covering the East Coast, Midwest and West Coast searching for some of the best perishable shippers in this far and wide land. As some of you may know, Mainfreight is embarking on the journey to become a perishable logistics provider here in North America. With a brand-new facility just around the corner, we are now in the fundamental stages of building relationships with importers, exporters and airlines.



For me, the journey started back in 2016 in Transport Epping and then moving over to the perishable side of the business in 2018 with strapping down and loading Avocadoes to Abalone, in between studies at university. Then after leading the Air & Perishable sales team in Brisbane, in October 2021 I started the journey to

sunny Southern California to help start building the perishables business. We have a great service to offer, perishables are about service and customer relationships. It is a 24-hours a day, 7-days a week business that does not suffer fools lightly. We aim to be a big part of the perishable landscape both

domestically and internationally over the next few years, with the opening of Los Angeles, San Francisco, Newark, Chicago and Miami (maybe even South America one day).

It's going to be a challenge, but as Mainfreighters we are not afraid of BHAG or two!

Compliance Webinars – Mark Neumann

We recently held compliance seminars for customers focusing on import and export trade compliance – with a bonus of an Incoterms 2020 review. These courses are designed to provide a starting point for industry logistics professionals to buttress their internal trade compliance knowledge. Chock-full of useful and informative nuggets, we focus on building the basics of a trade compliance program, focusing on everything from denied party screening, to creating and maintaining a parts database that will accommodate both import and export needs.

Given the intense scrutiny importers and exporters face while navigating ever-changing trade policy, Mainfreight likes to provide this type of information to our customers, as it helps build our partnership – by helping our customers and our teams, so that compliance is never a question mark but is instead a point of pride with every shipment we process.



Mark Neumann

CaroTrans – Chris Wilson

CaroTrans made a record result for the business, making it our biggest profit year in history.

To place this properly in perspective, I started with CaroTrans in 2004 when just a fraction of the profit was reported, which was less than 3% of what we are making today!

The Team made an amazing effort this year and our customers and the market has rewarded us accordingly. The goals are clearly established for

2022/23 and we are firmly focused on a few key items that will help us continue producing strong results:

1. Quality in all branches and across all products
2. LCL export margin percentage – small improvements on this generate big wins for the branches
3. Sales – we must be consistent and disciplined in our sales activities
4. Recruitment – we cannot promote

from within if we don't have the right team coming into the business

Being able to be together for the Branch Managers meeting in Chicago meant we could properly celebrate the successes of the past year.

Thank you to the entire team for all of your efforts and making this result possible!

Back to School – Tyler Nichols

In an effort to recruit top young talent to the organization, CaroTrans Branch Manager, Tyler Nichols, returned to his alma mater as a guest speaker at The Citadel's Baker School of Business. Speaking to young cadets in courses focusing on supply chain management, he was able to provide an overview of the international container industry and the multiple challenges facing the industry.

Several cadets from the Military College of South Carolina have expressed interest in positions with CaroTrans and internship opportunities. CaroTrans Charleston will look forward to growing their relationship with the



Tyler Nichols on the recruitment trail

Citadel and other local colleges. Special thanks to Captain Kwon and Major Ponomarov, professors of supply

chain management, for the opportunity to speak with a new generation of leaders.

Mainfreight + Books in Homes Partnership Grows Across the Americas

New Year, New Books! Books In Homes USA (<https://booksinhomesusa.org/>) is a non-profit organization dedicated to supporting children in under-resourced communities in literacy and beyond. Mainfreight has been a global partner since the organization's origins in 1994. Many of our branches get involved supporting schools at a local level.

Mainfreight Chicago Partners with Books in Homes

The Chicago Mainfreight team had the pleasure to work with Books in Homes USA at B.J. Ward Elementary School in Bolingbrook, IL. A free book fair was held allowing each student to collect books of their choice. One of the newer students was hesitant to enter the fair believing the cost was too high if all kids were leaving with new books. The school librarian, Katie stated after the giveaway...

"My favorite moment was explaining to the new student how this was a FREE fair! He looked like he was going to cry tears of joy. He looked so happy shopping; it was magical!"

This is just one of the many special moments our teams get to experience when partnering with Books in Homes. These moments create lifelong memories, which also remind us of the impact and just how important these simple acts can have on our future generations.

Mainfreight looks forward to a continued partnership with Books in Homes throughout 2022 and beyond. Books In Homes USA has served over 312,000 children, but there are many more waiting to discover magic through book ownership.

www.booksinhomesusa.org



Mainfreighters from our Salt Lake City branch at North Star School pictured L-R: Sharon Vos, Amanda Pace, Cathey Bartholomew, Carla Leslie, Jacob Harman, Brayden Smith



Students from North Star School, SLIC

Technology – John Eshuis

Using tools such as Webex to collaborate during this challenging environment has enabled us to continue to deliver over the last few years. When travel restrictions eased, I made a trip to visit the teams in Europe and America, many of whom had been just a voice and face on Webex. We achieved a lot in two weeks, and it highlighted that video-calling can only do so much, especially when people and complex situations are involved. There is no substitute for being together.

Throughout this time, despite the difficult conditions, the teams around the world have worked on major projects that allow Mainfreight to grow its network and team. These include, but are not limited to:

- In Europe, the Transport Management System (Mainmove) rollout carries on. The team took Genk (Belgium) online and three branches in Poland. A very special effort from the IT and Training & Development teams, given the circumstances where face-to-face meetings and travel were difficult.
- At the same time, the rest of the European IT team are in the final stages of their migration to the new data centre and on top of that are pushing ahead with a significant upgrade of their Warehouse Management System.
- Europe has a lot on – it is taking a lot of focus to achieve all these things 'at once' and the team is doing a great job executing.

- In New Zealand, we replaced our data centre over the summer with little impact to the business. The infrastructure team managed tight timelines, supply issues and a high-risk transition well.
- The global Air & Ocean business is embarking on three key customer-facing software initiatives, adding features to our Order Management Solution, starting the redesign of our booking entry screen in the customer portal Mainchain, and a review of our global pricing and quoting tools.
- The Transport teams in Australia, New Zealand and America are continuing to implement project "real time" – which puts control over information with the person doing the job, using mobile devices. This area is 'deepening' into the freight handling processes and the branches are adopting these technologies at a good pace.

Across all that, we march forward on our analytics journey. Maintel, our analytics platform, is expanding in capability with the focus on providing insight to our customers' supply chain.

Not to forget all the 'business as usual' tasks that the IT teams perform such as keeping up with branch openings, desktop refreshes, Wi-Fi upgrades and the significant cyber security program we have running.

When we get busy, it's important to remind ourselves of the Mainfreight culture. That culture for us in IT means

that we spend time in the branches, with the team, as much as we can. For both new team members and long-serving ones alike, there is value in being in the branch:

- There is no better place to get a feel for the culture.
- Opportunities are found where the problems exist, you won't find them behind a desk, you will find them when you talk to the team and see first-hand where the challenges are.
- Build relationships. It is inevitable that at some point you will need the support of the branches to fix something, roll out a new feature or get some feedback.

Let's keep on building that connection with the teams. Get out from behind our 'Covid-induced' restrictions and Webexes to meet face-to-face wherever possible.

A well-integrated IT team that has a strong relationship with the team in the branches has a much easier job delivering projects and solutions.

Cyber Security

It's a simple message:

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

The Cyber team puts a lot of effort into protecting our environment. It is an ongoing, daily effort to stay vigilant and up-to-date on our front-line systems, but it can be so easily undone by any of us.

Projects BATMAN & Alfred – Dave Hall, IT Infrastructure and Security Manager

Projects BATMAN & Alfred are what we in IT Infrastructure consider to be the equivalent of a brain and heart transplant.

B.A.T.M.A.N was our acronym for 'Build and Transform Mainfreight's Aging Nerve-Centre'. This covered the 'brain transplant' or the replacement of our server and storage hardware across our New Zealand data centres.

Alfred, being BATMAN's 'cohort', was the replacement of our network

equipment or the 'heart transplant' of our New Zealand data centres.

Our data centres in New Zealand are responsible for delivering technology services to our Asia-Pacific operations.

Planning for these projects took place in mid-2021, with orders being placed early, to allow for delays in manufacturing and shipping. Equipment arrived late-November 2021 and our forward planning meant we were able to execute swap-out in

our live data centre in January 2022, and our backup data centre in February 2022, with no noticeable impact to our business operations.

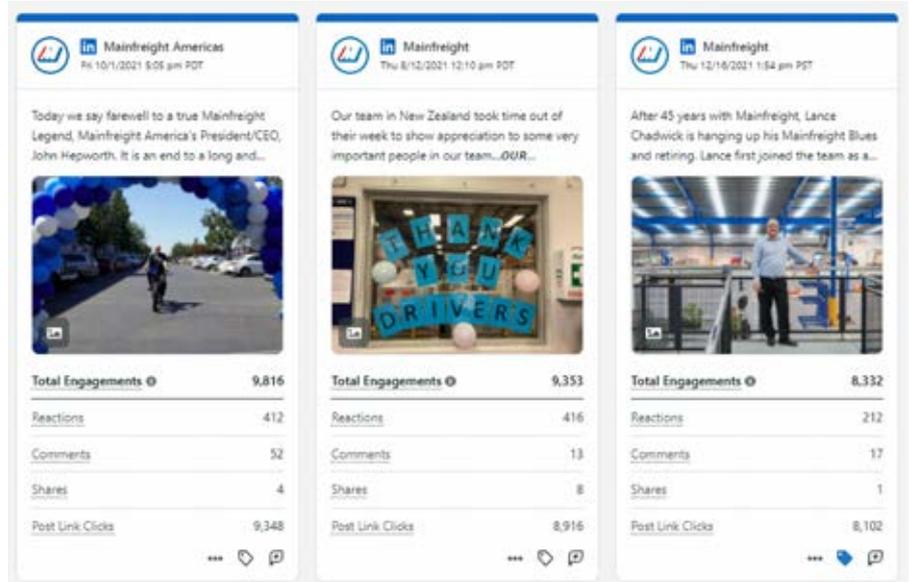
Big thanks goes out to our IT Infrastructure team for completing this project on time and we continue to have a stable platform from which to deliver core business systems for years to come.

Connecting through Social Media – Eva Caruso, Digital Lead

The digital world has become a powerful space to connect with our network. Whether they are our customers, investors, team members, prospective customers or a future team member, the digital team aims to authentically engage them on our social platforms.

Platforms like Facebook, LinkedIn and Instagram are a means of helping us build relationships with these audiences, and the main way to measure that is in 'Engagement'. The growth in engagement drives a greater reach to new, interested audiences and is a key to our digital success.

Every 'like', 'share', 'comment', 'retweet' or '@mention' is a form of engagement that shows us that our digital audiences are interested in what we have to say. Based on engagement these were the top performing posts over the last 12 months.



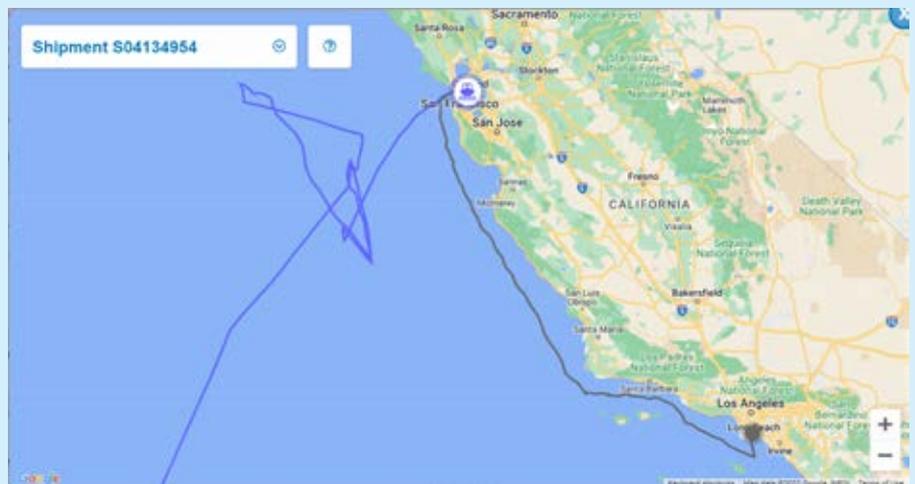
Yes, there is a trend across the top three posts ...

1. Our Team Members are our stars! The world likes to see our culture, and our business shines through our special team members. Recognising our legends and celebrating our drivers resonates strongly with our audience.
2. LinkedIn, which is the world's largest B2B network, delivers the highest engagement (as opposed to Facebook, Twitter or Instagram). Now that you know this, like, share and comment on our social posts if they resonate with you! If you see anything that warrants feedback, we want to know too so let the digital team know at digital@mainfreight.com

Tracking your Freight in Mainchain – Michelle King, Global Business Solutions

Mainchain, our customer portal, continues to expand in capability. We now show the location of the vessel or aircraft that is carrying the customer's cargo. Soon we'll add the rail leg for the regions where rail is prevalent.

When you tell a customer their vessel was delayed because of congestion in Oakland, they used to have to take our word for it, but now they can see for themselves that the vessel was in a holding pattern off Oakland waiting to berth!



Shipment Centre Air & Ocean – Michelle King, Global Business Solutions

Shipment Centre is a feature in Mainchain, where Air & Ocean customers can create bookings. We are embarking on a full refresh and have engaged with the team within the regions to gather their feedback. It was a challenge doing this using Webex, with some crazy time-zone issues, but it was fun and delivered some great results. We ran a six-week program along these lines:

REFRESH

1. Week ONE – Vision: We picked a Subject Matter Expert in each region and allowed them to create a team to help build a vision for this product.
2. Week TWO – User Personas: A lot of ideas on customer needs and expectations were shared in these sessions and this valuable information will shape our understanding of who are we designing Shipment Centre for.
3. Week THREE – Current State: We reviewed the current state of Shipment Centre and were tasked

with reviewing every component and functionality of how the program exists in its current format.

4. Week FOUR – Comparison: There were many good features across our systems and this gave us an idea of what we would like to see.
5. Week FIVE – Process Flow: Putting all the pieces together and really thinking about the total journey from start to finish, making sure we got all the information that we needed in a very simple process.

6. Week SIX – GAP Analysis: What stood out for us as a team was how deeply we had thought, discussed, and conceived processes for each step of the booking process, making it into a streamlined vision that we were happy with and that we thought would be beneficial to our customers.

The project team, being spread across the world, collaborated via a sharing application called Mural, so we could

get all our ideas and thoughts down on (virtual) paper.

Thanks to the global team for getting us through this first phase: Michelle King (USA), Michelle Worden (USA), Nimitra Chandran (Australia), Sommai Trakarnrung “Lek” (Thailand), Troy Kirwan (Australia), Maarten Mol (Netherlands), Daniel Plested (New Zealand), Caitlin Balderrama (USA), Alistair Hughes (New Zealand).

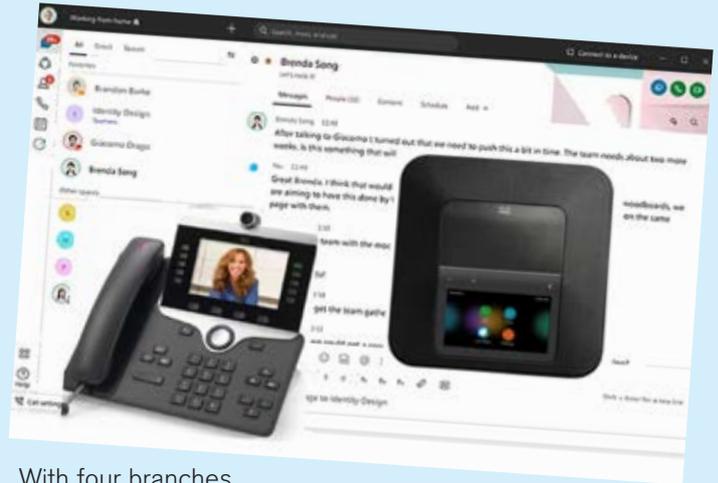
Webex Calling – Michael Hood, IT Manager Australia

The next generation of calling is here so we are moving our telephony to the Cloud via Webex Calling.

Webex Calling is a cloud-based phone system that has all the essential calling capabilities and also delivers the ultimate collaboration experience combining calling, messaging, and meetings within a single experience.

Making the transition to the cloud will alleviate the necessity, expense, and complexity of managing a phone system infrastructure on premise. Webex Calling is easy and intuitive to provision, manage, and set up.

The migration to Webex Calling has begun in Australia with other regions to follow which will allow for a global phone system and access to the latest technologies.



With four branches successfully migrated already, the IT team will work closely with each branch to audit and review your calling requirements to ensure a smooth and seamless transition over the next 12 months.

Easier Home Deliveries

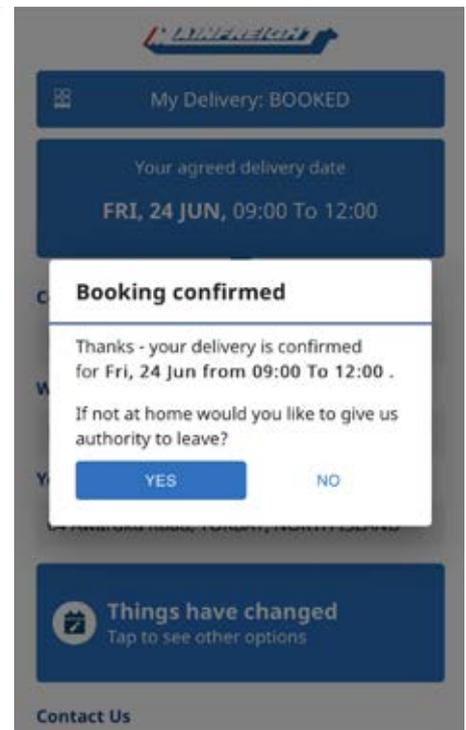
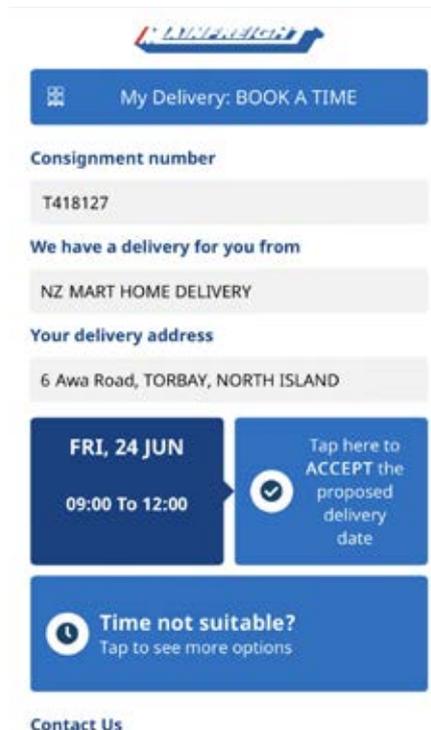
Home deliveries can be a time-consuming process. Calling a customer to arrange a suitable time to deliver their consignment can take hours out of our team's day,

We have implemented the next iteration of our text service that allows us to send out a message advising the date and time of expected delivery.

The customer receives a text containing a short note and a link to a mobile webpage where they can select from a range of options:

- Confirm the suggested delivery date and time window
- Select an alternate delivery date and time from those available
- Add delivery instructions
- Add notifications alerts to receive updates when their consignment is on for delivery or delivered

The dispatcher has the flexibility to set delivery windows and feedback from the customer's actions flows straight back to the dispatch screens.



At the click of a Mainstreet button we can send one or multiple customer notifications by SMS to the delivery customer with a suggested delivery date.

Training & Development – Martin Devereux

March 6th, 2022 marked the occasion of our 44th birthday and an opportunity for us to acknowledge we have come a long way from our humble beginnings at 135 Morrin Road, Panmure. From two men, one truck and a water blaster we have grown into a publicly listed company with over 10,000 men and women spanning 25 countries, 305 branches and potentially a couple more water blasters.

It is difficult to capture in one or two sentences the origins of our success and story to date but three words do a reasonable job; Ready, Fire, Aim. With these three words in mind, Mainfreight's training presence began in earnest in 1997 with a Training Team who 'aimed' at auditing domestic branch quality, conducting domestic systems training on our space aged MS-DOS computer system "Reality" and also on introducing new team members to other branches in the business so they could grasp our size and scope. In addition, the team delivered Customer Services training and Team Leader training to aid in the development of our people.

Now some 25 years on, our Training Team has become five Training Teams operating training centres of various guises across New Zealand, Australia, Asia, Europe and the Americas. In these centres, and in your branches, our teams conduct training across all systems and across all parts of our business. Likewise audits are conducted in all regions with audits tailored to the business and also to the region.

Similarly our non-systems training offering has extended to all parts of the business, all regions and on topics including Health & Safety, Sales, Leadership, Recruitment, Supply Chain, Being Easy to Deal With and numerous other areas relevant to our team, our business and our customers. Our role is to help you in your role.

In this time, not only has the geographic coverage of our training presence grown, but the manner with which we provide commercial support to our business has grown due to the ever-changing climate in which we operate. Whilst every training team is



Team Health – Good Food, Good Mood.
One of our Asian team workshops offering a variety of tools to deal with stress



One of our recent Australia Transport Induction Courses
Front Row L-R: Trent Collins, Anton Fitt, John Haimona, Keith Abrahams
Back Row L-R: Stanley Byrnes, Nicholas Turner, Jack Walker, Fazil Saheed, Cara Thompson, Alexander Kolfshoten

in a different state of maturity, they all work closely with the business ensuring each region is well supported.

In the 'Ready' phase of the original training proposition, our focus was to teach people the right way of doing things, to audit how well we followed our quality manuals, and to educate our team on who they worked for. Today our teams are almost permanently in the 'Fire' phase where we are discovering new and unique solutions to new and unique challenges.

We continue to audit, train, find and develop our next generation of team members but we are also supporting the business with process innovation and implementation, with helping manage the ever-changing landscape of customer relations or with helping manage the increasing level of interactions with legislative bodies.

What this means is we have incredibly agile teams who not only understand our culture and business but equally they understand the fact that the world is not standing still and the importance of our business innovating and evolving. If you get the opportunity to visit our Training Teams please take the time to ask them to take you through some of the projects they work on each and every day. You will be surprised as to what they do.

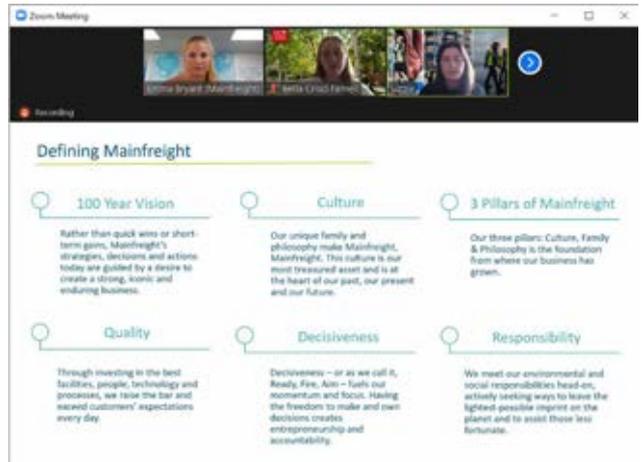
Across all regions we continue to work hard to position Mainfreight as a place to forge a career. These efforts often focus on those at University but we are starting to find traction with those who choose a path that doesn't involve university. Therefore the focus on further growing our relationships with schools and other youth-related environments continues to be viewed as an important avenue for finding new team members.



Driver appreciation week, Zwijnaarde. Blacking tyres !!
L- R : Jesse Louage, Marien Pastoor, Pieter Matthys , Mathias Lava

Whilst promotion from within is a simple philosophy, the practice is not, and it is one we must be careful not to stray from. Growing our talent requires commitment from every team member and the same patience that was extended to all of us when we first started. Aligned with this theme significant effort has been invested in all regions to accelerate the transition of a new team member into becoming a team member who knows what is expected of them and how to navigate their career. Whether it is a refined induction course, a new "Welcome to Mainfreight" book / passport or a one-day program focused on new future leaders we are constantly working on how we can accelerate the speed with which a new team 'gets it'.

Moving forward there is a lot of work and new discoveries ahead for 2022. The past two years have sent unheralded challenges, and opportunities, our way. Now it is time to start looking towards our collective future. Please take the time to introduce yourself to the Training Team in your region and open your mind to the breadth of careers available across our business.



Virtual University of Canterbury Careers Expo - Emma Bryant and Lizzie Judd (Training Centre NZ) presenting to UC students



USA Induction Course Classroom work: Regina Warden helping the team understand "Quality is critical"



Air & Ocean Tour USA Induction Course:
Front row L-R: Christine Saldana, Mahina Hirahara, Jovita Orozco, Harsh Dharamshi
Back row L-R: Jade O'Reilly, Carlos Fuerte, Megan Holdener, Kenneth Salcido, Ruby Cardenas, Martha Valenzuela, Joe Garcia, Luis Maya, Jorge Vasquez, Alvaro Fuerte



Mainmove Poland: Training superstars
L-R: Nadya Stroemer, Agnieszka Brymerska, Courtney Bould



Is it Mainfreight man or Ian Lodge (Mainfreight Manchester) attending an Induction?

Bereavements

Wilma Kornet, Mainfreight Warehousing Zaltbommel

Wilma Kornet passed away on 27th November 2021, at the age of 50. Wilma started working for Mainfreight in the summer of 2020 and we have got to know her as a passionate and hardworking Team Member.

Wilma was outspoken and brought a lot of energy into the team. She worked at our reception desk and everybody knew her and she knew everybody: from our team to all the drivers and suppliers who she helped out very passionately on a daily basis.

Our thoughts are with her family and the people close to her. She will be missed.



Jan Michiels, Mainfreight Transport Zwijnaarde

Jan Michiels passed away suddenly at the age of 67.

Jan was still driving a week before he passed. His death was therefore very unexpected and a huge shock to his family and the Mainfreight team.

Jan had been part of our team since 2019. He was loved and respected by everyone and was always ready to help the team in need.

Our thoughts are with his family. Jan will be dearly missed.

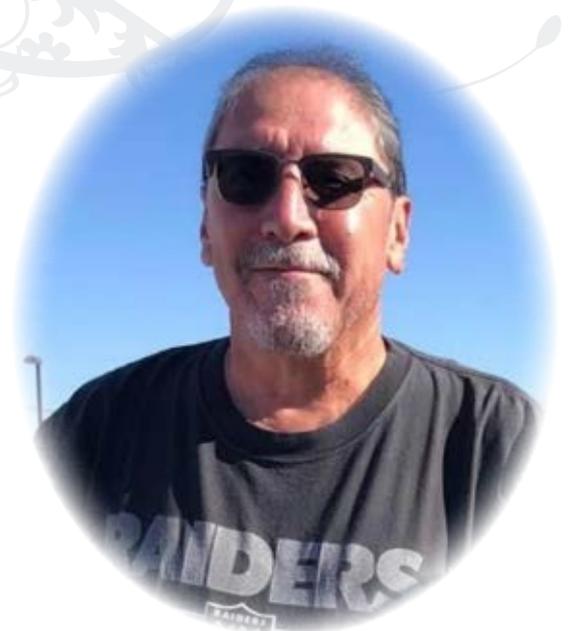


Ernie Griego, Mainfreight Los Angeles

Mainfreight Los Angeles mourns the passing of our beloved friend, Ernie Griego. We had the honor of enjoying his company for eight years; time which now feels as though it was not enough.

He was patient, intelligent, and had a superb sense of humor. He always had a witty comeback for every conversation; a quality which we will truly miss. Everyone that came in contact with Ernie had nothing but positive remarks to share about him.

Ernie was a loving husband, father, grandfather, and friend. His unexpected death deeply hurt us but he left us with many fond memories that we will cherish forever.



Humberto Abrica - Mainfreight Los Angeles

We are deeply saddened by the untimely passing of team member Humberto Abrica of Mainfreight Los Angeles.

Humberto left a positive impact within his team. He was always professional, respectful and dedicated to his work. He was a kind soul who left us too soon. His passing is a reminder that life is short, but his presence here was an example of how we should all strive to live our lives; by enjoying every moment and having a positive attitude.

He is survived by his wife, children, siblings, parents and his Mainfreight team who will always keep Humberto close in their thoughts.



Sam Flutey, Mainfreight Warehousing Christchurch

In November 2021 we learned of the tragic news that we had lost one of our team members from MFW Christchurch. Gone from this world too soon, aged 30 years; leaving behind his fiancé, daughter, step-daughter and son.

Sam left a lasting impression in his time with us. His cheeky sense of humour and his ability to make others around him laugh and enjoy the moment was something special. Not only was he a great person, he was a great worker. Sam had a motto, "if it ain't freight, it can wait" especially when things got busy.

The team will not be the same without Sam and he is hugely missed and forever will be.

SERVICE ACHIEVEMENTS

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

Lloyd Rivers-Smith	45	Daily Freight Transport Auckland
Jos Cox	40	Mainfreight Warehousing Born
Bennie Schut	40	Mainfreight Trucks & Drivers 's-Heerenberg
Marlies Soetelmans-Gerits	40	Mainfreight Warehousing Born
Diana Abbenhuis-Siroen	35	Mainfreight Trucks & Drivers 's-Heerenberg
Ina Beekhuizen-Roes	35	Mainfreight Transport 's-Heerenberg
Brett Cuttle	35	Mainfreight Transport Palmerston North Owner Driver
David Farrell	35	Mainfreight Transport Rotorua
Arthur Hoogsteder	35	Mainfreight European Support
Rudy Vandewalle	35	Mainfreight Support Belgium
Shane Douglas	30	Mainfreight Air & Ocean Auckland Accounts
Jean-Gérard Fifis	30	Mainfreight Warehousing Zaltbommel
Wayne Goodwin	30	Mainfreight Transport Hamilton Owner Driver
Michael Griffiths	30	Mainfreight Transport Christchurch
Wouter Janssen	30	Mainfreight Trucks & Drivers 's-Heerenberg
Robert Little	30	Mainfreight Air & Ocean Wellington
John Mackay	30	Mainfreight Transport Napier
Peter McNally	30	Mainfreight Warehousing Epping
Nikki Oliver	30	Daily Freight Transport Christchurch
Darryn Petricevich	30	Mainfreight IT Victoria
Roland Ruesink	30	Mainfreight Trucks & Drivers 's-Heerenberg
Brendan Ryan	30	Mainfreight Air & Ocean National Support
Jack Schweckhorst	30	Mainfreight Express Netherlands
René Spaan	30	Mainfreight Warehousing Zaltbommel
Guido Staels	30	Mainfreight Transport Belgium
Fred te Wiel	30	Mainfreight Trucks & Drivers 's-Heerenberg
Sjoerd Teerink	30	Mainfreight Warehousing 's-Heerenberg
Paul Tolson	30	Mainfreight Transport Auckland
Paolina Tortora	30	Mainfreight Air & Ocean Airfreight Melbourne
Kevin Aldridge	25	Mainfreight Transport Auckland Owner Driver
Arno Broekhuizen	25	Mainfreight Trucks & Drivers 's-Heerenberg
Wayne Busson	25	Mainfreight McAlpine W/House
Mario Carette	25	Mainfreight Transport Belgium
Kim Curtis	25	Mainfreight Warehousing O'Rorke Rd
Angelo Daamen	25	Mainfreight Transport 's-Heerenberg
Tom Davis	25	Owens Tankers Auckland
Andrea D'Cruz	25	Chemcouriers Clayton
Trace Donaghey	25	Mainfreight Training Centre
Christine Douglas	25	Mainfreight Air & Ocean Wellington
Grant Draper	25	Mainfreight Air & Ocean National
Robert Ede	25	Daily Freight Transport Wellington
Marc Elting	25	Mainfreight Trucks & Drivers 's-Heerenberg
Wesley Fa'au	25	Daily Freight Transport Auckland
Deborah Jackson	25	Mainfreight Warehousing 107 Westney Rd
Nic Kay	25	Mainfreight NZ National Team
Ronald Luikink	25	Mainfreight Transport 's-Heerenberg
Robert McGillivray	25	Mainfreight Transport Christchurch
Corina Mareela	25	Mainfreight Transport Transport Auckland
Luc Meulemeester	25	Mainfreight Warehousing Belgium
Osman Osman	25	Mainfreight Transport Clayton
Liane Philipsen	25	Mainfreight European Support

SERVICE ACHIEVEMENTS

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

Grace Polgar	25	Mainfreight Metro Melbourne
Elvis Rowlands	25	Mainfreight Transport Palmerston North
Willem Smits	25	Mainfreight Trucks & Drivers 's-Heerenberg
Cor Straub	25	Mainfreight Transport 's-Heerenberg
Rieky te Grootenhuis-Hebbink	25	Mainfreight Transport 's-Heerenberg
Monique Tuenter-ten Holder	25	Mainfreight Transport 's-Heerenberg
Peter van de Kamp	25	Mainfreight Transport 's-Heerenberg
Eric van der Pol	25	Mainfreight Warehousing 's-Heerenberg
Edwin Vrogten	25	Mainfreight Trucks & Drivers 's-Heerenberg
Rob Aalders	20	Mainfreight Transport 's-Heerenberg
Mohammed Ahmad	20	Owens Transport Auckland Owner Driver
Nathan Anderson	20	Mainfreight Transport Dunedin Owner Driver
Wilco Bannink	20	Mainfreight Trucks & Drivers 's-Heerenberg
Hohepa Brown	20	Mainfreight Transport Auckland
Lane Bynon-Powell	20	Mainfreight Transport New Plymouth
Alex Corbisier	20	Mainfreight Transport Belgium
Sylvia Costa Neves	20	Mainfreight Transport Paris
Craig Cowper	20	Mainfreight Metro Christchurch Owner Driver
Dipak Dayal	20	Mainfreight Transport Tauranga Owner Driver
Ruth De Lautour	20	Mainfreight Transport National Support
Nicole Driever-Ruess	20	Mainfreight European Support
Alan Edwards	20	Mainfreight Transport Auckland Owner Driver
Corine Evers-Karsten	20	Mainfreight Trucks & Drivers 's-Heerenberg
Rosite Frielink-Gerrits	20	Mainfreight European Support
Rifet Gorovic	20	Mainfreight Metro Melbourne
John Graham	20	Mainfreight Transport Wellington
Melanie Greenbank	20	Mainfreight Transport Hamilton
Paul Grimes-Coyle	20	Mainfreight Warehousing Tauranga
René Inkenhaag	20	Mainfreight Transport 's-Heerenberg
Konelio Leone	20	Owens Warehousing Kahu St
Fereniki Londy	20	Owens Brisbane
Andrea McCafferty	20	Mainfreight Transport Masterton
Jason McFadden	20	Mainfreight Air & Ocean Perishables Christchurch
Rhoda Malveda	20	Mainfreight IT NZ
Andrew Maxwell	20	Owens Warehousing Christchurch
Jai Prasad	20	Mainfreight Warehousing 107 Westney Rd
James Price	20	Mainfreight FTL South Island/SI Bulk
Dirk Ragaert	20	Mainfreight Transport Belgium
Rachael Richardson	20	Mainfreight Air & Ocean Auckland Seafreight
Nirajan (Niraj) Singh	20	Owens Transport Auckland
Wendy Smith	20	Mainfreight Christchurch Wharf
Greg Stringer	20	Chemcouriers Auckland
Aart van Silfhout	20	Mainfreight European Support
Celia Tepania	20	Mainfreight Air & Ocean Auckland Seafreight
Ralf Timmer	20	Mainfreight 's-Heerenberg
Joanne Warway	20	Mainfreight Air & Ocean Seafreight Melbourne
Haedyn Wicks	20	Mainfreight Transport Wellington
Paul Wilson	20	Mainfreight Air & Ocean Dunedin
Sakir Yilmaz	20	Mainfreight Trucks & Drivers 's-Heerenberg

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

Long Service Legends

Special Legends Celebration – Mainfreight Auckland Team



Catching up on a whole lot of Service Legends after Covid restrictions - that's a grand total of one hundred and ninety-five years of service! Thank you for your hard work, dedication and loyalty over the years - L-R: Kevin Tram, Jareth Wong, Robbie Croft, Jon Absolom, Hohepa Brown, Josh Haunga, Donna Sim, Corina Mareela, Lui Naoupu, Rachel McKenzie, Boris Hirawani (not pictured Charlotte Hoeff)



Congratulations Aart van Silfhout, EU National Team, for being one of our special people for 20 years

Thirty-Year Celebrations across the World! Congratulations to You All!



Geoff Lulham, Warehousing Christchurch - L-R: Brynley Riches and Geoff Lulham



L-R: Carl George presenting Nic Kay, New Zealand National Team, with his 25 years' long-service certificate form



Shane Douglas, Mainfreight Air & Ocean Auckland - L-R: Joel Pereira and Shane Douglas



Peter "Mac" McNally, Mainfreight Warehousing Epping L-R: Jason Thea and Peter McNally

Thirty-Year Celebrations across the World! Congratulations to You All!



Paolina Tortora, Air & Ocean Melbourne
L-R: Grant Draper, Paolina Tortora and Travis Dellar



Jack Schweckhorst celebrated his 30-year anniversary at Mainfreight, what a milestone!



Fred te Wiel, one of our passionate and our finest drivers of Rotterdam celebrated his 30-year anniversary.

Retirements

Mainfreight Warehousing Oostende (BE)

We have said goodbye to some of our true Mainfreight Legends. For many years we have enjoyed your enthusiasm and knowledge. Rik, Johan, Rudy and Martine enjoy your well-earned retirement!

Mainfreight Transport Zwijnaarde (BE)

Recently we have celebrated the retirement of Marc and Stefaan. After long years of service, Marc with 33 years and Stefaan with 24 years, we wish you both a happy retirement!



Johan Baudewijn



Martine Van Hyfte



Marc Maerten



Rudy Vandewalle



Rik Vanneste



Stefaan Van Aken

Retirement - Drivers 's-Heerenberg (NL)

Frank and Paul, thanks for all your commitment and hard work, now you can start enjoying your retirement!



For 45 years and 2 days Frank Medze has been behind the wheel for Mainfreight. We were waiting for him when he arrived, together with his son, Jelle, also a Mainfreight driver.



After almost 44 years of driving across Europe for Mainfreight, Paul Dieker said goodbye to the Mainfreight Family.

Global Awards Ceremonies

Europe

Branch of the Year 2021 – Air & Ocean Rotterdam

Congratulations to our Air & Ocean Rotterdam Team on being the Branch of the Year 2021! Well done Stijn and team



L-R: Ben Fitts, Nic Matthews, Maarten Mol and Stijn Vliegen

Sales Team Member of the Year

Congratulations to Aline Draps from Air & Ocean Antwerp: Sales Team Member of the Year for 2021



L-R: Maarten Mol, Aline Draps, Nic Matthews, Bradley Russell

Asia

Branch of the Year 2021

Congratulations Mainfreight Shanghai Ocean, Asian Branch of the Year for 2021



L-R: Peter Koo, Clement Chong, Sean Wang, Cary Chung, Joan Ji, Joe Cheng, Franky Lui, Vincent Lee

Sales Team of the Year 2021

The Best Mainfreight Sales Team Award in Asia 2021 – Hong Kong Sales Team



L-R: Jacky Lam, Tony Li, Duncan Tang, Noel Kong, Alma She



The Best CaroTrans Sales Team – CaroTrans Hong Kong Team
L-R: Perry Lau, Yvonne Yick, Justin Mak, Dennis Chau



The Best Salesperson Award in Asia 2021
Noel Kong with Jack Lam (left)

Americas

Branch of the Year Award

Congratulations to Mainfreight Newark Ocean Freight - Branch of the Year for Mainfreight Americas.



Salesperson of the Year

The Salesperson of the Year 2022 Award went to Josh Vermillion of Mainfreight San Diego Air & Ocean Branch.



L-R: Jake Moller, Josh Vermillion, Steve Turner

Elaine Wong Branch Manager Mainfreight Newark Ocean Freight accepts the award for Branch of the Year from Jason Braid and Nathan Thomas

New Zealand

Branch of the Year

Mainfreight New Zealand Branch of the Year: Mainfreight Auckland Ocean.



Bruce Plested presents the award to Shannon Hegan

Salesperson of the Year

Congratulations to Karyn Hawkes Mainfreight Air & Ocean Christchurch on achieving New Zealand Sales Person of the Year for 2021.



Karyn Hawkes with Rob Croft



Sales Team of the Year

Congratulations to Mainfreight Air & Ocean Auckland on achieving New Zealand Sales Team of the Year for 2021
 L-R: Mark Glover, Jeremy Davis, Lara de Wet, Davis Palmer, Arwen Tao, Paul Riethmaier, Amanda Pritchard, Matt Small, Nic Kay, Mark Belfiore

Australia

Branch of the Year

Air & Ocean Perth is Branch of the Year for Australia.

Congratulations to the Perth team who had a profitable year driven by strong sales growth across all of its products. Just as importantly they had a very high level of service to their customers as shown by their very good quality, morale and debtor KPIs.

To win Branch of the Year you need to excel in all areas and the Perth A&O Team has done that, Well done!



Salesperson of the Year

Congratulations to Vincent Woolfe, Air & Ocean Victoria (who has since taken on the role as Sales Manager for Chemcouriers Melbourne).

L-R: Dave Scott, Vincent Woolfe, Travis Thorogood, Brendan Ryan

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



L-R: Olivia Morales, Celine Eazell – enjoying the view at the Port of Long Beach



Mainfreight NZ Apples – fresh from Tollemache Orchard ... and the buckets get used for everything, as Georgia Plested and a friend show!



No job descriptions! Today's task for our Mainfreight Man in Frankfurt is hiring new talent – go get 'em!



Amazing depiction of the 'Dream Team' at James Hardie Warehousing in Auckland. The team have all come from different walks of life, some from Transport, some from Warehousing, and some from the customer. All working as one unit and getting the job done ... whilst having fun at the same time.

Back L-R: Ashwine Lata, James Fuamatu, Onyx Fiatau, Bronson Daniels
 Middle L-R: Maria Carbonilla, Tayne Springer, Milan Cihak, Edward Fagalilo, Miriama Kalolo, Josh Ioasa
 Front L-R: Jack Saena, Severe Sipeli, Vinni Sionepeni, Sautia Misa, Sione Kuli, Reagan Tapuai



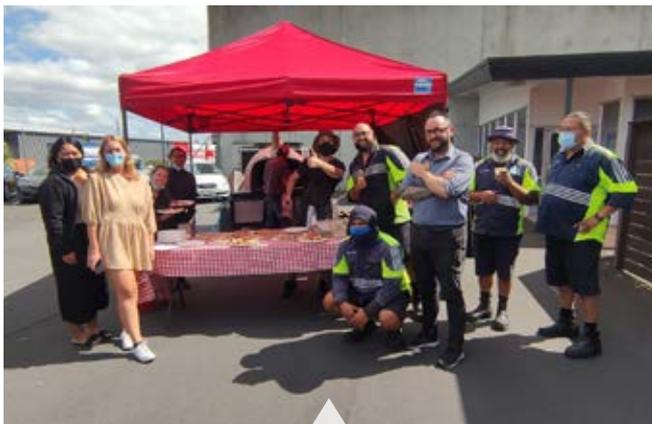
Getting down to it – painting the dock with destination codes
 L-R: Miracle Ropati, Lanuola Fesolai – Mainfreight Transport Auckland



Indoor Soccer Game – Go Team CaroTrans Miami

Branch Manager of CaroTrans Miami, Hugo Sequeira and his team organized an indoor soccer game at a local venue to get to know their vendors and customers better outside of an office setting.

First row: Hugo Sequeira (far left), Bryan Meza (red/blue shirt), then Romer Urdaneta - Second Row far right: Joelys Estevez (Mainfreight Miami)



The CaroTrans/CFS Auckland team's recent wood-fired pizza lunch was enjoyed by all!



The LA Warehousing Team – ready to seize the day with smiles and all!



Hong Kong Sales Team won the costume prize at the Annual Dinner, recreating the Japanese comic “Demon Slayer: Kimetsu no Yaiba” L-R: Tony Li, Cyan Leung, Noel Kong, Duncan Tang, William Lai, Kit Leung, Gigi Wong, Michelle Wong, Tony Lau, Grand Chow, Mapy Chow, Crystal Wong

Feedback

We received this lovely feedback from a customer in Europe. For those of you who don't speak Dutch, the customer comments that they arrived to find a proof of delivery form, but couldn't see their cartons stacked where they usually would be at the back of the store. The driver had instead taken the consignment down to the basement himself – a kindness that was greatly appreciated. Well done Neil Liddicott (Mainfreight Zwijnaarde) – you're a great representative of Mainfreight!

Van: Brugge

Verzonden: donderdag 23 december 2021 10:23

Aan: Marjolein W

Onderwerp: Levering

Bij het binnenkomen zag ik het leverbewijs liggen maar zag nergens mijn dozen staan die gebruikelijk in de winkel of achteraan in magazijn geplaatst worden.



Ik vond mijn levering terug in de kelder. Dit is totaal niet nodig MAAR chapeau aan de leverancier die dit gedaan heeft!!

Bij deze een pluim voor deze top leverancier die eigenhandig onze grote bestelling in de kelder wilde zetten. Wij wensen hem prettige en VERDIENDE feestdagen toe! Waren ze allemaal maar zo werklustig als deze persoon!

Mocht u hem kunnen bereiken en dit kunnen doorsturen, zou super zijn.

Benoit, Emely en Emma

From: Sam C

Sent: Thursday, 16 December 2021 10:43 am

To: Diego Cueto (MFAO AKL) Diego.Cueto@mainfreight.com

Subject: Re: MPI BACC relating to consignment

Diego,

Thank you so much for all your work on getting this through and your unprompted progress updates, it is actually very rare to get quick replies to emails from other companies let alone to receive such dedicated attention and proper customer service especially when you're probably juggling many difficult shipments to get through to customers around NZ.

It might be just another day at the office and one of many but I'm really stoked with your service and it's helped provide our customers something entirely new plus we have confidence to plan ahead for more (and larger) shipments and grow our business.

Have a great summer, I'll be in touch when we're ready to get the next lot into NZ

Thanks
Sam C
Director

From: Nat P

Sent: Thursday, 27 January 2022 2:11 PM

To: Masterton Pickups

Subject: Great service

Good afternoon,

I just wanted to pass on some feedback as I have been meaning to for some time.

I have had your delivery driver deliver tiles multiple times for me. I wanted to pass on that he provides such great service. He is always cheery, has a good chat as he unloads. therefore quick and efficiently unloading it with a friendly touch. He is always willing to help get it to the appropriate place and comes up with a solution if it isn't possible.

He is a great person to have face-to-face with clients.

Please pass on my thanks

Regards
Nat P

Great job Gary Strang!

From: David Carswell

Date: 8 June 2022 at 8:07:40 PM NZST

To: Bruce Pledsted

Subject: Re: Apples :-)

Hi Bruce

Please find attached a note of thanks that I have just received from one of our newest customers here in Geelong in response to our apples.

I hope this gives you as much pleasure as it did for me.

Kind regards
Dave

From: Sue N

Sent: Wednesday, 8 June 2022 3:02 PM

To: David Carswell Subject: Apples :-)

Hi David, thank you! I would dearly appreciate the following message making its way to Bruce if possible:

Your delivery of apples was heartfelt and very much appreciated. A little bit about myself, I am studying sustainability at the moment, as my dream is to run a community garden to give back seasonable fruit and vegetables to those in need, these are my core values – to give back and pass it on.

My team will dearly appreciate the thought and of course the apples. The truth is, you never really understand what is happening in a persons' life, as the old saying goes, until you walk a mile in their shoes. People come to work and share very little about their personal lives, sometimes a hello and how was your weekend... but you don't really understand if they are having difficulties... whether on a personal or financial level.

This gesture is very kind. Thank you from the bottom of my heart.

Sue N
Warehouse and Procurement Manager

From: Lorraine H
Sent: Thursday, 17 March 2022 7:37 AM
To: Victoria Harwood (Owens AKL); Thomas Merriman (MFL)
Subject: Rotorua MF deliveries – feedback

Hi Everyone,

I was talking to Tracy B from the Rotorua Dialysis Unit this morning and she wanted me to mention that she has been very impressed with the delivery and the service since we have transferred across to Mainfreight. Very high praise indeed!

She went on to say, the same driver has delivered each time, he's pleasant, nothing is too much trouble, he has listened to the guidance of where they would like their stock put and continued to do a great job. He separates the products as they have instructed and the changeover couldn't have gone better!

She also mentioned they were quite nervous about the change of drivers and the move to MF, but Mainfreight have surpassed all expectations.

So nice to hear! Well done MF team ☺

Many Thanks

Lorraine H
Clinical Specialist

From: Peter Large
Sent: Friday, 17 December 2021 11:06 AM
To: Shona Taylor
Subject: RE: YABBA Books for Donation

Hi Shona

Thank you for your help earlier in the week. I rang Michelle from YABBA around midday on the Tuesday she was to drop off the books.

Michelle was so excited, she had called in to Mainfreight Clayton on schedule, was warmly welcomed, then received plenty of help unloading the 20 odd cartons from the car, with plenty of Mainfreight people happy to assist with photos and the unloading.

Don't be surprised to see Mainfreight mentioned on Michelle's social media posts about what her YABBA organisation is doing with Books in Homes, and thanking Mainfreight!

Thank you for your help and thank you to all your Mainfreight team at Clayton who assisted with receiving the books for Books in Homes and making Michelle's visit to Mainfreight a pleasant one!

Kind Regards,

Peter Large
CEO & Chairperson
Books in Homes Australia
www.booksinhomes.com.au



From: Dan R
Sent: December 4, 2021 4:13 PM
To: Dave Coughlin
Subject: Mainfreight getting it done

Good afternoon Dave,

Wanted to make a point of thanking you and the greater Mainfreight team, for the continued outstanding freight service.

With our large orders from California and from Canada, your team have kept me up to date on everything that is happening, including a few minor delay notifications, but they were to be expected in the current worldwide mess that we're all in. Your team have always been up front about the likelihood of delays, though it looks like you're still going to go pretty close to hitting the original estimates, which is great.

On the matter of domestic freight, we've been receiving dozens of orders, of all sorts of gear, from all over the place. The experience we've had from other carriers has been anywhere from ordinary, to poor, to absolutely disgusting.

One equipment order which was coming from Clayton to Torquay, took the best part of two weeks to arrive from the time of dispatch! It took me two separate trips to Torquay and days of waiting for the delivery each time, because their online system indicated "On Board for Delivery". Their office couldn't give me more accurate info over the phone, because I didn't book the job! No... I'm just the poor bugger who is paying for it and wasting days waiting! Infuriating!

On the other hand, our friends from A--- completed the final bits and pieces of our large order on Wednesday afternoon. They phoned to let me know that the order would be picked up last thing on Wednesday and they'd request Friday delivery for us (I couldn't be at Torquay on Monday or Tuesday). Sure enough, Mainfreight called me at about 8am on Friday and arrived with the delivery right on 9am. The driver was a great bloke and helped me to unload, to the far end of the gym. An outstanding performance! I thanked him, then followed up with a big thanks to A--- and encouraged them to stick with Mainfreight. In my experience, any other carrier will surely let them down.

Keep up the good work!

Cheers
Dan R.

From: Tolga A
Sent: Monday, November 15, 2021 10:02 PM
To: Samuel Jenkins
Subject: FW: Service

Hi Sam,

Some comments below from our team on your amazing service this afternoon.

You are definitely the Hero of the night for making this happen.

Thank you once again for putting an extra effort and big thanks to the Mainfreight team for transporting this urgent freight tonight.

Best Regards,
Tolga A
Logistics and Converting Manager

From: Mark W
Sent: Monday, November 15, 2021 9:37:38 PM
To: Tolga A

Hi Tolga,

Wow that is amazing service!!!!!! How do people like Sam exist in an industry where real customer service seems to be amiss?

Thanks again to you and everyone who has been involved in finding a solution. It's incredible what this business can achieve.

Regards,
Mark W

On 15 Nov 2021, at 9:26 pm, Tolga A wrote:

Just a quick note.

Mainfreight driver came and could not get in to our yard due to gates being closed (very inconvenient). So obviously the truck driver has left without picking this urgent order.

BUT big thanks to Sam from Mainfreight, he came back with his car, picked the freight up and literally put the freight on the VIC truck himself!!

Amazing service where he went out of his way to get this urgent order on the truck...!!!

Hopefully this will be in Melb tomorrow morning.

Tolga A

From: Ken McC
Sent: 04 February 2022 20:16
To: Graham Cordingley
Subject: RE: Collection & Delivery to France

Hi Graham,

My name is Ken McCarthy I'm the store's manager for GN Ireland. I just wanted to reach out to you to compliment some of your team working with you there in Mainfreight UK.

I've only had the pleasure of dealing with a few of your team but I would like to say how fantastic they have been.

A few months ago Alan Kenny assisted me with some customs issues for me at the height of Brexit. Alan helped me along the way, he was so patient, understanding, willing to help in any way he could and always at the other end of the phone/email.

Because of that support, we setup a draw down order with Mainfreight UK to process any customs clearance we might have in our 2 interconnector stations in Scotland (not huge volumes but a start).

Last week as part of some maintenance at one of our interconnector stations in Scotland, we needed to get a large part of one of our turbines sent to France for some urgent repairs. I contacted Mainfreight UK and over this past week Jack Clarke and I have had many calls and emails regarding this collection, the service from Jack is again second to none.

I have been in the logistics business in many different roles for 30 years, and felt I needed to reach out to compliment you and your team for your outstanding customer service. I think people are very fast to complain but we never hear the compliments, I would be very grateful if you could pass on my thanks to Alan, Nicola & Jack for their tremendous work.

I noticed in Jack's contact information Mainfreight's motto is "Special People, Special Company" well I for one can agree with that statement.

Kind regards,
Ken McC

From: Sam S
Sent: 29 October, 2021 1:03 PM
To: Vanessa Maxwell
Subject: Feedback

Hi Vanessa,

In short, we really appreciate the extra mile you & the team go when it comes to getting our gear out around the country & your somewhat magical ability to make things happen for us when we're in a tight spot. That final delivery is a very important part of the process with our customers, and having a reliable partner that can make our (at times un-reasonable) requests happen makes a big difference.

Regards,
Sam S

From: Arwen Tao (MFAO AKL)
Sent: Friday, February 25, 2022 9:04 AM
To: Moana Long (MFI Shanghai) , Caroline Ding (MFI Shanghai) , Joan Ji (MFI Shanghai)
Subject: Letter from Arwen

Hi Moana,

Thank you for assisting with Z's HHP orders on 17th Feb.

It was a difficult case as shipper has changed its goods ready time and container numbers many times but you managed so well. Importantly you have solved the space of the urgent order within half hour.

In addition to your excellent customer service and operational skill, I would also like to thank you for your patience and dedication.

The client and me who really appreciate what you have done for this account.

It is also a great pleasure knowing that you are part of the team and we can rely on you whenever we need.

Kind regards

Arwen Tao | Account Manager



A snapshot of Mainfreight's outstanding success and achievements from 14 June 1996 to 14 June 2022:



830 employees to 10,393 employees



Expanding from 41 branches to 305 branches



Operating in two countries to 25 countries



Market cap from \$57m to \$4.7b



Operating revenue from \$103.8m to \$5.2b

Thanks NZX!



ASIA



AUSTRALIA



NEW ZEALAND



EUROPE



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