



MERRY CHRISTMAS TO YOU AND
YOUR FAMILY

MAINFREIGHT TEAM REVIEW



A Word from Don

Welcome to the end of year edition of our Team Newsletter, produced for our people and shareholders, but often sought out by our customers and the share market analyst community.

It would be very easy to focus our conversation here on the ongoing effects that the Covid19 pandemic has had on our world. Rather than doing so, our people have delivered inspiring commentary, stories and photographs of life within Mainfreight. Certainly we have had some extraordinary experiences linked to the pandemic, but as is so typical of Mainfreight people, we have taken the events in our stride, adapted and are developing a stronger and better business accordingly.

Should you wish for an example of how the right culture and attitude will deliver results, no matter the environment, then look no further than the pages within for inspiration.

We released our half-year results in November, recording an increase in sales revenues of 7% to \$1.6 billion, and a net profit increase of 23% to \$102 million. A healthy performance and delivered under exceptional circumstances; a credit to every single member of the Mainfreight family. Thank you.

While it is satisfying to look back on this set of financial results, it is what is in front of us that counts. Currently the world's supply chains are congested. Shipping lines and air lines alike are unable to provide sufficient space, on time, to satisfy consumer demand. Combine this with manufacturing delays, port congestion,

and the build-up prior to Christmas, and we have an unparalleled peak season upon us.

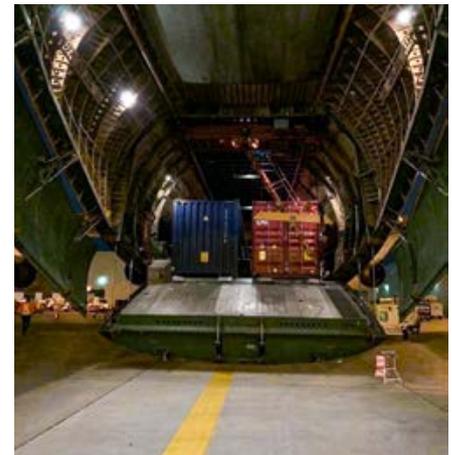
In every region, every branch, our people are working hard to satisfy our customers' expectations. We all need to provide consistently clear and honest communication with our customers, delivering with our usual quality, but not overpromising when deadlines are unable to be met. Our network functions better than most, our people are passionate and hard-working. We are well-positioned to deliver, but there are limits to supply chain capacity – it is finite.

These pictures show 40' shipping containers being positioned inside an Antonov cargo plane; no better illustration of the desperate measures being taken by some to get product to market in this current environment!

Kevin Drinkwater, our Global IT Manager, has chosen to retire come year end, after 34 years with us. Kevin has held a number of roles both in New Zealand and the United States. For the past 19 years he has overseen IT right across the network. He has led the development of our strategic IT initiatives, and has established a wonderful team of people to continue on with the development of our high quality IT infrastructure, systems and software.

We thank Kevin very much for all he has accomplished for us and wish him, Sandra and family great happiness for the future.

In closing, from the relatively privileged Covid-free environment that we find ourselves in, here in New Zealand, our thoughts are with our people in less



privileged countries, who remain committed to Mainfreight and our customers, all working in extremely tough and challenging conditions, as they navigate the restrictions and issues the pandemic has thrown at us.

To all of our team, thank you for your efforts. We remain a very special company because of who you are.

Take time to enjoy the festivities and the holiday season. Spend time with your family and friends and get some much-needed rest and relaxation where possible.

Ka kite ano

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◀ Cover: Christmas illustration by Idris Sio, aged 6, son of Tiffany Sio, Mainfreight Auckland Wharf



Mainfreight Australia – Rodd Morgan

Team No doubt this has been one of the more unusual years that most people around the world have experienced in a long time. We are proud that our business performance through this period has been strong, which is testament to the talent and toughness of our people who have stepped up wonderfully well – no surprise there ...

Once again, our leadership and network strategy has served us well. Our 58 branch managers are the “helmsmen” of the business. They make decisions all day, every day about the things that matter in terms of moving freight: great quality,

profitability, growth and the presentation of our business. They are each fully responsible for the success or otherwise of their branch. This accountability means there is nowhere to hide if performance is poor and allows us to correct issues quickly. In times of crisis, we are able to execute decisions immediately all over the country and those decisions are implemented with the nuances that a particular region might require.

This sort of clarity is the opposite of what we have seen when the pressure came on from some of our state governments recently (i.e. Victoria). They have provided appalling leadership with staggering displays

of hypocrisy, unaccountability, hubris and a breathtaking lack of honesty or regard for the small to medium businesses that underpin our economy. Despite this malfeasance, our Victorian branches and the Australian economy in general are showing remarkable resilience.

Our good performance has allowed us to again get cracking on growing our network, with three branches opening this year and another six opening next year. Network expansion is so important for us, as it allows us to control quality and accelerates our growth as we win customers in the new regions we occupy, that we otherwise would not have.

Legends

We are delighted to advise that two genuine Mainfreight legends celebrated 40 years with the business this year – Bryan Curtis (BJ) on 6 September and Mike Reid on 15 November. Both have made enormous personal sacrifices for the business over the years and have been outstanding contributors to the growth and success of the business and also in helping develop then protecting and nurturing our culture. They are each unique characters and are greatly appreciated across the Mainfreight world. Well done boys.

Bryan Curtis (BJ) 40-year anniversary

Our Ready Fire Aim book introduces BJ as a 17-year-old pitching up at Mainfreight's door hoping for a top job, and consequently being put on the loading floor for five years.

These words quickly summarise BJ: 1/ Ambition and 2/ Patience, both of which are still very apparent today. The ambition is especially apparent

but is always ambition for the Business. In the years to come BJ would demonstrate a “ready fire aim” mentality second to none, as he proved to be capable of discharging multiple barrels with rather a quick draw! It's a mindset that has allowed him to get quite a bit done over 40 years.

Following his position on the floor in

Auckland, BJ went on the road selling. Early in the 1990's BJ would arrive in Melbourne via Sydney to open our first Melbourne Transport Operation in Footscray. A noisy old Kenworth forced Mainfreight out of Footscray and into North Melbourne, who were a bit more tolerant of BJ and his noisy team. Heading back to NZ in 1997, BJ performed stints in Daily Freight



and Mainfreight Transport before taking on the Owens General Manager role in 2003, a role he would hold for eight years.

2011 saw the return of BJ to Australia to head up the Transport Division as General Manager. Over the best part of a decade since then, it has appeared that he knew that the only way to beat the passing of time is to move faster than time itself.

Special People – Mike Reid

On 15 November we celebrated Mike Reid's 40-year Mainfreight Legend award. What an amazing milestone!

Mike's Mainfreight journey started in 1980 when he was a storeman, moving up through the ranks to be promoted to Branch Manager of Dunedin in 1998.

Deciding Dunedin was far too cold, Mike moved to up north to manage

Team – when do we need to start this? BJ – last week. Always last week. When the team thought he was joking he wasn't. Quickly Chemcouriers popped up in all capitals; Chems now a proud and already mature and profitable business unit in Australia. Metro and Owens branches also became more mature and more profitable. Owens eventually to become a division in its own right to be headed up by Mike Reid.

Mainfreight Christchurch, then on to Wellington, before relocating with his family to Sydney as Branch Manager of our Prestons Transport branch in 2005. Mike's awesome leadership style and P&L successes again became quickly apparent – the branch became a transport powerhouse and record profit holder.

The main centre Transport branches would grow and move into purpose-built facilities and there would be an expansion of the regional presence giving Mainfreight more and more control of its own destiny. You can just feel that there is plenty more of this story to come.

Congratulations BJ on your 40 years and thank you for the lessons in what can be achieved with passion and acting with pace.

Fast forward to 2020 and Mike is now General Manager of Owens Transport Australia. Under Mike's strong leadership and positive influence, Owens is going from strength to strength and the team feels very fortunate to have him at the helm.

Congratulations Mike, on your 40th Mainfreight anniversary! Well done and all the best for the years to come.



Five Things to Do Better in 2021

1. Be good enough to take full responsibility if you have made a mistake. Only then can you expect to improve performance and not repeat your errors.
2. Guard against hypocrisy. Hypocritical people are to be avoided.
3. Nothing is as bad as it seems or as good as it seems. Try to maintain a calm perspective when either tough times or great times are allegedly upon us.
4. Be more involved in sales-generating activities, irrespective of your role.
5. Keep pursuing great presentation. The highest standards of presentation will always be our best asset. This includes vehicles, buildings and, most importantly, ourselves.

This year we are particularly grateful to our people for the extraordinary efforts you have put in during very uncertain times, particularly in Victoria through the 114-day stage 4 lockdown. We are very appreciative.

Looking ahead, thanks to those team members that will be working through the Christmas and New Year period. For those taking a break, please enjoy yourself and hopefully you are able to spend time with your families.

Enjoy your hams and enjoy looking through the following pages of our Christmas update! Have a great and merry Christmas

Australia Transport – Bryan Curtis

We are pleased with our performance over the first six months of the financial year. This result was only achieved through the efforts of the team across the country and is one that we should all be proud of.

A special mention to our Regional Branches, who continue to innovate and provide our regional customers with a service that they have not been able to receive previously.

Following is the first Claims Performance statistics summary for Transport Australia, which compares the performance of each branch in both inwards and outwards claims per 100 consignments moved. We will now table these twice a year.



Ballarat Branch – snow in Ballarat in September

Claims Performance

Outward Consignments Per Claim				Inwards Consignments Per Claim			
Branch	To Sep 2020	To Mar 2020	To Sep 2019	Branch	To Sep 2020	To Mar 2020	To Sep 2019
CCA PRESTONS	13379	19433	22014	MFT CANBERRA	25725	5248	5824
MFT ADELAIDE	6880	5238	3655	CCA CLAYTON	12008	12413	8086
CCA BRISBANE	6747	14955	11430	MFT BALLARAT	9732	16312	7815
MFT NARANGBA	5824	2054	1561	MFT GOLD COAST	8875	2829	1705
MFT NEWCASTLE	4544	4903	5378	CCA BRISBANE	8073	9182	44672
MFT BENDIGO	4027	2613	5181	MFT BRISBANE	7934	4982	4759
MFT ALBURY	3915	6930	857	MFT NARANGBA	7750	4468	4892
MFT TOOWOOMBA	2890	4226	1924	MFT ALBURY	5920	5122	10132
MFT GEELONG	2518	1446	5736	MFT BENDIGO	5773	19352	9504
MFT GOLD COAST	2377	2340	1756	MFT NEWCASTLE	5438	5775	7604
TOTAL COMPANY	2367	2431	2491	MFT PERTH	5093	5497	5702
MFT TOWNSVILLE	2314	926	910	CCA PRESTONS	5009	10157	11725
MFT BALLARAT	2232	2184	4673	MFT CLAYTON	4765	3719	3942
MFT PERTH	2227	1909	2468	MFT TOOWOOMBA	3921	9488	9186
CCA CLAYTON	2054	2811	4032	TOTAL COMPANY	3862	3694	3867
MFT CANBERRA	1927	2838	3351	MFT EPPING	3661	2194	7815
MFT BRISBANE	1845	1290	1798	MFT ADELAIDE	2503	3607	3970
MFT PRESTONS	1787	2245	3187	MFT TOWNSVILLE	2293	1461	1062
MFT CLAYTON	1595	2673	2816	MFT GEELONG	1637	7276	5610
MFT EPPING	1275	844	3894	MFT PRESTONS	1575	2809	3387

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.

Our second Sydney Transport depot at Erskine Park commenced operations on 1 September and Tamworth, New South Wales, commenced on 26 October. Congratulations to both teams, we look forward to the efficiencies and improved service you will provide our customers.

Positive Action Team meetings have been part of the way we do things around here for a long time. These meetings are an ideal platform to allow our team to come up with innovative ways to do things better. Recent examples are the printing of two labels for each item of freight and the inclusion of the receiving site on the label. Both initiatives are making a real difference for our Operations team and Owner Drivers.

At the Branch Managers meeting in February, the Transport Branch Managers decided to write about Mainfreight's Three Pillars and what these meant to them. From that, Greg Delautour and Cindy Page who came up with the initial idea, coordinated each Manager's contribution into a book entitled "Make It So". It is a great read and we encourage you to ask your Branch Manager for a copy.



Erskine Park – first day of operations

We received a Pickle Award nomination from a customer for our Owner Driver Van Le, Sydney Metro, who provides a special service to customers. The nomination that is included below explains the next level of service that Van provides. Thank you Van.

A special thank you also to our Victorian team members who have gone through tough times over the last months under various Covid-19 lockdowns. Being limited to one hour outdoors and not being able to see family and friends outside of a five-kilometre radius was challenging whilst the rest of the country lived an almost normal life.

Things to do Better

None of this is new and it is important that we remind ourselves again:

1. Continue to use Positive Action Team meetings to solve issues and to innovate.
2. It's all about the small stuff – answering the phone within three rings, and with a smile.
3. Be generous of spirit.
4. Don't beat up on your brothers and sisters.
5. Do it better today than we did it yesterday.

Best wishes to all our team members, and to your families who we know have also made sacrifices and provided support, which allows us to do what we need to do. Where possible, take time to relax over the holiday period – and from our team, to the global Mainfreight team – season's greetings and best wishes for a great 2021!

Van Lee – OD Sydney Metro – Pickle Nomination

I would like to nominate Van Le (Owner Driver for Metro Sydney) on behalf of one of our customers, Moët Hennessy for the Pickle Award.

Approximately 18 months ago Moët Hennessy came to Mainfreight expressing a need to have a dedicated vehicle to service their "High Net-Worth Individuals". In true Mainfreight style we said YES. But then we had to find the perfect driver to fit the mould.

This is where Van Le comes in; many Mainfreight years' experience in being an Owner Driver, then taking on the

Transport Manager role for Prestons, Sydney branch, and then back to driving. He was our guy.

We put the concept to Van. Told him he had to buy the top of the range Mercedes Benz van. Within a week, the Merc was here, all painted up in Dom Perignon livery, Van had his Moët uniform on, white gloves sorted and was ready to go. Van was soon being stopped in the street by people wanting a photo with Van and his van, and pretty soon the Moët sales team were fighting to use the "DP Van" for a special delivery to a special customer.





Mainfreight signage at the NZ Warriors home games on the Central Coast NSW

Van has taken the “white glove service” very seriously. We have had multiple compliments on his kindness and always going above and beyond, for both Moët and the end customer. A few examples:

- When Covid-19 hit, Moët was thinking of doing an at home cocktail delivery service. Van went out and did his RSA (Responsible Service of Alcohol) without being asked and casually just sent his new certificate off to Craig and the team saying he was ready for anything.
- Black velvet and LED lights installed in the van for that “extra special touch”.
- If deliveries are slow within Moët, he will put on his blues and head over to the Metro loading area and help allocate the other deliveries going out.



Mainfreight Erskine Park (Sydney) Team

From left to right: Front: Mustafa Samadi, Jackson Bartlett, Samuel Jenkins, Jonathan Lualhati
 Middle 1: Nicola Thompson, Lisa Profilio, Natalie James, Mathew Edwards, Adam Robey
 Middle 2: Stanley Vaka, Bianca Kraljevic, Sara Batchelor, Laura Blazic, Loseli Manu
 Back: Nathan Emms, Reegan Batchelor, Liam Thompson

- More recently, Moët has been selling bespoke engraved bottles of Belvedere Vodka and Van has been collecting the finished product from the engravers. This particular day he was given a “naked” bottle (not gift boxed) Van off his own back decided to drive to the nearest news agency and buy a couple of gift bags to ensure the final mile delivery was done in true luxury style.

He has built many strong internal relationships within the Moët team. Even people in France are talking about Van!

Mr Van Le, is definitely deserving of this nomination as he continues to go from strength to strength and is even changing the way Moët Hennessy

does things within their business, they are coming up with new ideas off the back of what Van is doing every day. Below is an email sent from Patrick Callanan, ANZ Supply Chain Director:

“Dear Jody, with lots of positive feedback from everyone in the organization, the management team would like to thank Van for the outstanding performance with deliveries in the DP Van. The enthusiasm which Van brings is truly exceptional. We are truly grateful and would like to express our sincere gratitude. The feedback has been so good marketing have allocated budget to re-skin and design some bespoke DP lights for the van to level up the wow factor. Keep up the great work delivering our clients exceptional delivery experiences! Sincerely Pat”.

Townsville Branch

Over the past few months the Townsville team have been broadening their horizons and working with local farmers to supply fresh produce to the southern states. In the initial movement we transported 68 tonnes of potatoes from Mareeba to Sydney and Melbourne. In addition to the potatoes, we have since started moving pumpkins from the Tablelands to Melbourne, Sydney, and Brisbane as well as bamboo trees/live plants.

Inspired by our recent movements our Sales team has continued to target our thriving agricultural sector for fresh opportunities, although perhaps they took the term fresh too literally with our next movement being 22 tonne of live fish from Cairns to the Sunshine Coast which was an exciting challenge.

The fish had to be sedated to travel, which the driver was not aware of and

when he arrived at the delivery point and checked on the fish they were all floating on their side!

The driver thought he had turned them into fresh sashimi until the receiver informed him they were sedated, and with a bit of warm water added to bins the fish flipped back upright and started swimming again. The receiver found this quite funny, the driver not so much.



“Fish and Chips – with pumpkin”



FTL – New addition to the FTL Fleet – FTL01

Welcome Sarvjot Singh (AV Earthmoving). The first of many new and refurbished units in the Mainfreight livery for FTL.

Australia Warehousing – Simon Hart

Whilst pulling together the Warehousing team's end-of-year newsletter, it is evident that despite the challenging year our culture has never been stronger.

This contribution is a little bit different with its emphasis on continuous improvement. Our teams have had to quickly adapt to widespread changes to the economy, customers and their personal/work lives. To stay strong, we have had to work hard to become lean, whilst still delivering a quality service for the customer.

Thank you to the team for the energy and effort that you have invested in our business over this time. You have ensured that collectively we are in a great position as we head into our peak period. A special thanks to the Victorian team who were restricted by the state government to 66% of our team onsite at any one time. Everyone was fantastic as we had to quickly juggle shifts and people with only 48 hours' notice.

We need to remember that it is equally important to take time to recharge the batteries over the Christmas period. Please make sure that you lock in time to spend with friends and family.

A couple of quick-fire special mentions. We started Mainfreight Mobile Sydney (container devanning) in August. It got off to a bit of a rocky start when the screen printer misinterpreted the instructions!

Our younger team members have approached the VIC lock down in many very different ways. The picture here is of Jason Thea and Hamish Bradley having a quiet dinner party at home (don't ask any questions) ... I would also like to congratulate Hamish for taking on the Branch Manager role for Mainfreight Mobile Melbourne from November.



That's "M-O-B-I-L-E" – not the mobile number, mate!



L to R: Jason Thea and Hamish Bradley

Queenslanders are a different bunch. (I mean that in a nice way. Too much sunshine and humidity I think). The state is locked down tighter than Goulburn super max prison. There is no virus up there and this is the kind of face masks they are getting around in (I am using this one photo as confirmation bias). I gave it a go and discovered the team found it difficult reading my emotions!

All the best for the New Year and please have a safe and enjoyable Christmas with family and friends.



James Robertson, Brisbane Perishables & Simon Hart, Melbourne Warehousing



Larapinta putting a new spin on masks – L-R, starting from the back: Liam Fraser, Kale Christison, Shelby Moselen, Jacob Fioriti, Jackson Matkovic, Daniel Mullins, Nicholas Gardner, Alastair Afele, Brandon McCorkindale, Gordon Hay, Michael Walker, Alexander Odri, Paul Fraser, Tyler Little, Barry Keleher, Sian Gaebler, Josephine Ah-Ching, Bianca Reck, Tara Carnegie, Jessa Pinili, Christine Meekings, Nikki Hemmings, Kym Ly, Jenny Colditz, Eric Taylor, Tracey Redman, Jason Moroney.

Things to do better today:

1. Think Global, Act Local: We must always be cognisant of fact that all customers are important, regardless of size. The service we provide must be equally great across all profiles. We are becoming more and more connected in terms of shared customers, and it is our performance that supports new business in other countries.
2. Presentation: Our image is everything. If we look tidy, we play tidy, meaning our quality is better.
3. Training & Development: Training must not stop even with restrictions. We need to adapt and find new and different ways to develop our team.
4. Use what we have got: Often the solution to the challenges we face is right in front of us. We need to use the resources that we have, particularly in MIMS to extract their full potential. It comes back to training our team, asking questions and learning from our mistakes.



Continuous Improvement: Brisbane

Looking for ways to increase productivity and reduce costs sometimes only takes a light bulb moment and a PAT meeting. The problem; how we are storing, picking and packing small items for a specific customer. The solution: a bespoke shelving and storage bin system coupled with voice picking. This is another great example of a simple solution initiated by the team through our Positive Action Team meetings.

This project is still underway – watch this space or should we say the shelving space...



Before: Jacob Fioriti picking from the current



The proposed new storage spaces.



Radius Drive Team Lunch. L-R: Simon Wishart, Harry Winterbourne, Jason Moroney, Matthew Little, Stephanie Goldsack, Brandii Webster, Damon Taylor Grainger, Alex Finlay, Olamaene Tago and Charlie McDermott



Larapinta: Christine Meekings, full-time team member and part-time landscape gardener

Business Improvement Projects 2020 – Gerald Randle, Warehousing Perth

This year for the Business Improvement Projects in Australia, 26 teams entered from across the country. Teams, from each branch across all brands, had to come up with an idea relating to “improving operational efficiency” within Mainfreight. Teams were given a few months to work on their ideas, which would be presented regionally to the Branch Managers – similar to the TV Show “Shark Tank”. A winner from each state was selected and given the exciting opportunity to pitch their business improvement ideas to Rodd Morgan & the Australian General Managers.

For this year’s Business Improvement Projects, Taras Melsom, Alex Borovic & myself came up with the idea of digitalising our current damage reporting process! Currently in Warehousing, damage reports are filled out manually with pen and paper. Our idea was to implement the damage reporting process onto our RF scanners and utilise the camera

capabilities to capture images of the damaged goods. This idea focused on the potential for damage reports to be created instantaneously – substantially trimming down the time it takes to complete a damage report – massive time/cost savings & quite a few trees saved. Special thanks to Hamish Bradley (Warehousing, VIC)

& Jason Moroney (MIMs Australia) for support/input on our project!

After being selected as the winning team for Western Australia/South Australia, we got the chance to represent WA against the finalists from the other states and pitch our Business Improvement Idea to the Australian General Managers. Taras,



L-R: Alex Borovic, Gerald Randal, Taras Melsom

Alex and myself were lucky enough to be selected as the national winners for 2020. Overall, it was a great experience for us all to present to Mainfreight Australia's leaders and improve our public speaking/presentation skills!

The fun didn't stop there this year. Since our idea is MIM's/Warehousing focused, Simon Hart (Australian General Manager for Warehousing) saw the potential benefit our idea

could have in Warehousing outside of Australia as well. Simon put together an exciting opportunity for our team and Queensland's finalists (Bianca Reck, Sian Gaebler, Nikki Hemmings) to present our ideas to Mainfreight's Warehousing leaders from New Zealand & The Americas. It was an awesome opportunity for us to pitch our idea on an international scale and to discuss the potential of our ideas benefiting Mainfreight's operations across the globe.

Overall, a big thank you to everyone involved with the projects and to Simon for organising the follow up presentation – it really allowed us to further develop our presentation skills and was a rare & exciting opportunity for us to be able to pitch our idea to team members from all over the world! Highly recommend getting involved for the 2021 projects, it is open to all team members!

Continuous Improvement: Melbourne

NERA – Mainfreight Emergency Response Application

This year the Noble Park / Dexter Drive team won the state Continuous Improvement Project Competition in Victoria and came second, when presenting their idea to the General Managers in the finals!

The Idea we presented was to create an application available on all Mainfreight Devices, from PC's and Laptops to Mobile Phones and CT-60 scanners, which would allow team members to activate emergency response alarms from any location within the warehouse. We called this application NERA – Mainfreight Emergency Response Application.

The goal would be to increase safety and efficiency in emergency situations by eliminating the time taken to locate evacuation buttons in the case of an emergency and also to give all team members clear and concise information and instructions on how to proceed in the emergency.

Our team are very proud of achieving second place and excited to continue developing NERA for potential implementation in the future.



L-R: Dean Sinnbeck, Campbell Barclay, Sengly Tann

Continuous Improvement: Sydney

VLM & Putwall

A vertical lift module (VLM) is a vertical storage medium consisting of a number of vertical trays controlled by one robotic lift that uses the methodology of delivering 'goods to person', which reduces travel time and helps optimise the picking process, but that's not all, the key feature of a VLM is its modular design that is fully customisable allowing the height, and



Laser point on the left,



Put to Light on the right

configuration to be easily changed by adding or removing trays to maximise storage density.

The VLM is also equipped with multiple access opening, allowing users to operate in a single zone and maximise productivity. For example, a user can complete a pick task from one opening and at the same time another user can complete a replenishment task from the second opening.

There is a laser pointer and Put to Light (PTL) system integrated into the machine, the light pointer is a laser light guiding system that identifies a location within a tray for the user to pick from or replenish to, and the PTL system enables users to combine multiple orders into a single pick task, and once the product and quantity is



The big blue shiny machine is the VLM and the tote locations opposite to that is the Put Wall

picked, the user is shown the allocated quantity per product to each

bin and the user confirms placement by pressing a button.

Australia Air & Ocean – Grant Draper

Team There have been some great opportunities and challenges over the last 6 months, giving us the chance to show what special things we can do for our customers. The world has just seen unprecedented sea freight space shortages and this has caused high demand for the container spaces that are on the ships, and has also pushed freight spot prices sky high. The absence of passenger aircraft around the world has had the same effect on airfreight rates.

Our Air & Ocean team across the country has worked miracles (and long hours into the night) to get our customers' freight booked on ships and planes in the best way to meet deadlines and logistics needs.

Even the simple things like getting sea freight containers to put freight into and returning the empty ones has been a trial for all involved in international freight this year. But together with our buddies in Owens Wharf Transport we have made things

work and found solutions in this unusual time.

Thanks team, we really appreciate what you have done over this tough time (let alone the effect Covid-19 has had on our lives locally and globally).

The New Year is about to start and it's a great time to reset and refresh and of course remind ourselves what we are concentrating on and how we are going to achieve our goals.

Merry Christmas team, enjoy your summer holidays and Happy New Year.

Things to Action this Year:

- Gain more Export business – Get active in sales and provide the best quality operations. Both the airfreight and sea freight exports feed freight into our global network which will ensure best possible service levels to our customers.
- Develop LCL and General Airfreight opportunities (both import and export) which build our consolidation shipments with Mainfreight all over the globe, and enable our customers to move their goods around the world quickly and efficiently.
- Provide help and support to customers in regional areas of Australia, enabling them to feed their freight through our global network. We will have our sales team as close as possible to the customer, so we understand their needs and provide what they want.
- We love what we do, be it imports and exports, sea freight and airfreight, customs clearance and domestic transport. We want to grow it all without limits and the items above are just the areas we have been slow to grow in the past and now need more attention from us all.

New Sales get the Gong – Dave Coughlin, Air & Ocean Melbourne

A new arrival for the Air & Ocean Sea Freight and CaroTrans Teams in Melbourne – our new, authentic Gong. 2:30pm is Gong time here in the Branch. Any sales gain that has been closed in the last 24 hours is in the running to be celebrated – with the Team member with the highest value close earning the honour of hammering the Gong that day. That Team member can also gift that opportunity to another in the Team, who has helped in the Sales process, onboarding etc.



L-R: Debra Carr, Travis Thorogood, Dave Coughlin

Come 2:30pm each day, the Team eagerly awaits the crash of the Gong echoing through the Branch and if we hear silence, we all know we have

more to do. By all means, telephone us in the branch just before 2:30pm Melbourne time, to say g'day and

hopefully hear the sound of another successful sale – we'd love to hear from you.

Dallas to Perth Charter a Winner – James McCrone, Air & Ocean Perth

The Perth Air & Ocean team moved two full 747-Freighter charters at maximum payload for a customer in September. The 200T of cargo was critical for ongoing manufacturing to continue after Covid-19 and port congestion disrupted the customer's supply chain.



L-R: Joel Ward, Bronwyn Wassell, James McCrone

From flight arrival to delivery, each plane load was less than 12 hours, utilising our Mainfreight Transport Perth team for the domestic delivery.

This makes our third full charter for 2020, we are proud to be specialising

in providing successful solutions for our customers.

A Cool Way to Travel: Airfreight to the Middle East – Travis Dellar, Airfreight Melbourne

Over the past 18 months, Springbank Street (Melbourne's Airfreight Branch) has built a considerable program of meat exports. Exceeding 2,500 tonnes since its inception, 6 days a week our dedicated storemen prepare multiple ULDs with insulated cocoons, awaiting sunrise delivery of lamb and beef from all across Victoria.

Once the trucks arrive, the team dress in their freshly dry-cleaned blue coats and get to the physically demanding job of transferring the carcasses from the chilled vehicle straight into the ULDs. Right before dispatch to the airport the dry ice is added, the cocoons closed, and the units loaded onto a roller-bed truck. At the terminal they'll most often get loaded onto an Emirates plane, whose partnership with Mainfreight has been fundamental to establishing this program. Not 48 hours after docking at Mainfreight, the Australian meat is available in Dubai, Qatar, etc.



USA Sales Campaign, Not Fake News – Blake Kelly, Air & Ocean Sydney

On 31st August, the Sydney team kicked off their very own fire drill targeting the USA. This comes as a strategic decision to not only focus on developing our own consolidations but to further entrench ourselves as a key player within this trade market.

We commenced the campaign with “4th of July (September)” Celebrations

which saw USA themed decorations around the office, team costumes and New York Style Pizza for the day to get everyone into the spirit of things. Hosting a best dressed competition, our very own Warren ‘El Presidente’ Logan took out first prize with his Donald Trump rendition.

Working closely with our key teams in Los Angeles, Chicago and New York, we will be hosting a competition measured by the Cubic Meters traded by customers and activity levels by the Individual. The winning sales team member’s prize to be determined.



Warren Logan ‘a.k.a. Donny’



Back L-R: Kaiju Liu, Minh Ngo, Chris Yoon, Kayla Phuyal, Julia Glavincevski, Juan Diego Cabada
 Middle L-R: Julie Ann Deang, Amber Bailey, Aidan Erlik, Bryant Tan, Warren Logan, Natalie Nikolovski, Julie Costopoulos, Fidia Ghazi, Urvi Soni
 Front L-R: Blake Kelly, Riwa Wiki

Double Trouble – Dave Coughlin, A&O Melbourne

In a rare double, our Air & Ocean Sea Team in Melbourne are the proud holders of both the Jane Smith Award and the Stuart Simpson Award, both prestigious Awards within Mainfreight here in Australia.

Bronte Houston, the recipient of the Jane Smith: “Receiving the Jane Smith Award was a huge surprise! Since starting as a graduate four years ago I’ve met so many amazing people within the Mainfreight family who embody our culture and always aim to bring the 3 Pillars to life. I feel so honoured to have been selected and want to thank everyone who has helped and supported me on my Mainfreight journey!”

James Ryan on receiving the Stuart Simpson Award (National Sales Award): “It is definitely a huge privilege to be the recipient of the Stuart Simpson Memorial award for 2020, especially given there are so many talented Business Development

Executives in the Australian business. The award could not be achieved without the help of the wider Mainfreight Team, who are the ones that keep our customers trading by giving them a better experience than their previous provider and in making my sales pitches a reality!

“Stuart was Regional Sales Manager when I first started in sales at Mainfreight Clayton in 2010. He was incredibly helpful, welcoming and had time for everyone. He had the ability to build great rapport with customers and was a fantastic mentor to all the Salespeople within the business.”



L-R: James Ryan, Bronte Houston

Office Olympics 2020 a winner – Shawn Clark, Air & Ocean Brisbane

The 22nd of June marked the beginning of the first Mainfreight Office Olympics – and what a success it was! Amidst the current crisis, it was a great way to divert attention onto something fun and exciting, giving back a sense of normality in what has been a crazy few months.

The games began with an opening ceremony in which we introduced all of our teams and swore an oath to a clean and fair event. The events this year were Nerf Gun Archery, The Coffee Cup Dash, Sticky Tape Hoopla, Rubbish Bin Basketball, Paper Plane Javelin, Paper Plate Discus and Mental Gymnastics (charades) which produced many laughs and good entertainment and lastly, we had the much-anticipated Doubles Table.



L-R: Antonio Agpalza, Anna Slater, Kathy Bailey

All in all, the games were a great success to the point where we would like to implement this on an annual basis. There were many laughs, a

definite boost in office morale and a great chance for those of us who do not work closely together, to get to know each other better.

USA Down Under: Export Air Consolidation SYD to LAX – Jenny Lee, A&O National

SYD and LAX teams have done a fantastic job of setting a consol up from Sydney to Los Angeles starting on 23rd October.

To start things off Sydney is being used as the AU hub, and Los Angeles the hub for distribution around the USA. We will build our export volumes to eventually service many states in the USA with their own direct consols.

We foresee growth to 2 PMCs next month and many more in future. Please support the program and promote this together.



L-R: Mark Bugden, Jordan Andersen, Kathleen Hogleund, Matthew Canturi, Zara Harrison, Sofia Rida, Mia Zhou, Sarah McMillan

Air & Ocean Takes on Canberra, the Nation's Capital – Warren Logan, A&O Sydney

2020 has been a year in which we have all faced a variety of new challenges, however August marked a very exciting month for Air & Ocean Sydney. For a number of years now it has been a firm objective for our branch to look beyond the limits of metropolitan Sydney and to extend our regional presence.

Lee Ford-Griffiths joins Air & Ocean following almost three years of Mainfreight sales experience at Adelaide Transport. After learning of Lee's family planning a relocation to Canberra and his strong desire to remain with the Mainfreight group, the opportunity to place a permanent 'blue-blooded' Air & Ocean salesperson into this region was one too good not to pursue. We are now thrilled to have Canberra and the surrounding regions covered from an Air & Ocean sales perspective with full-time 'boots on the ground' locally.



Lee Ford-Griffiths, Air & Ocean Canberra

That's a wrap! – Airfreight Brisbane

Our team at Perishable & Air in Brisbane are a little tight on space, so when it came time to install some white boards they thought outside the box. Making use of their metal walls, the team installed whiteboard wraps instead and made use of all available space.



L-R: Stephen Simpson, Tiarna Burns, Adam Downing, James Blok



Come Fly with Me – Jordan Andersen, Airfreight Sydney

Mainfreight was invited out to the Sydney International airport to be a part of the IFAM (International Freight Assistance Mechanism) documentary for SBS following the supply chain process of Australian goods being farmed, fished and grown, through to the end consumer. Mainfreight has been heavily involved with this Government-driven initiative with tuna and other perishable exports.

I was invited to see the loading of JAL Airways (Japan Airways) flight destined for Narita Airport. This process involved certifying & loading the cargo. Jenna from ACP gave us the tour of the Qantas Terminal 3 used for sorting, storing and delivering the cargo to the tarmac. Through this process we saw the inbound PMC's and AKE's destined for the JAL flight.

The flight was full of perishable freight beef, tuna, salmon and asparagus.

Next, we stepped onto the tarmac for the loading of the flight. The plane was a passenger flight with cargo being loaded underneath. There were no passengers on the plane just crew. During the course of COVID-19 many passenger planes have been flying as just cargo planes, with some being converted to stow cargo where passengers previously sat. The FAK's were loaded on to the plane in about 40 minutes. We went into the belly of the plane to see the cargo holding size and operation for loading the goods. The plane had the capacity to



Jordan Andersen, Cockpit JAL Aircraft

hold a total of 28 AKE's. The Crew then ran through their pre-flight checks and were ready for take-off.

Being new to the Airfreight team in Sydney this experience has given me a greater understanding of the process and people involved. IFAM is a great initiative for Australian business and continues to support the exports of Australian goods.

Do the Export Hustle – Vincent Woolfe, Air & Ocean Melbourne

Our Air & Ocean Sea Team recently held an Export LCL Hustle Drive to build export volumes. Congratulations to the winner, Vincent Woolfe, one of our New Business Executives. Vinnie spent the first 12 months at Mainfreight in our Export Team and that looks to have paid off nicely here.

The Drive was open to the whole Branch; with new business, extension business, project work and FCL to LCL conversion all qualifiers. The team member with the most metres gained July to September won the crown. The Drive helped draw focus to our Export LCL hustle and we are sure we'll see bigger numbers on our Export Hustle Board as a result. Our next promotion is just around the corner – look out!



Vincent Woolfe, doing the Hustle

Owens Transport Australia – Mike Reid

In what has been a difficult and challenging year, as the world has encountered a pandemic and an uncertain economic future, we have all had to face some extraordinary challenges. It is humbling to have witnessed the Owens Team here in Australia, stand back to back and with sheer force of will, overcome all that has been thrown at us.

There have been many extra hours put in, jobs shared, peaks managed, crises averted. A big thank you to our team and drivers for the work you have put in, continuing to strive to improve our service levels to our customers. Opportunities have been created by the sales team, and those that have been hunting and proactively prospecting for those opportunities have seen the results.

Recent financials have shown much-needed improvement in some branches. It is a pleasant and positive change, but we still have a hell of a lot to do to get where we need to be. After several years it is time for us to start paying our way and finally getting financially in front. It is great to see our quality has improved and a business that is ready for whatever comes next.

The next 12 months will be both challenging and rewarding and we are in the best available position to take full advantage of the potential we have in front of us.

We must continue to drive for increased quality in everything we do: our service to our customers, our

To all the Owens team and your families, thank you for all your hard work and loyalty over the last twelve months. The challenge has only just started, the market dynamic has shifted, and we too must shift, change and adapt.

National Sales – James Bennett

At Owens, we pride ourselves on digging deep to help our customers succeed, regardless of the circumstances. While 2020 has been a challenging year (to say the least) and the impacts of COVID have been felt by all, the team has pulled together to continually meet and most importantly, exceed our customers'

dealings with one another, our operating processes and our margin returns. Continued emphasis on our training is also an imperative for our success.

Support for our other business brands is critical to our long-term growth and ability to continue to provide opportunities for our team.

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

We have been able to work hand-in-hand with the team at Mainfreight Epping in Melbourne, to set up a northern hub for the staging and shuttling of containers to our customers in the northern corridor of Melbourne. This hub gives us greater fleet utilisation, greater staging capacity and most importantly it increases our on-time delivery performance which gives us the ability to delight our current customers and attract new ones. Bring on the new Dandenong mega-site.

Our Adelaide volumes have increased over recent months and we are getting close to establishing a few painted Owens vehicles there to begin our presence.

The Mainstreet software platform rolled out to the Owens business on 28th September and has been a huge success. I know it has been challenging for the team moving to a

strong aspirations to build on last year's encouraging performance. Improving our service quality, sales revenue and profitability all remain top priorities and pleasingly, we have made progress in all three areas.

Building our sales team nationally remains a key part of our journey and



totally new system, but we will be a better business moving forward. I just wanted to thank all the training team for the huge effort they have put in to make sure things ran smoothly and for being away from their homes for months on end.

It is our special people that create the difference that separates us from the competition. In these times it is dedication, commitment and passion for continual success that distinguishes us from the rest.

Things to do better:

- Delight our customers every day.
- Take time to really question things.
- Continue to deliver reduction in costs.
- Be accountable and take responsibility.
- Think of more ways to make us "Easy to Do Business With"

Building our sales team nationally remains a key part of our journey and

Building our sales team nationally remains a key part of our journey and

we haven't let the pandemic slow us down here either. We have recruited six new sales cadets so far this year and they have truly hit the ground running – what a baptism of fire it has been for them!

Our enthusiastic and talented sales team has had to wear many hats – on the one hand, the challenging environment has meant they have needed to consistently evaluate and consider how we best support our customer relationships with most supply chains in turmoil, and on the other, we must continue to prospect for new customers in order to drive towards our targets. All of this without physically being in-front of our customers – a cornerstone element of how we have traditionally conducted our sales activities!

Despite the obvious challenges we are all facing, it's been amazing to see our team embrace the situation so quickly, and in such a considered and positive way. We continue to work hard at providing innovative solutions and cementing our position as the wharf transport partner our customers can trust and rely on. We are confident that as we come out the other side, the Owens team will be fitter, stronger and better equipped than ever, and we look forward to the opportunities that 2021 will bring.

Compliments of the season to you all and best wishes for the year ahead.



Owens Sydney OD's enjoying a BBQ breakfast at the branch
L-R: Mende Bozinovski, Robert Michael, Costa Xenos & Sam Xenos



Aerial view of our Altona, Melbourne site



Some of our Perth fleet

Mainfreight New Zealand – Craig Evans

How will future generations view this time in history? If another Mainfreight book is to be published, 2020 will be written into folklore. We all owe a huge debt of gratitude to so many team members, here and abroad, who have continued to stare down the challenges of this Covid19 pandemic.

Metaphorically speaking, we knew we needed meat on the table to see us through the hard times. Each of you contributed to just that; we hunted, we nurtured new and existing business, and in doing so, we set in motion possibly the most extraordinary period of growth in our history.

Much has been said about the challenges the world faces currently. This makes it more important than ever that we do not lose sight of celebrating our successes and there have been many.

As glimmers of normality emerge in Level 1 New Zealand, it's satisfying to be able to congratulate the 2021 Main Divide nominees as they prepare for a life-changing experience traversing the Southern Alps early next year. It is recognition of your efforts, and the potential to develop your Mana (influence/status) as future leaders, able to inspire your peers and future generations.

Our network expansion has continued with Tauranga and Levin now open, and Gore close behind. Plans are in progress to complete Whakatane and Spring Creek, plus extensions in Whangarei and Kaitia, in 2021. Our biggest development yet, for Owens Auckland, has been signed off, with design and consenting plans underway. We expect to start mid-2021 once the occupying tenant moves off, with completion earmarked for 2023.

Land has been secured in Auckland for future development, with Napier and Nelson justifying future investment. Warehousing expansion in Tauranga, Hamilton and Auckland



Guests and Team Members mingle at the Tauranga Branch Opening

remains on track, as design and/or land negotiations are concluded. Wellington expansion, and a Dunedin new build are also on our radar as capital and opportunity allows.

To everyone, as we face surging volumes in our networks, please do not over promise. Our operational teams and drivers deserve all our efforts to buy back time, and allow them to do a good job by slowing down an overheated supply chain. As the years go by, expectations for us to perform faster (at times being likened to a courier service) has impacted our teams at all levels, and we must modify this behaviour.

The absurdity is that most freight travels fast, to then sit at its final destination. In the meantime, it has exhausted our people, reduced utilization on our units, increased claims, made the industry much less enjoyable for many, let alone employing extra trucks that burn unnecessary carbon into the environment.

The "Just in Time" era has become overused rhetoric, and has mostly been superseded by transparent technology that provides real-time visibility of goods' whereabouts, negating the need to deliver faster just for physical certainty of its arrival.

If we had a goal for 2021 and beyond, it is for common sense to become instilled; because if expectations do

not alter then something must give, and it won't be our people's welfare, it will be recovering the increasing costs to serve an outdated philosophy.

We can all take comfort, knowing our business knows how to act when faced with adversity, now and for the future. Do not lose sight of looking out for your mates, as you never know what is going on under the surface in their lives. Lunchroom chats, or any excuse to allow team to download, have heightened value in these times. Remember being staunch can be a weakness; even clouds rain when they get too heavy.

Several lessons gained from this year will help guide us into 2021. One example, we will decentralize our Training Team, basing trainers in Auckland, Christchurch, and Wellington in future. This will provide effective cover and responsiveness in support of these regions in the future, and equally allow us to navigate travel restrictions should they reappear.

It is a credit to our teams that, when called on early in the year, at the start of these uncertain times, they were able to rip meaningful levels of costs from the business. This is a measure of what is possible when we are faced with adversity, but also a timely reminder of what a determined focus can achieve. This is something that should not be reserved for times of difficulty, but shows why costs and wastage warrants ongoing attention.

I wish everyone a relaxing break. Please enjoy the time spent with family and friends; to say it is well-deserved is probably understated. Thank you all.

New Zealand Forwarding – Carl George

At the start of 2020 nobody would have envisaged that the year would play out as it has. A global pandemic that has, for many countries, industries and communities, totally flipped the normal order of events on its head.

As we head towards the end of the 2020 year, all Mainfreighters should look back and be proud of how they have helped navigate the business through this event, which we will hopefully not have to experience again in our lifetime. Whilst we are certainly not through this yet, the recovery from a tough start to the financial year has been inspiring to watch.

In every crisis, there are opportunities in the market, and a chance to re-set things within the business, both of which have aided in the turnaround year-to-date. The teams have worked tirelessly to ensure the continuity of freight moving through our branches, and providing our customers a network that is open for business and reliable, no matter what stage of lockdown we have been in.

The sales teams have also done a great job this year, hustling the phones with our existing customers, and also being pests with our competitors' customers, managing to convert a significant amount of new business across the country during the various levels of lockdown. We have been inundated with sales leads as customers took a 'flight to quality' approach, wanting a trustworthy supply chain partner, that no matter what, would be open for business regardless of what was happening around us.

This year we have continued to improve and grow our national network, with Levin branch opening as a new start-up, capturing the volumes from our Paraparaumu branch, and a new build almost complete as we go to print in Gore, which will go forward as a standalone branch.

The opportunity to set these regional branches up as standalone operations with dedicated Branch Managers allows the next wave of up-and-coming stars to establish themselves in the business and ensure we have credible succession plans in place as larger opportunities become available.

And of course we can't fail to mention that more recently we opened the magnificent Tauranga branch which is currently our largest in New Zealand.

From an IT perspective, we successfully implemented the Mainstreet Wharf operating system earlier this year across all port teams. Trials have also been ongoing with Project Real Time, scanning freight on dock directly to manifest, with positive results and time savings evident. With the continued growth of home deliveries through the Mainfreight 2Home network, the introduction of SMS-messaging to receivers to coordinate deliveries has seen a huge improvement in response times and our ability to deliver freight in a timely manner.

Our focus up until Christmas is to stick to the basics. With the exceptional volumes we have seen in the last few months, making sure we deliver strong service to our

Thoughts for the year:

1. Stick to the very basics in our business, in quiet times, and more importantly when it is busy
2. Always question the status quo, is this still the best way to do this? Never just go through the motions
3. No job descriptions – you never quite know what is around the corner, be prepared to do whatever it takes every day to keep the business moving forward
4. Live and breathe your branch KPIs. If they are off course, we need to FIX them with urgency
5. Keep up the hustle – operations, sales, image, communication, always operate with tempo in your days
6. Work Life Balance – make things work for you, plan what you need to do, be organized and you will be surprised what you can fit into your week

customers through to the end of the year is paramount.

To all the team, we would not have made it to this point under the circumstances of this year without your commitment to ensure business as usual for our customers. A huge thank you to all the families who throughout this year have had to home-school children, and live the year under different levels of uncertainty, you have all made what we do at Mainfreight possible.

Have a safe and well-earned Christmas and New Year team!

Mainfreight Gorr (Gore)

Our brand new Gore branch will be open for business in December, a huge upgrade from our previous depot, and we have a rail siding in this one too! Ryan McLean will take on the role as Branch Manager, and we look forward to the Gore team growing our business in this area.



Old Gore Depot



New Gore Depot

Claims Performance

Outward Consignments Per Claim				Inwards Consignments Per Claim			
Branch	To Sep 2020	To Mar 2020	To Sep 2019	Branch	To Sep 2020	To Mar 2020	To Sep 2019
FTL North Island	7960	6068	0	Gore	12757	12798	0
FTL South Island	5170	0	0	Whanganui	2906	3903	2780
Masterton	2767	1125	1081	Chem Auckland	2573	2251	2410
Chem Auckland	2481	2283	2331	2Home Christchurch	2495	1128	720
Thames	2448	634	584	2Home Auckland	2437	6765	11049
Levin	2251	2823	0	Masterton	2214	2231	1481
Whanganui	1954	516	768	Palmerston North	2132	1699	1325
Hamilton	1915	1293	1325	Timaru	2123	2287	2031
Gore	1777	2403	0	Hamilton	2109	1965	2102
Greymouth	1739	697	503	Auckland	1994	1677	1543
New Plymouth	1714	1353	1259	New Plymouth	1955	2125	2112
2Home Christchurch	1614	746	582	Kaitaia	1926	3530	3428
Palmerston North	1323	860	868	Christchurch	1716	2355	2049
2Home Auckland	1311	504	485	Ashburton	1617	2983	2264
Timaru	1164	676	930	Thames	1500	1569	1963
Dunedin	1090	882	892	Total Company	1421	1225	1230
Tauranga	991	727	890	Levin	1406	1118	0
Auckland	924	719	599	Rotorua	1396	697	765
Cromwell	875	515	543	2Home Wellington	1384	387	446
Ashburton	800	819	502	DF Christchurch	1379	1150	1214
Total Company	774	665	657	Tauranga	1368	1178	1115
Gisborne	773	1392	2518	Gisborne	1280	2867	3056
Christchurch	760	595	521	Owens Auckland	1243	1651	2077
Whangarei	745	943	1023	Napier	1197	1179	1229
Blenheim	657	573	452	Wellington	1180	1419	1757
Invercargill	643	912	1104	Blenheim	1151	600	599
DF Christchurch	622	713	845	Whangarei	1138	801	681
Wellington	601	815	764	Cromwell	1118	825	677
Rotorua	595	593	666	Taupo	1112	946	955
Napier	528	550	616	Greymouth	1071	870	858
Owens Christchurch	525	739	680	Owens Christchurch	1047	822	958
Taupo	508	472	592	Dunedin	984	712	795
DF Auckland	467	504	570	DF Auckland	893	1472	2050
Nelson	410	294	349	Invercargill	804	795	737
Owens Auckland	405	384	376	Nelson	507	494	458
2Home Wellington	395	414	436	FTL South Island	448	0	0
Kaitaia	318	864	677	Mobile Auckland	72	0	0
Mobile Auckland	229	0	0	FTL North Island	5	3	0
Oamaru	0	14035	6439	Oamaru	0	4702	6731

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.

New Rigs on the Road

Water Tanks

Six new 20ft ISO food grade tanks have been purchased by Owens Tankers with the purpose of harvesting rain water. With the ongoing water challenges in Auckland, this may create a new source of revenue for the Tankers business.



Daily Freight Units

With the commencement of a significant FMCG account on 1 November, FTL have commissioned a number of new 50-max full mezzanine-floored units that will move grocery items throughout the Lower North Island. Here are a few of nine new units operating, all with Daily Freight livery.



Owner Drivers Buta and Prabhjot Singh (Dhillon Linehaul Ltd)



Owner Driver Francois du Plessis

Tipper Truck

Jeremy Cullen is the proud new owner of our first bulk drop-side tipper. This is the first of two tippers that will work between Whangarei and Kaitia, moving timber products one way, and sand, fertilizer, etc the other.



Mainfreight Levin

Our new Levin depot is up and running. Levin has also taken in the volume from our previous Paraparamu branch.

We now get our Levin freight direct in each day, taking 2-3 truck and trailer loads from the Palmerston North branch.

A great new addition to our network. Keri Monk and the team have done a great job setting this up – onwards and upwards!



Mainfreight Cromwell

One of our FTL trucks after unloading trees from a Cambridge nursery, destined for planting on an 80 hectare orchard – snow-covered Pisa Range in the background.



Stephen Monaghan battling snowy conditions in Roxburgh

Bruce's "Top" Branch Visit

Our Chairman, Bruce Plested recently travelled to the Far North visiting our handsome team in Kaitaia, the country's "top" branch.



L-R: Bob Larkins (Branch Manager), Bruce Plested, Kurt Tahu, Wataa Twaddell, Hafe Vilitama

Mainfreight Tauranga – New Facility

Our wonderful new Tauranga Transport branch was officially opened recently – a fantastic design, our first 'four-sided' working docked branch, it sits on a great site on the southern entrance to Tauranga. A proud moment for Lance and the team!



Bruce Plested and Lance Chadwick officially opening the Tauranga facility on 13 October 2020



Bruce Plested with talented carver James Tapiata, as James explains the carving in more detail.

The Legend of Mangatawa

Long, long ago, a whale and her baby swam into the Tauranga Harbour. They swam through the entrance, past Mauao and Tauranga.

They decided to venture further into the harbour, so they swam up past Te Papa and Matapihi toward Maungatapu. Once there, they found the water getting shallower, so they decided to return to deeper water. However, instead of swimming back out through the entrance, they turned and headed into the Rangataua arm of the harbour between Matapihi and Maungatapu.

They struggled over the mudflats of Rangataua, trying to find a way back

to the open sea. They knew which direction the ocean lay; they could hear the sound of the waves pounding onto the beach at Omanu and Papamoa. Tired and thirsty, they stopped at 'Karikari' on the eastern shore of Rangataua to drink from a spring. They did not know that the spring was magic and that drinking from the spring would turn them into stone. They began to drink. Suddenly all life departed from them.

They both became fixed with the mother whale gazing northward out to the sea and the baby whale nestled beside her. The father whale came in search of his family. He saw that they

had turned to stone. He too, drank from the spring and became fixed behind the mother and baby whale, and is known as 'Kopukairoa'. The mother whale, 'Mangatawa', lies at the southern end of Rangataua Bay with the baby whale, 'Hikurangi', nestled beside her.

There is a spring at the base of 'Mangatawa'. Sometimes the water flowing from it is quite white, and it is said to be the milk of the mother whale or 'Te Waiu o te Tohora'. Mangatawa rests there as a guardian of the people of Tauranga Moana and Te Arawa.

Wayne & Karen Powell Retire

In Karen's words:

Wayne started in 2001 on the local Tauranga Chemcouriers truck and I followed in 2002 in the Chemcouriers van (the very first van in Mainfreight Tauranga).

When the Thames depot opened, Wayne went up there to drive and as

the business grew we ended up putting on a driver in another little truck for that depot. When we sold our trucks, Wayne came back to Mainfreight Tauranga as a storeperson in the bulk store and has worked there ever since (probably six or seven years).

In 2002, just 18 months after I (Karen) had been driving, I developed an allergy to chemicals and had to give up driving, however at that time a position had come up in FTL so within the week I was working in the office and loved it ever since!



"You need to crop that photo so Wayne's old ripped jacket is out of it – as he says, his uniform is old and worn out like him, but it still works!"
L-R: Paul Grimes, Wayne Powell, Karen Powell, Warren McKee, Lance Chadwick
Warren McKee and Karen Powell

New Zealand Warehousing – Mitch Gregor

The greater the challenge, the greater the reward

Sometimes you find yourself in the middle of chaos, and sometimes in the middle of chaos you find yourself.

What a year it has been, like no other, nothing of a similar nature to compare against or to provide past experience to help us navigate our way through. But we have, and we are here, and the results our team has achieved for our business and customers should make us all proud. This is what Mainfreight is all about, it's what separates us from our competition; when we are under pressure our culture stands strong and gets us through.

A special thanks to everyone for your efforts and contribution in recent months, especially with the seasonal pressures of the pre-Christmas peaks, and for helping us to provide the best possible service and quality to our customers.

The long hours – unloading containers, picking orders, or working with customers – the extra effort from our team around the country is really appreciated.

2020 has been another exciting year for us, with further investment in property and infrastructure, continued sales growth and, despite the economic environment, being able to achieve financial success.

We are encouraged by the improvements we have made over the last year and excited about what is ahead. The accuracy and consistency of our inventory management, the cleanliness of our operations, picking and packing our orders on time, and our ability to interact and communicate with our customers in a confident and professional manner is crucial.

Let's focus on finishing the calendar year by ensuring that we provide our customers the best possible service and start 2021 together stronger, bigger and faster.

Some key things we are working on across our business:

- Completion of peak season – getting our team through whilst ensuring we provide our customers the service they deserve and pay us for
- A real focus on quality and improved operational performance
- Maintaining close control over cash flow and debtors
- Improving our technology uptake across our operations and increasing efficiency and accuracy
- Continued intensification of our regional network through investment in infrastructure and property, with current developments in Hamilton and Tauranga, along with new warehouses planned in Auckland

- Our Training Team has developed a combined supply chain induction course which provides our Warehousing team an opportunity to learn more about Transport along with Air & Ocean and supports our approach to bring us closer together
- Cost management with particular focus on labour and overheads (in line with sales growth). As things get busier, don't throw money away!
- Business growth – new business sales growth for 2021
- With recent business gains, our team are seeing the real benefits associated with high stock turn in a small footprint; short shelf life product increases velocity and turnover. It doesn't matter how tough things get, people have to eat!
- Further alignment with our key suppliers (engaging them better and working more on innovation and developing our industry)
- Continued focus on health & safety, and review of recent incidents has highlighted the need to work with customers to address packaging and manual handling due to product weight and dimensions in some operations
- Providing a global one-stop service solution for our customers across their supply chain in our special Mainfreight way

Goals for the Year Ahead

Some simple goals for the year ahead:

1. To achieve successful implementation of some new key customers who are starting in early 2021 – let's get it right for them!
2. Expanding our sales pipeline to underwrite further investment in property
3. Developing our people, investing in everyone, having the right people in the right seats, and bringing a focus to our next leaders across the business
4. Improving operational quality across all of our branches
5. Lifting our image – it's never clean enough!
6. Innovation – exploring new technology/mechanisation and ideas to improve storage and handling in our operations
7. Safety – prevention and awareness for all. Get our team home safe every day!
8. Achieve continued financial success and have plenty of fun doing it
9. Reduce, reuse and recycle – think about our environment and our impact
10. Delight our customers – they pay our wages and support our families

Merry Christmas to our Mainfreight family across the globe and to everyone in the Warehousing team across New Zealand. Thank you for your continued efforts and the commitment you and your families make to ensure our business is successful, we really appreciate your hard work. It's your effort that makes the difference!

New Warehouses Hamilton Taking Shape



Jono Zwart & Ethan Slater working hard with their newly designed packing benches

68 Westney Taking Shape



Before canopy



After addition of canopy



Working Hard and Staying Fit



Tom Hopkin and Javiah Brown unloading product – who needs the gym? Too many weights, not enough speed work



Adrian Tohovaka (The Landing) working out during his lunch break

Canterbury Rugby Star Lewis (Sammy) Ponini

20-year old Lewis Ponini is a team member in our Christchurch McAlpine Street Warehouse. He arrived in New Zealand from the Cook Islands four years ago on a scholarship through high school. Whilst playing for the Lincoln Uni club (2020 season winners), Lewis was named in the Canterbury B squad and called up as injury cover for Canterbury in the Mitre 10 Cup. He made his debut off the bench for 70 minutes in his first week with the team. Lewis has also played for the Lincoln Rams premier team, winning the 2020 Division One competition. He played one game for Canterbury B and was then called up to Canterbury. He describes it as an unreal experience in the code he loves.

Well done Sammy, a huge congratulations for your call-up to the Canterbury rugby team



New Customer

The time has crept up fast where our team have now started working on site at our new managed 15,000m² warehouse in Penrose with full GO-LIVE set for the second week of November.

A mix of team from around the business have all leapt in and put their hands up to get our newest site up and running.



Milan Cihak re-working products in Christchurch

Technology

We have now integrated MIMS+ (warehousing software on a mobile device) and paired it with a headset. The resulting hybrid provides the user with the ability to utilise both RF scanning and voice prompts. The act of barcode scanning or voice command prompts are interchangeable actions within the same pick process.

The hands-free aspect of voice picking provides added efficiency when accompanied by the full functionality of the mobile handhelds, as the team are not scanning then putting the RF device down to pick the product.

We have the integrated hybrid running across four of our operations in Auckland and Christchurch. The intent is to have over 50% of all orders picked using this technology in 2020 and we are currently tracking at 30%+. The team is seeing the benefit of the new system and we will continue to roll this out to all our operations that are the right fit for the technology.



Suzie Munns (68 Westney Road) using Voice Picking

Innovation - It doesn't have to cost a lot of money!

Measuring Stick

This simple invention is a great way to check freight dimensions and is a fast-track way to cube freight on Chep-sized pallets.



Jason Byun, Savill Drive Operations Manager, and his measuring stick

Wrapping Stations

Savill Drive has recently purchased some purpose-built wrapping stations for the warehouse. These new units can take up to 1,200kgs and have less movement than a stack of pallets even if it is pushed with forks, making it safer and easier for our team!



L-R: Taelangi Kefu, Inoke Fifita, Baker Moalele

Cromwell Warehousing

Owner Driver Andrew McFadzien and his six-wheel Mercedes in front of the Cromwell Warehousing building, having just finished loading in the morning – behind you can see the snow covered Pisa Range.

For the past year Cromwell Warehousing have been storing machinery for a customer who builds prefab houses. The machines being stored are the entire manufacturing line, split into several pieces. Below is

the final piece of the machine weighing about 16 Tonne being craned out of the warehouse onto the back of the flat deck trailer for delivery to their new site.



Farewell to Geoff Baird

We recently farewelled Geoff Baird from his role as Branch Manager Dunedin Warehousing. Geoff holds the record, at 22 years, as the longest serving Branch Manager in the same branch. We presented him with a pimped out walking frame.

Geoff and his wife Wendy are off to live in Alexandra, where Geoff will impart some of his knowledge and experience to our Cromwell team.

Geoff's new hot wheels



L-R: Ryan Baird, Dylan Baird, Wendy Baird, Geoff Baird

New Zealand Air & Ocean – Nic Kay

One thing for sure, this year has been like no other ... one we will never forget. They say "with every crisis comes opportunity". In supply chain this certainly holds true. These unprecedented times have had a big impact on world economies, health and borders, creating uncertainty, disruption and panic. We have had to navigate our way through fluctuating market conditions, changing customer supply chain demands, and disruptions to Air & Ocean services.

The strength of Mainfreight's culture and our global network have been instrumental in our ability to provide flexible service offerings to customers. Having "boots on the ground" in key markets around the world has helped with customer and supplier connections, and our key Airline and Carrier relationships have secured capacity requirements both at origin and destination. In true Mainfreight style, we have continued to push forward and can be proud of our intensity, courage, teamwork and ability to hustle as we have taken on the challenges presented.

Our Air & Ocean business in New Zealand and globally continues to develop and grow in capability and footprint. As we keep building our service offering it is very important that we understand the importance of the part we play in the global network

and the range of services we can offer to our customers. Our quality is measured by our customers' perception of the Mainfreight experience, no matter where this takes place around the world and across all of our products (Air & Ocean, Transport, Warehousing). We must always keep this front of mind, as we offer more door-to-door solutions across our services and countries.

Being closer to our customers and building strong local relationships with our customers, local authorities and the local community is very important to us all as we continue to look at growing our network and regional presence. Our main centres have found strong growth in their larger markets to complement the growth we have experienced in the regions of New Zealand.

We must all understand the role that each of us can play in sales growth and account management, to build on the solid foundation we have – we must now accelerate this to another level. The great work we have done to date and our key learnings provide a great foundation to keep growing as a team and business.

We welcome new team members to our business this year – welcome to the Mainfreight family, we are all here to support you, and look forward to

Key Focus Areas for 2021

- Strive to give The BEST Customer experience
- Culture + Quality = Profit
- Back to basics with customer service – speed of response, communication, ownership of issues, and professionalism across our network.
- LCL Consolidations – keep the momentum and focus on teams building LCL and Airfreight consolidations
- Sales is everyone's responsibility – ask the customer "How can we help you?"
- Keep hold of the good lessons and disciplines we have learnt/introduced over the year
- Hustle, Intensity and Courage in everything we do!

supporting your career and journey with Mainfreight:

I would like to thank you all for the way everyone has taken on this challenging period and adapting so well. It has been great to see our teams rally together and keep moving forward. We are extremely proud and thankful for the Hustle, Intensity and Courage everyone has contributed every day.

On a personal note, it is extremely humbling to be part of such a fantastic team. I thank you and your families for all the support, and wish you a safe and relaxing Christmas.

Outward Bound March 2020 – Julie Mclroy

This year I had the privilege of being nominated and selected to go to Outward Bound, I agreed to take part after much deliberation knowing the dates conflicted with my son's 4th birthday, but it wasn't an opportunity I wanted to miss, considering the years creeping up on me!

I was definitely out of my comfort zone for a lot of the course being one of the oldest and one of the least fit, but I did enjoy it. I had the best watch-mates, who continually encouraged and kept everyone's spirits high. It taught me a lot about myself, and the things that are most important in life.

The "Blake Watch" March 2020 was to be one of the last Outward Bound courses as after we left COVID-19 really struck hard and the Anakiwa School was closed, until they were able to reopen in August. Throughout the course we had no access to the outside world so for the majority we were kept in the dark about what had been happening in the world over the 8 days we were there.

One highlight from the course was definitely the sailing and even though I don't want to reveal too many details we did break a Mainfreight record – something I was very proud of our team for achieving.



L-R: Julie Mclroy, Vanessa Bogdanovic and Tim Ottenhof



Mainfreight Supports the New Zealand Government's COVID-19 Response

In the first days of New Zealand's Level 4 Covid-19 lockdown, the Mainfreight team worked with the New Zealand Government and MBIE (Ministry of Business, Innovation & Employment) to establish a preferred supplier arrangement for international freight services across all 400 State Owned agencies.

The agreement was for six months, but has been extended after a successful initial period.

Most governments around the world, including New Zealand's, source goods on a free into store (FIS) basis, preferring not to be involved in the complexities of international freight. With a massive and urgent demand for Personal Protection Equipment (PPE), and airlines pulling services out

of the sky by the hour, it became clear to Government that their usual supply lines weren't going to work, let alone meet the timeframes that they required.

Once introduced to the key Government Health Agencies, including the Ministry of Health and Pharmac, the Mainfreight teams in Auckland, China and around the world began working with both government and medical supply company stakeholders. Eventually we would get 22 chartered flights away from Shanghai to Auckland, along with many smaller commercial movements from all over the world.

Often our team would be called upon to join Government discussion groups, or talk to many different suppliers who

were struggling to move much-needed medical consumables or devices, or educational equipment to enable large-scale home schooling.

In most cases Mainfreight provided a solution, while in other situations we simply provided independent advice. One day one of the team logged 43 phone calls, while another had a talk time of over 6 and a half hours!

While there were a lot of long, tense days for the team, we came through strongly and delivered an outstanding, professional service. We made a difference.

We have also built many private and public sector relationships that continue to use our services now, and into the future.



COVID-19 Air Charter Programme – New Zealand

The speed with which New Zealand’s borders closed in late March 2020, and the corresponding rapid drop-off in air cargo capacity, forced our teams to mobilise an air charter programme at very short notice.

For those not close to airfreight, chartering aircraft is an expensive exercise with costs in the hundreds of thousands, payable in advance on a non-refundable basis... A big change for not just us, but also our customers who normally pay freight on a per kg basis with no cancellation fees and with credit terms extended!

Between 23 March and 9 June 2020, the NZ teams successfully executed 31 charter flights linking essential NZ export Perishable and Dry export goods outbound, and PPE gear including facemasks, face shields and surgical gowns for the COVID-19 Health response inbound between the below-mentioned cities:

CITY	No of Charter Fights
Auckland and Shanghai, China	27
Christchurch and Shanghai, China	3
Christchurch and Sydney, Australia	1
TOTAL	31

The team effort required to handle over one million kilos of airfreight across the programme, under the extreme deadline pressures that aircraft chartering brings, was nothing short of amazing. This at a time when cargo facilities at International airports were all under strain with huge backlogs of freight building up due to a lack of available commercial flights. This represents another moment in our history that we can all be very proud about.

A big shout out to the Air & Ocean teams in Shanghai, Auckland and Christchurch who managed to run the programme without short-shipping a single carton! Having our own team in Shanghai meant we fared much better than some of our competitors, with many “ghost flights” leaving Shanghai empty unable to complete complex export customs clearance formalities in time for flight departure ... costs to the charter operator are still paid even if no cargo ends up on the flight! Well done team!



Cargo Congestion at Shanghai Airport Terminal



Loaded units ready for departure



Arrival at Auckland International Airport with Diego Cueto and Davis Palmer from the Auckland Air Import Team ready to expedite airport transfer, customs clearance and delivery

Auckland Airfreight Renovation

The Auckland Airfreight site recently completed renovation in its Dry Freight Import store. The project included the laying of new asphalt floor as well as the installation of air cargo ULD (unit load device) handling systems on site.

A truck dock scissor-lift with an Omni Deck, Doorway Transfer Conveyor, Right Angle Deck and a 10ft Main Deck Lowering workstation (built into the ground) were all part of the install.

Powered Omni Decks will re-orientate and redirect ULDs as they move through our air cargo facility whilst the Main Deck Workstation allows the cargo unit to be lowered into a recessed pit below floor level, keeping the top of the cargo at a convenient working height for our store team access. Main deck ULDs can be up to 3 metres high and weigh as much as 7 tonnes!



This state-of-the-art facility now offers our customers fast and efficient handling of freight as it’s an International Warehouse which is Customs, RACA and MPI/Biosecurity approved.



Mainfreight Europe - Ben Fitts

Team, 2020 has been a rollercoaster, but you have navigated it well. We head towards 2021 with confidence.

Team work, quick decisions, improved efficiency, strong overhead management, and sales focus; have helped us to regain much of the ground lost earlier in the year.

Your hard work is genuinely appreciated, and has made a difference – Thank you.

A special thank you also to our team of drivers who have been out on the frontline delivering and picking up freight all year, all over Europe no matter the circumstances. You are doing a remarkable job and we are proud of the way you represent Mainfreight on the road and in front of our customers.

Our customer prospect pipeline is healthy and, combined with recent

new business wins, we should see revenue lift as we head into the New Year. Well done to our sales teams for continuing to hunt and win in a challenging environment.

Painting Europe Mainfreight Blue... Over the coming months, new Transport branches will start in Timisoara and Bacau, Romania. Our first warehouse in the UK will be operational by year end. We will continue to develop our network throughout 2021 as we seek to handle more freight end-to-end, giving us better control over quality and lifting margin performance.

Every sale matters to our customers right now, and we have an important role to play in this by **delivering perfectly every time**. We have clear KPI's in each division that enable us to measure our performance and improve. Live by these, evaluate your

performance honestly, and benchmark yourselves against those branches that are doing better here or around the world – **aim to be the best.**

No matter what your role is, every team member has the ability to influence quality and our customers' experience.

Debtor performance has been good so far, but there will be more pressure on this over the coming months so please stay close to this. Cash is king, we pay our bills on time, and ask the same of our customers.

Thank you again for your hard work, energy and dedication this year. We don't know what the next 12 months will serve up, but we do know that we have a great team of people here that will find a way to deal with any challenge that is presented - and come out of it stronger!

Stay safe, keep healthy, and have a wonderful Christmas.

Mainfreight Apple Buckets

Nothing will change what's important to us, not even 2020! Our apple bucket tradition is something we look forward to each year.

Our sales team in St. Petersburg recently had their apples delivered from a local supplier. These fresh and crispy apples were actually grown by Mr.Apple in Hastings, New Zealand!



Courtney Bould preparing the buckets for her team



Stanislav Kirillov (left) and Sergey Kuznetsov (right) delivering



Dione baked apple pie for Team Rotterdam



Michael Decoster ready to deliver the delicious apples to the customers

Europe Air & Ocean – Jason Braid

Wow, what a year it's been! Whilst many of us have reluctantly become experts in the use of Webex or the likes this year, it's fair to say that we're all very much looking forward to spending more time in each other's branches, cities, countries and continents – whenever that may be.

Thank you all for your hard work this year and in your significant contribution to making our business better – of all years, this will certainly be one to remember!

We have seen good growth in ocean freight consolidations this year, which is fantastic. Please remember though, the hard work really only begins once we have a consol in place; we must then sell into these aggressively to improve utilisation and margin. But, there's some good momentum at present, thank you.

Our ocean consols are also feeding our supply chain network, as our Rotterdam team are working with their brothers and sisters in the Transport branch to both load and unload their import and export consols. This LCL freight is then fed into our Transport network for pick-ups and deliveries, not only within The Netherlands, but

when needed, across Europe in one of our 60+ daily European line-hauls.

Our air freight teams have had a few of their own challenges this year thanks to the 'C word', but our focus on consolidations remains key. It's great to see a stronger joint approach to this from our European air freight teams and those around the world. Still lots of work to do though, and with our Amsterdam air freight branch now being GDP (Pharma) certified, and our Brussels and Frankfurt branches not far behind, there are lots of opportunities out there for growth.

Finding profit in the last of our underperforming branches has been essential, and whilst we're not quite there yet, some corners have been turned. We win or lose as a team, and it's essential that we have every single one of our branches in profit so we can continue to invest and expand our branch network. Let's keep up the intensity around this team – it's one of the most important things we need to tick off.

As we look ahead, the Nordics are on our radar, as is our continued focus on having air and ocean specialist branches in all countries we're located in. London is next on the list where we'll be looking to add an additional

branch so that we have both an air and an ocean freight branch there very soon.

In all of our other countries, let's continue down the path of having sales reps that have a passion for, and are focused on, selling – be it air freight or ocean freight. Air freight and ocean freight people are different, it's just different strokes for different folks.

A few key points to focus on as we head into 2021:

- Quality above everything else – especially in times like these
- Strong succession planning for all roles, this allows us to grow while maintaining our culture
- Growth through strong sales – be wary of the impact of increasing freight rates
- Branch Managers to get above the business, don't get stuck in the day to day
- Please continuously work on strengthening our culture – this is a job that's never finished

A big thank you goes out to all of you once again – we're very lucky to be able to work with such a great team of people.

Merry Christmas and please, stay safe, stay healthy and continue to look out for one another.

CO₂ Footprint: Increased Visibility for our Teams & Customers

Now, more than ever, there is greater focus on the environment and sustainability. Worldwide, it is a hot topic at government level. Closer to home, it plays a big part too – information is plastered across our groceries in the supermarket, we see footprint data and compensation options when booking a flight, and when buying a new car, diesel is a big no-no and hybrids / electric cars are cooler than Leonardo Dicaprio after the release of Titanic.

Within Mainfreight we are focusing more and more on our own and our customer's footprint. Getting a grip on our CO₂ footprint all starts with education, both for us and our customers.

Providing tools for our sales team and our customers The Business Solutions team have developed a CO₂ calculator to allow our teams to give customers more insight over their CO₂ Emissions. We are also working on a Cheat Sheet to help our (sales) team better understand this topic so that they are even more dangerous.



Beyond educating our customers, we will also be able to advise them so that they can reduce their CO₂ footprint. Internally, we are doing research on CO₂ Emissions over different modes to provide detailed solutions for our customers in choosing between: Ocean vs. Air, Rail vs. Ocean, Barge vs Truck, and other options where possible.

Our Barcelona and Manchester Teams are in their Brand New Offices

Last year our Barcelona and Manchester teams opened their doors, both working from temporary locations.

Finally we found the right spots and after months of construction and decorating, our Air & Ocean teams in Barcelona and Manchester can proudly say that they have created two beautiful new Mainfreight offices.

We wish both teams good luck at their new homes!



Mainfreight Barcelona



Team Barcelona L-R: Veronica Gutierrez, Sara Benedi, Claudi Calvera, Leonardo Gonzalez



Special Projects for Hamburg Branch – Stijn Vliegen

Like any Mainfreight branch, the Hamburg branch pays their bills from freight that moves week in week out. It's our prime focus and it's something that we push for, by always searching for everyday freight.

On a different scale, although quite regularly, we also handle bigger projects for our German customers and overseas offices. It always comes together with a lot of planning prior to shipping. However, not rarely during the actual transport some creative solutions need to happen, as it does not always turn out to be the way as it was expected.

Below are just two of these projects, the first was for Mainfreight Dunedin, which contained some serious mining equipment (width 550 cm, weight 30 tons). The pictures show the arrival of the truck after a nightly convoy escorted by the police.

The second project came from our team in Minneapolis; cargo dollies and baggage carts. Origin, Glenwood, MN with destination Leipzig Airport, DE.



Trucked down all the way from Minnesota to New York port, where it was put on 7 OOG Flat Racks and shipped to Hamburg port. Upon arrival it was unloaded and put on low bed trucks once more for its final delivery to Leipzig Airport.

Standalone projects like these take always a lot of effort however at the same time they are just as much interesting and satisfactory when the job is done. Therefore whenever you want to ship something big in or out of Germany, you know where to find us!

Celebrating a Close Collaboration

Recently we have held a BBQ at one of our largest air freight customers, a fast growing beauty care / cosmetics brand that has come from humble beginnings in the Netherlands. During their short lifespan to date they have grown exponentially. In the past year they have secured a distribution channel through Sephora in the United States. To enable a successful launch they used our Mainfreight network for timely and professional end-to-end logistics. There is only one way to thank our customer for their trust and close collaboration; an immaculate looking BBQ on a sunny day. The good atmosphere and high appreciation made this (largely vegetarian) BBQ an outright success!



Jeroen Geerdink (left) and Ian Graham (right)



L-R: Marnix van Dishoeck, Vitesh Bhaboeti, Jeroen Geerdink

Making a Dream come True

Just before Greg Andrews, NZ Ambassador in Belgium, left to head back to New Zealand, our Zwijnaarde Transport team fulfilled his greatest wish to drive along in a truck. As Greg was growing up he was already fascinated by trucks and wanted to become a truck driver. His career took another path and therefore he was really happy that Mainfreight gave him the opportunity to make his wish come true.

The team members of the embassy told Greg that he had a meeting in Zwijnaarde with Mainfreight. Not knowing what this meeting was about Greg showed up at the Branch. Upon arrival we handed over his personal Mainfreight jacket and he was ready to go... after he returned he said he really enjoyed the afternoon in the truck.



Greg Andrews is ready to go...



From: ANDREWS, Greg (BRU)
Sent: Tuesday, 1 September 2020 8:31 PM
To: Patrick van der Hoek
Subject: RE: Mainfreight Truck Drive

Hi Patrick,

Thanks again for a great day yesterday. Honestly it was one of my favourite afternoons in Belgium – a great way to wrap up my time here. My last day will be on 16 September, so only a couple of weeks to go now.

Can you please pass on my thanks especially to Pieter and Stijn. It was very good of Stijn to share his cab with me for the afternoon. He's a great ambassador for Mainfreight. I now have a lot of admiration for professional drivers.

Thanks also for the great cooperation with Mainfreight over the past years. We've done some good things together like the waka for our Passchendaele events in 2017 and especially the Pou Maumahara in 2019. From my side it's been fantastic to have an iconic New Zealand company like Mainfreight involved in our activities here.

Good luck with your continued expansion in Belgium. When I come back to visit in a few years I expect to see more Mainfreight depots around the country!

Warm regards
 Greg

Gregory Andrews
 Ambassador to Belgium
 New Zealand Embassy, Brussels | Manatū Aorere

Europe Warehousing – Liane Philipson

A different sort of newsletter this time: less pictures and more stories of joint team activities. Luckily this doesn't mean that we have not been in close contact with each other. We discovered several positive effects of the COVID-19 challenge. With the travelling restrictions, teams have set up regular face-to-face meetings between branches in Europe in "Teams". Just make sure you do not do a "Donald Duck" (only wearing a nice shirt!).

Another positive effect was the increased "brothers and sisters" support within the branches. The teams worked long hours in order to make sure that our customers remain happy customers. Thanks Team!

As normal life continues we keep on focusing on making our operations

more green. We do so by means of solar panels on the roofs of our warehouses, waste reduction programs and organising bikes for team members to come to work instead of the car. Our customers appreciate these green initiatives.

In support of our ambitious growth plans we introduced our new Warehouse Management System Mainhouse that went live in June. Next to the fact that the new WMS brings us team member friendly dashboards, it gives the teams more control of the sequencing of their activities. We will transfer branch by branch to Mainhouse.

In this newsletter we also share with you the way the team in Ostend, Belgium gave the somewhat older buildings a new refreshed look. Great to see how the team controls their

own destiny: working in a nice looking environment stimulates the positive atmosphere.

Sharing of knowledge is not only taking place between the branches in Europe. Warehousing New Zealand shared with us their induction booklet in which new team members are introduced to the Mainfreight culture. Next to that it gives information about the basics of warehousing and together with your mentor you can note how you progress in your learnings about warehousing. This is now also the standard in Europe! Next to the induction courses, it's a great way to give that special attention to the new members of our family.

Our Warehousing sales team is progressing well: a lot of opportunities in the pipeline so 2021 is a year to look forward to for multiple reasons!

Stay safe, enjoy the holidays with your family and thank you for all your efforts!

Warehouse Born – solar panels and veggie gardens

On the roof of our Born warehouse, 8.026 solar panels are installed. These solar panels generate enough energy for 750 households. Besides the 750 households a part of the generated energy is used directly by our branch.

At this moment we are investigating further how we can make more use of the solar energy, to reduce the traditional energy.

Next to our solar panels we have our own veggie gardens (boxes created by our branch managers at the BM meeting) and we can say the vegetables grow very well and it is great fun to do. The fresh vegetables are a welcome addition in our own kitchen. Next to the veggie gardens we installed some picnic tables to enjoy our lunch in the middle of our veggies. Our kitchen team gets a lot of satisfaction from growing our own veggies. Therefore we decided to use a piece of land at our location for growing more fruit and vegetables. The goal is to realise this in beginning of next year.



Kiki Cogh (front left), Ivo Notten (back left), Louis Wijnen (front right), Liesbeth Reyskens and Werner Hoofs



Go-Live of our new WMS system Mainhouse – Wilbert Bach

After 6 months of process discussions, configuration, testing and training, our team is very excited to announce our new WMS system “Mainhouse” is live and operational for a trial with 2 customers.

Some advantages of Mainhouse are:

- Team members can control the sequence of activities
- Mainhouse has standard dashboards for the team members to monitor the progress of the work. The team member can also easily create personalized screens and dashboards.
- Easily add Mainfreight logos and terminologies to the system.
- Friendly and intuitive screens for the

workstations and mobile devices. Team members adapt to Mainhouse very quickly.

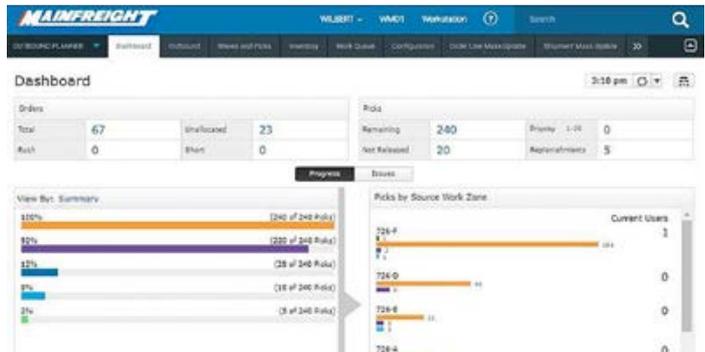
- Integrated voice solutions.
- Use of latest technology. Mainhouse is running on a Microsoft SQL Server database. This is the preferred solution within Mainfreight. All mobile devices are running on Android.
- Security. For security reasons we have implemented https. With this protocol the data will be encrypted before it will be send via the network.
- Continuity. The system is running in 2 datacenters. If the system is going down in one of the 2 datacenters the other will take it over

automatically so the operational team will continue their work.

We have started working with Mainhouse with one of our existing customers and from the first day it went live we already shipped out orders and received the orders in the system accordingly. The number of issues we faced in the first days were countable on 1 or 2 hands. The feedback from the customer was very satisfying and positive about Mainhouse; they did not notice any performance difference in our services since the Go-Live of Mainhouse, which is a huge compliment to the hard work of the team! In October we went live with a second existing customer and this was also a successful migration.



Nigel Clarke satisfied working with the new WMS Mainhouse



A Mainfreight Journey: From Belgium to New York and back – Jules Branswyck

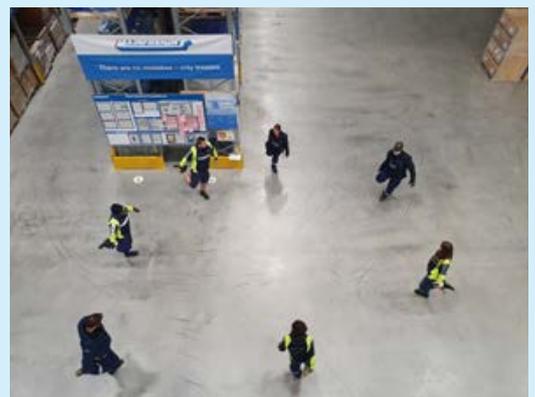
Hi there team! As I am writing this short intro piece I can't help but taking a little trip down memory lane. Even though we always look ahead with our 100-year vision, I feel it is also important to recognise and appreciate past opportunities that got us where we are today. My personal Mainfreight journey started as a graduate newbie in Belgium and the Netherlands after which I crossed the Atlantic to work at our New York warehouse in the USA. These experiences taught me about our business, our company and its culture but first and foremost, I cherish the wonderful people I met along the way.

In April this year my journey took me back to my Belgian roots as I started as Branch Manager in our beautiful warehouse in Ghent. By my side as a trusted co-pilot has been my wife Maud, who makes me realise that family is key in everyone's Mainfreight journey, whether it is the family you share a roof with, or your blue family you share a laugh with every day.

Mainfreight has been my home for over 6 years now and the thing that gives me energy on daily basis is working in high performing teams that live and breathe our blue blooded culture. By feeding from each other's energy we can accomplish great things. Ironically, in my free time I tend to avoid the big crowds and I try to enjoy the outdoors. Just give me a backpack, a tent, some trail mix (and maybe a mystery flask) and I am good to go, love it!

Let's Get Physical

How wonderful it is to start our day in Belgium with some old fashion morning stretches. After every morning meeting, someone of the team puts their hand up and leads the way with a series of physical exercises. After a couple of power moves (and deep grunts) we start our day with a physical and mental boost. Maybe it inspires you to give it a go at your next morning meeting?



Let's Paint Ostend Blue

During the last years, Mainfreight warehousing Ostend gradually turned blue. It started with painting once every couple of months some walls into blue, and getting the Mainfreight look & feel when new things are ordered.

Over the last few months however, the pace and intensification of 'painting the world blue' drastically increased. When volumes were lower than expected due to Covid-19, we immediately put words into action. Our team transformed from excellent order pickers and forklift drivers to excellent fillers and painters. Liters of white and blue paint were brought in. Walls, stairs, doors, pillars, ... nothing was able to escape from getting white or blue.

These new skills could also be used for another project... As we wanted to continue with training courses, we needed a room big enough to respect



L-R: Kenneth Vandeputte, Killian Bocquez, Robin De Sutter, Kevin Windelinckx, Lisa Igodt, Anthony Gallez, Ruxandra Obreja, Marianne Boschker-Boom, Ludovic Speecke, Bogdan Rascol, Courtney Bould

the social distance. The former office of our transport-brothers was not in use anymore and for sure big enough. With minimum costs and maximum team effort, the room transformed into a good looking space. The first training courses were a success!

We cannot wait until we officially can open this new training room with a little party. It will be the ideal blue environment to celebrate this teamwork and thank every single one of you!



Roger Vanhoorne in action



Demonstration of the Karate Club in Romania

Recently our Mainfreight Ploiesti team invited 20 children from the Triada Sportive Club for a visit at our warehouse, where they demonstrated their skills in "karate".

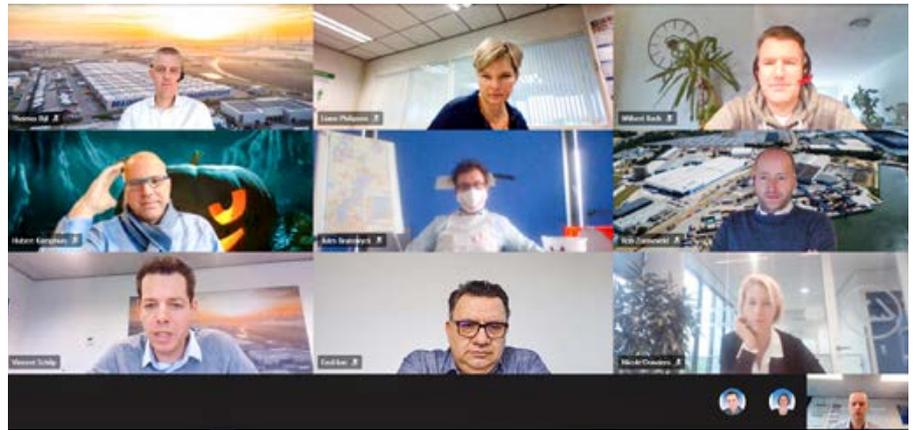
It was a short karate demonstration in front of our warehouse, followed by a tour in the warehouse where Emil explained what a warehouse is and our activities. After the tour the children were treated to a Mainfreight lunch in our canteen.



Emil Ion together with the children of the Triada Sportive Club

Stay in touch, drop a challenge and share experiences

Since the start of Covid in March / April this year, the European warehousing branches hold a bi-weekly video call via Teams to share experiences and best practices amongst the branches. It started with purely Covid related topics, such as updates on preventive measures and absenteeism levels, but this has evolved in an update meeting about a wide range of topics. Branches have a chance to drop a challenge they are facing and ask others for feedback for example, or use the call to update other branches on an interesting new development / CIP that was implemented.



The warehousing branches from Romania, Belgium and the Netherlands call in, with Liane Philipsen as the European linking pin, Wilbert Bach from an IT point of view and Hubert Kamphuis from a sales perspective who updates the team about the progress of the local Sales teams.

Something that once started during the deepest dip of the Covid period, appeared to be a very useful and meaningful platform to learn from each other. Hopefully Covid will soon be behind us, it also brought us something.

Warehousing Zaltbommel Branch Wins the All-in Employer's Award

We received the great news from the municipality of Zaltbommel, that our Warehousing Zaltbommel branch is the winner of the All-in Employer's Award 2020!

This prize is awarded to companies who offer opportunities to job seekers with a distance to the labour market. The remark from the jury as to why Mainfreight Zaltbommel received the award:

Mainfreight, a New Zealand-based supply chain provider, is successful for its culture and people for 42 years.

Their motto "Special people, Special company" is noticeable within their organization, team members enjoy working at Mainfreight. Their open, active approach and the opportunities they offer, resulted in being the winner of the All-In Employers Award 2020!

It is a huge honor to receive this award in the short existence of the Zaltbommel Branch (2 years). Winning this award calls for a 1.5 meter distance celebration with the team of course, with some delicious cake and morning coffee. Great job team!



Europe Transport / Trucks & Drivers – Frans Zuidgeest

Team, the show must go on and it goes!

In this newsletter you see various topics addressing how we continue to expand. All good examples of extending our Transport, and Trucks & Drivers network in Europe.

The team in Tilburg has celebrated their first year anniversary – Congrats! – alongside our first Mainfreight company driver in this region. Soon we will move into a new building that enables the team to increase the number of direct line-hauls and services.

Working closely together with our customers we are able to extend our

services. In our fleet in Romania we now have temperature-controlled trailers added. Starting for one customer we have been able to attract other new customers for this services. Well done team!

On our road map to the future we have identified various areas of development, something that is being worked on accordingly. This includes new branches like Timisoara and Bacau in Romania that are coming up soon. Developments also include reduction of our environmental footprint. A nice example of this the start of our Ecoombi (Long Heavy Vehicle) line-haul between the Netherlands and Belgium, 50% more capacity at the same emission level.

More of these configurations will be put on the road. Talking about expansion: from 18 meter to 25 meter trucks.

Further on in this newsletter you can read more about the creativity of the teams; an expansion of our fleet and proving a five year old son of one of our drivers a nice tool for driver training .

We will continue to work on our Transport standards across Europe, you will see more and more of this in the coming period. Working together on getting the job done and delivering excellent services to our customers is where we need you all to add your support.

Thank you all for the work that you have put in getting where we are, it is exciting to see the developments and the fun that comes alongside with this. May the Christmas break give you time for reflection and relaxing as it has been quite a year... Without any doubt it will be another exciting one coming up. Stay healthy and look after each other! Continue to be curious, get things done and do not forget to enjoy the journey!

One year anniversary of our Tilburg branch

Recently we have celebrated our 1st year anniversary of our Tilburg Transport branch. We've held a very nice barbecue on a sunny day with the team and the Speedliner team whom we work closely together with. The Tilburg branch is focused on freight in the close vicinity of the branch in order to create the necessary density. The branch handles packages to pallets, partial and full truck loads. A branch which started with 3 team members and have grown to 6 members and we now can add a new driver and our first owned Mainfreight truck to the branch.



Reinhard Willemen (left) and Roy Verploegen (right) getting ready for the BBQ



Driver Bilgehan Bicak with the first truck of Tilburg



Ploiesti Branch in Romania activates its Temperature-Controlled Transport

We have set an important milestone in Mainfreight's operations in Romania. After a solid business-case, our Transport team from Ploiesti decided to penetrate the market of temperature-controlled transport; this with success, thanks to their local partnership with a customer, a leader of the Romanian grocery-retail.

Mainfreight already had a successful partnership, due to the fact that the retailer's main distribution center is, basically, across the street of our warehouse. Developing further cooperation was permanently on the agenda of both parties, taking into account the constant openings

of new hypermarkets. Thus, after ongoing negotiations, a three-year deal was signed, for assuring daily replenishment of several stores in the country.

The novelty of the new deal is represented by the six state-of-the-art semi-trailers, equipped with temperature-control. With a maximum load of 33 pallets and German quality, the new equipment is used for both shipping goods to their stores and delivering FMCG products back to their distribution center, the original loading point, actually: so the efficiency of the trip is assured at close to 100%.

Alexandru Panait, Ploiesti Branch Manager Transport: "we came to the conclusion that there is enough room in the market for new players wanting to penetrate the temperature-controlled transport business. Current proximity of the customer's main distribution center, a few hundred meters away, allows us to have quite a superior added-value in terms of forwarding their cargo with high-quality service. Also, our Sales team members had numerous enquiries from its suppliers regarding delivering their goods directly into the same distribution center. Both transport legs were covered, so all we had to do was to put our hands on the necessary equipment".

Our first LHV (Longer Heavier Vehicle combination) driving in Belgium

Mainfreight is known for taking on new challenges and the LHV permit for Belgium (on our NL vehicles) is definitely one of them. It took a lot of effort, but finally we got the permit to have our first LHV driving in Belgium!

Applying for the LHV permit is not that easy, it has taken us about 1.5 years as you need to take care of 3 things:

1. Approved route – route to be approved by the Belgium government
2. Approved vehicles – vehicles approved by a Belgian inspection authority
3. Skilled drivers – drivers who need to be in the possession of LHV certificate

In Belgium you get a permit on the 'intermediate vehicle' (= the dolly / B-double). On this license you will find the final approved combinations that

you are allowed to drive in Belgium. At this moment Mainfreight has a total of 4 trucks, 3 dolly's and 186 trailers which are allowed to drive in Belgium.

LHV are able to transport 7.2 loading meters more than a regular trailer, this means more volume and less CO₂ emissions. Currently we have a LHV truck every day on a route

's-Heerenberg to Zwijnaarde, then to Zaltbommel and back to 's-Heerenberg. The next challenge will be applying for a permit for Germany.

We would like to thank our drivers, mechanics and all other team members, who contributed to this success. Let's paint the world blue!



Online Public Tracker on Customer Order Number

More and more customers are looking for options to integrate Mainfreight tracking & tracing data into their own website / customer service portal or to open the tracking & tracing details of the relevant shipment on the Mainfreight public tracker via their website / customer service portal.

At this moment the standard tracking solutions for our customers on the

Mainfreight Public tracker are based on a Mainfreight shipment number, barcode or integrations of a Mainfreight tracking API.

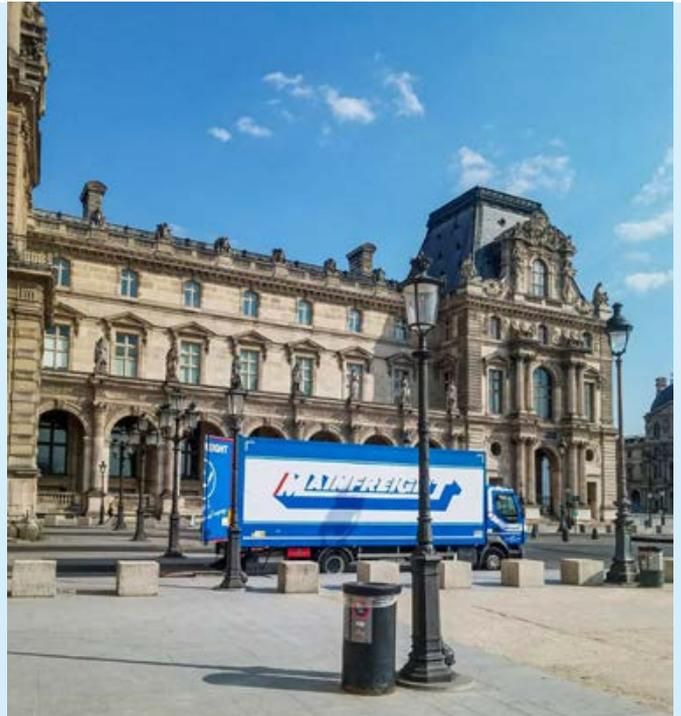
Together with the IT team in NZ, a new functionality for the public tracker on the www.mainfreight.com site has recently been developed, which offers customers the option to generate a direct link to the public tracker based

on their order number and customer number. The advantage of this feature is that every customer knows their own order number and can therefore easily generate a link to their shipment on the Mainfreight public tracker. Improving our technology and creating solutions is what we do!

Strengthening our Network by New Line Hauls

Strengthening the network is one of our main goals in Europe. Our Mainfreight Transport teams have worked closely and intensively together in these challenging times, to achieve new line-haul connections and set ups between our European Transport branches.

- Our latest branch in Tilburg, which opened in October last year, is now directly connected to Genk and Zwijnaarde in Belgium and further new connections are underway.
- In Belgium, our branch in Genk has started with a regular line to our branch in Lyon (France) and has extended the line to our branch in Paris with additional departures.
- We also extend our freight distribution network from our 's-Heerenberg branch (Netherlands) into a selected area in Germany, while our branch in Zwijnaarde in Belgium has connected to department 59 in France to service their area.
- Our Eastern European branches are also achieving mutual network connection. Our Katowice branch (Poland) is connected to our Cluj branch in Romania, while Romania has regular connections to and from the Netherlands and France and will shortly start in Belgium.
- Our other Polish branches Pruszkow and Poznan are connected on a daily base to 's-Heerenberg in roundtrip.



The Branch has also a gateway function, so that we are able to transport goods further in the Mainfreight network.

To intensify the Mainfreight Network in Europe we remain working on strong cooperation between our branches where we delight our customers with the highest level of quality.

The Newest Addition to our Fleet

Here is the latest addition to our fleet, a true Mainfreight go-kart! Five year old Julian (son of Jan, truck driver) always wanted to have a Mainfreight go-kart, and now he has it! We wish Julian safe journeys.





Mainfreight Asia – Cary Chung

Team, we are halfway into our 2021 financial year and I hope all of you have adapted to the “New Norms”! We want to take this opportunity to thank the Team around the globe for keeping the World moving, especially the teams that are out there delivering freight during critical times, BIG THANK YOU from the Asian family!

The half-year results are now behind us; it is a best indicator of great team work and network growth. We are seeing growth to/from all our regions as well as in-country sales. Our strong operational team across Asia have also worked incredibly hard with many late nights to ensure our service quality, carriers and freights are being booked and well managed. Hence, heading into the Christmas and New Year season, this will put extreme pressure on our team to move the surging freight. We must

remember that quality defines who we are from our competitors.

Despite the current crisis, we see many opportunities ahead of us. Since we are still a small player, we will continue to intensify our footprint across Asia. That said, our Suzhou branch, 100km from Shanghai opened on 16 November 2020. We also have Dalian and Chongqing planned for Q1 / Q2 next year. This will bring our total branches in China to 11.

Commercially, we have never been stronger. Our 54 sales team members across Asia are busy hustling for every-day freight. In Don’s words, “What makes the city live & breathe!”

We are also seeing an enhanced relationship within the Mainfreight GM Sales team. Hence, our cross-selling is extremely important. The network

must focus on building a much stronger mutual pipeline, focus on closing the gaps between our Top 1000 customers across our three business divisions.

Our sales directives and approach have not changed – with setting appointments, quality pipelines, asking the right questions, training, and grooming the Blue Bloods remains our priority.

We are all uncertain when travel restrictions will be relaxed or when borders will once again open, so picking up the phone to call or Webex your brothers and sisters is very important so that we keep all the communications happening. I am sure we all have never done so much video conferencing in our lifetime! But hey, a good life experience for all of us and a time to be remembered!

To all the Mainfreighters out there, thank you once again for all your contributions and energy every single day. We would not have made it without all your support so THANK YOU! Please make sure to stay safe, keep your masks on, social distancing, wash your hands and we all live on! Have a wonderful Christmas and Happy New Year!

Mainfreight Ningbo – Sunny Sun

Ningbo branch has launched a new Mainfreight Groupage service ex Ningbo, China to Adelaide, Australia starting in September 2020. We are very pleased to advise that Mainfreight Ningbo now has its own groupage service to all of base ports of Australia. We have stable weekly services to Melbourne (MEL), bi-weekly services to Brisbane (BNE) and Sydney (SYD) and monthly services to Fremantle and Adelaide. Our target is to develop a weekly service to MEL, BNE and SYD in near future. Ningbo branch has its own groupage weekly service ex Ningbo to Auckland or Tauranga, New Zealand as well.

We are very grateful for the great support and cooperation from the Mainfreight Australia and New Zealand team. We will have good developments of LCL and GRP products in future. Special People, Special Company!



L-R: Sunny Sun, Charlie He

New business of Mainfreight Qingdao on board – Vicky Zhao

Opportunities are there for those who are prepared!

Our super sales, Tiger Li, has been targeting one of our potential customers who is a leading merchant and processor of agricultural goods. For the past five years, Tiger has maintained a close relationship, got hold of every opportunities, searched for new and qualified warehouses, and attended the internal trainings for the suppliers of customer. Finally, his effort has paid off by securing the first warehouse business, total of 10x40'HQ with 197,014kgs & 430cbm, from the customer in this year. All the cargoes are currently stored in our Qingdao warehouse.



Thanks for Tiger's continuous efforts in this business with the supports and business proposals from Michelle Yip, Regional Supply Chain Manager in Asia.

We are always hunting for more business, and are very confident that we will continue to grow.

Mainfreight Hong Kong – Jacky Lam, Hong Kong Branch Manger

Hong Kong Branch had seen significant changes in 2020. I am honoured to be promoted as a Hong Kong Branch Manager from May 2020. I believe many of you have already known me very well since I have been working in Mainfreight since 2015. I had few different positions before, as a Business Development Manager, HK Sales Manager, Regional Sales Manager for HK and South China, and today as Hong Kong Branch Manager. Promotion from within is a good example to demonstrate one of our unique cultures in Mainfreight.

Being a Branch Manager is a new journey for me and also a new chapter for the Hong Kong Branch. I have realized that I need to shoulder a great amount of responsibility. My main aim is to unite all the HK team members together to achieve a greater performance. I know we have a long way ahead of us to go, and I know we will make it happen because all of our HK team members will place their hands together!



New Office Area for Mainfreight Hong Kong

We are expanding and moved to a new working environment on 31 August 2020 to accommodate our growth! Our new HK office has brought a new, comfortable and bright office with almost 6,000 sqft.



L-R: Jacky Lam, Jerry Chan, Cary Chung

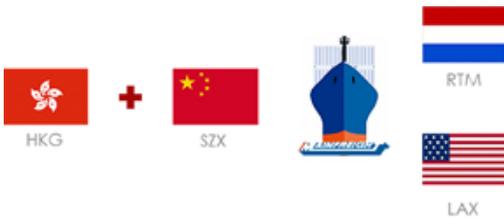
Business Development - Sea Consolidation Service & Air-Sea Service

We are striving to expand our consolidation services with not only the buyer consolidations but also the multi-country FAK consolidation. Hong Kong and Shenzhen branches have been combining their shipments via multi-country consolidation modes to optimize the container utilizations.

We also offer an alternative intermodal service – “AIR-SEA” is an ideal way to combine the speed of airfreight with the cost-effectiveness of ocean freight. We have the shipments moving as mentioned above that have reduced the shipping costs by up to 40% by not using a full airfreight transportation solution.



L-R: Vincent Lee (Shenzhen BM), Jacky Lam (Hong Kong BM)



Mainfreight Shanghai – Joan Ji

Shanghai 20th anniversary

Shanghai Branch celebrated its 20th anniversary on August 1, 2020. It has been an exciting journey, growing from five team members to over a hundred today. Shanghai Branch had an outstanding performance and won the honors of “Branch of the Year” several times. We have the pleasures of celebrating the long service awards of members who have been with us for 10 years.



L-R: Miko Ren, Joanna Fan, Benny Tang, Joan Ji



Joan Ji

Thailand Team – Withanya “Mo” Ceetantivech

Sales Conference of Thailand Sales team

Our Thailand sales team has arranged the first sales conference outside of the office environment and held it at the east area of Thailand. With the new surroundings, our sales team could think of creative and new different sales strategies during the conference.

Sommai Trakarnrung - Lek, Regional Intra-Asia Tradelane Manager, shared his presentation skills to improve his sales team's professionalism. The team has participated in brainstorming activities to increase service promotion and business development in Thailand. We are looking forward to seeing our team growth soon!



Chatchawan C. (Deaw), Jinatta M. (Ann), Pattamanun A. (Joy), Withanya C. (Mo), Siriporn K. (Fon), Sawinee T. (Bew), Suttapa R. (Ploy) and Sommai T. (Lek)

Business Development in Thailand - Sommai “Lek” Trakarnrung

Mainfreight Thailand has obtained a big project shipment from Austria to Thailand via our Mainfreight Amsterdam service. This was an exciting project to import bogies and trailers for BTS Thailand by Air mode. Lek (Sommai Trakarnrung), our Regional Intra-Asia Tradelane Manager, has spent a couple of months proposing on this project.

Our local team has arranged the final mile delivery to the site on the same day on a weekend to fulfill one of our Mainfreight culture slogans “Under promise, over deliver”. This project could not be a success without our Amsterdam & Thailand team “can-do-attitude”. We have shown again that the excellent Mainfreight network is solid and we were able deliver this project cargo smoothly to our customer.



Vietnam Team Retreat – Richard Nguyen

Our Team recently held a retreat in Da Lat city which was a mix of work and fun. We had a wonderful time together and shared the daily issues, experiences and trouble cases we met. We also enjoyed the tough kayak and dancing competitions by putting our hearts and souls into the activities. With the delicious foods and fun together, we became closer and understand each other better and are able to develop into a harmonious relationship. This trip was a motivational pill to do our jobs better in the future.



The 1st row (L-R): Mandy Le, Cherry Tran, Chau Cao, Anna Phan, Wendy Hoang, Jayce Huynh, Sophie Do
The 2nd row (L-R): Bruce Tran, Bryan Nguyen, Neil Phan, Miley Bui, Selena Nguyen, Harry Huynh, Alesha Ngo, Danny Van, Steven Lien, Will Ho, Daniel Dao, Richard Nguyen

New LCL service from Christchurch to Tokyo – Rui Kawasaki

Our first LCL consolidation has started from Christchurch to Tokyo with bi-weekly services. As no other competitors in Japan has its own LCL box from Christchurch to Japan, this is a very unique service of Mainfreight that we aim to move to weekly service in future.



Update of CaroTrans Asia – Jerry Chan

We have made the decision to restructure our CaroTrans sales team in South China to be centralized in Hong Kong and focus more on the Key Accounts & Products. The reason for the change is to strengthen our core trades (USA, Australia and New Zealand) where we are more mature.



Welcome New Graduate Trainees of Mainfreight Development Program in Asia

We have welcomed our new graduate trainees to join our Mainfreight Family in Hong Kong and Shanghai teams since July 2020. After a few months of training at sea freight and airfreight department, they are working with sales team as sales supports. In addition, our team will enhance their visions with better comprehensive logistics knowledge and shape their sales personalities and advantages. We believe these apprentices will become real Mainfreight “blue blood” in future.



Trainees in Hong Kong - L-R: Selina Chan, Ian Sit, Ceci Yeung



Trainees in Shanghai - L-R: Chris Deng, Mickey Qian, Jeffery Xiao

From Hong Kong to a new Adventure in Singapore – Michelle Yip

“大家好Dai ga ho (Hello everyone)!” I am Michelle from Hong Kong and have just kicked off my amazing journey with Mainfreight Singapore branch this year. I am very glad to take this opportunity of moving to Singapore, from my hometown Hong Kong. Both Hong Kong and Singapore are internationally well-known transportation hubs with world-class supply chain infrastructures. I have to say that I am at a fabulous stage of my life

to develop further on my knowledge and expand my network in Singapore where it has another potential and critical market for Mainfreight Asia. Since 2014, I have started my journey with Mainfreight in Hong Kong as a Logistics Manager. In the following years, I had experienced lots of exciting chances to work on various warehousing and business solution projects in different counties with our local, regional and global teams. With all these multi-country / multi-region



experiences, I could develop the Asia warehousing business with our brothers and sisters not only in Asia but also worldwide. In the recent years, I have understood more comprehensively on the global supply chain management after being promoted from a Hong Kong Logistics Manager to a Regional Asia Supply

Chain Manager. This was not what I have imagined myself doing before joining Mainfreight.

What is next? Despite the unusual times we are in this year, it is still a great pleasure to stay with our teams to tackle all the obstacles one by one. I am very motivated and grateful to

contribute more to our team and in business development and growth. There is still more to achieve with Mainfreight in the coming years.

Let's stay optimistic, proactive and surely "Blue"!

Profile: Clark Bu, Regional Sales Manager – Northern & Central China

Briefly sharing my background, I was born and raised in Shanghai and graduated in Shanghai Maritime University in 2003. After that, I have been engaged in sales work in logistics field.

Now, I am a father of an 11-years-old girl with a happy family. In my spare time, I like traveling, playing games and reading books.

In August 2019, it was my honor to join our Mainfreight family as a Regional Sales Manager - Northern &

Central China based in Shanghai. My focus is to develop multinational potential business including the global business, tender, projects and etc.

In addition, it is very important that I coordinate with the Branch Managers to support the regional sales team to reach their individual & team targets by KPI review, system management, daily communication, suggestions and solutions sharing etc.

Many years of my sales work experiences have trained me by facing



difficulties and challenges, and we will achieve the success by putting hard work and making the right decisions.

Feedback

From: Brendan Belesky (Mainfreight Atlanta)
Sent: Tuesday, June 2 2020
To: Cary Chung (Mainfreight Asia); Joan Ji (Mainfreight Shanghai)
Subject: Thank you and Feedback

Hi Team

See attached email, the hard work and teamwork between SHA and ATL has been appreciated. TF is very large Worldwide company and for them to ask what our secret is, it's truly outstanding!!! Well done and a great way to start the week!

From: Michael S
To: David Argel (Mainfreight Atlanta)
Cc: Michelle Smith (Mainfreight Atlanta)
Subject: Thank you and Feedback
David and Michelle,

I meant to send this over the weekend but had a lot of moving parts and actually took a bit to relax. As you know I have a standing call with TF executive supply chain team. I also understand you know these products are essential in the chain of COVID19 testing and is one of the main components of their test kits.

First, thank you both for the incredible amount of effort and energy you have put into this process and making sure that product is getting here as fast as possible. I know this has require an enormous amount of time and late nights as well as early mornings.

On our call on Friday afternoon they posed this question. Can you tell me the secret behind how Mainfreight is getting products reliably and quickly to us? They were amazed at the speed and consistency and have not found that in any other freight company.

I am going to be asking them to reach out to David to try and have them offload more of their air freight to you and your team.

Thank you so much for all that you are doing and we would not be where we are without your expertise. Thank you from the bottom of our hearts

Michael S



Mainfreight Americas – John Hepworth

Team, we are now into our 10th month dealing with our “new” normal, with no relief in sight. We have all adapted within the global business differently. Here in the US, Covid-19 is striking back as winter hits, so we must remain vigilant to ensure we continue to **make our work space as safe as our homes**. With our traditional holiday season here, when we love to travel to visit family and friends, we need to be extra careful to ensure we remain safe and don't bring the virus back into our workplace.

During all this abnormality, we are experiencing a peak period that is causing heavy strains in the supply chain; from space and equipment issues in Asia, congested wharves on the West Coast, and a shortage of 100,000 truck drivers nationwide which is causing large price increases to move cargo across the US.

This is the type of perfect storm that our Mainfreight culture thrives in. Trust our culture, don't compromise on our standards, and make sure we deliver on our promises.

After a difficult first quarter we are seeing our business start to rebound. We are onboarding new customers

weekly, and expansion is continuing within our network with the following:

- Houston Transport and Air & Ocean have recently moved into a new 75,000 sqft building with a 2-storey office and includes our newest Kitchen
- Toronto Warehousing is opening its first site in Canada, December 2020, with a 135,000 sqft facility in Toronto with great exposure to one of the busiest freeways in North America.
- Atlanta Warehousing has expanded and taken on the whole building adding an extra 90,000 sqft.
- Chicago Warehousing has outgrown its new site already and taken on a temporary location of an extra 60,000 sqft to handle new customers. This will lead to a second permanent site in 2021.
- Dallas Warehousing has done the same, with an additional 65,000 sqft with sights set on a mega warehouse in 2021 due to potential customers coming on board.
- San Francisco Transport opened a 65,000 sqft facility in September 2020.
- Salt Lake City Air & Ocean has moved into a new facility in July, 2020.

- Portland Air & Ocean is moving into a large site in December 2020.

Team, as we head into another year we must stay focused on the key strategies below;

- We are an LTL/LCL and Airfreight business; focus on our target markets
- Intensify our trade lanes/routes to build multi-departures per week and per day.
- Maximize our margins, don't get caught up in volume, but find the customers who appreciate our service
- Sales is everyone's responsibility
- Work with our customers to use us more than 1 division (build our brick) by developing our global supply chain
- Cash is king, collect our money

There is a lot happening and with the holiday season underway in the USA we must be careful to stay safe and avoid any further spread of Covid.

We appreciate all your efforts, and the large amount of work being done. Make sure, when you have time off, you relax and enjoy the company of your family and friends. It's well deserved!

Happy Holidays and Merry Christmas to all – from the team at Mainfreight Americas.

Mainfreight Warehousing North America – René van Houtum

It is an understatement to say that this year was not the easiest year in our short history. The world was and unfortunately still is dominated by COVID-19. However we are Mainfreight, and we become stronger in the face of adversity. Although some of our customers have been heavily impacted by the pandemic, many found creative ways to continue or even increase their sales. Volumes in the retail channels declined, while volumes in the direct-to-consumer channels dramatically increased.

Our sales team was able to connect with potential customers and generate new revenue and in combination with the growth that our existing customer base is showing, our revenue is well up for the first six months of the financial year. A direct result is that since March, most branches have been operating in the “peak season mode”. Bearing in mind that Covid is constantly lurking, we have to show deep respect for the teams that kept the branches operational under extremely difficult circumstances.

We have seen some “hiccups” but in general we have been able to serve our customers well and many customers have expressed their gratitude.

On September 1st, we expanded our warehouse in Atlanta by 100,000 square feet, increasing our warehousing footprint to 150,000 square feet. The wall that separated us from the additional space had to be removed and Devyne was eager to get that construction work started...



Devyne Gilliam removing the wall in the Atlanta warehouse

With several new customers coming on board, we are confident we will fill this space quickly. By the time of writing this newsletter, we are “painting the building blue” and putting up the signs. Photos to follow in the next newsletter!

In Chicago, we gained a lot of new business and in order to accommodate it, we have leased an additional 60,000 square feet, adjacent to our current warehouse. As you can see in the photo, the space is filling up quickly.

It is six years ago now that we started our Warehousing division with about 150,000 square feet (14,000 m²) warehouse space. Including the recent additions, we are now managing over 1.1 million square feet (102,000 m²). If we hit our long-term

target determined during the Branch Managers’ conference in February, we expect to manage around 2 million square feet (185,000 m) by 2024. An exciting target for the team and we are confident that we will make this happen.

As mentioned, since March, most of the branches have been extremely busy. Most of our customers continued to be successful during the pandemic. Besides an increase of inbound and, as a consequence, outbound activity we also saw an increase in value added activities. One of the highlights this summer was that our Newark team “produced” 400,000 kits for one of our main customers. With on average 10,000 kits per day, it took the team about 8 weeks to finish the project; on time to meet the critical deadline.

We are approaching the end of the year 2020. When we started this year, nobody could have predicted what was going to happen in the world. We would like to thank the teams in our branches for the tremendous amount of effort put in this year. It is fantastic to see how we pull together during difficult times. If we keep the same passion and enthusiasm for our business, without a doubt we will secure our growth for the future. Our unique culture resists pandemics and whatever else comes our way!

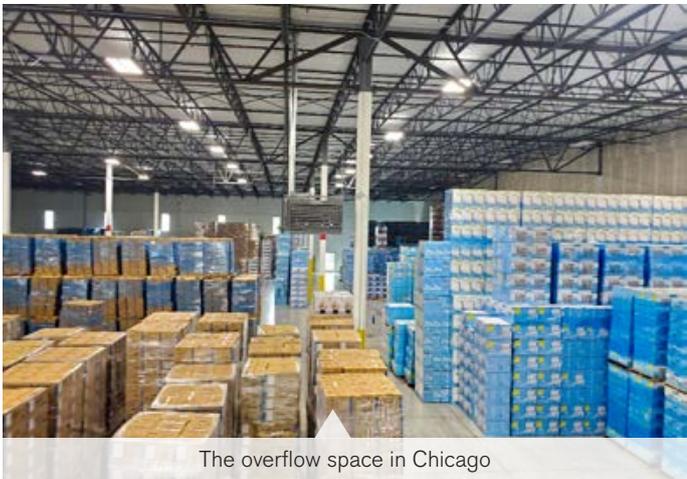
It is a tradition in the Christmas newsletter to review what we can do **better next year:**

1. Team development. We cannot grow our business without a well-educated and motivated team. We must continue to train and invest in our team.
2. Cherish our culture, be a Mainfreight ambassador, sell it to our customers! Our customers love the passion we have for our and their business. It does make a difference!
3. It is all about impeccable performance. Remember Mainfreight’s two unshakable beliefs ...



We cannot become complacent, not one day of the year, not one minute of the day. Our customers deserve absolute top performance.

4. Like our favourite sports teams, we practice top sports. At any time, we must strive to improve ourselves and at any time, we must be on top of our game. One day without top performance, is a lost day.
5. Have fun! The year 2020 was probably not the most “fun” year but we will be “back to normal” in the near future. Enjoy spending time with the Mainfreight family; work hard, play hard!



The overflow space in Chicago



Newark team working on the kitting project

All the best for the New Year and please make sure that you have a well-deserved Holiday together with your family and friends! This year has shown us just how important it is to take time for our loved ones. Looking forward to another successful year together in 2021!

Mainfreight Transport North America – Shawn Roach

Our Transport business in North America heads into the second half of the financial year with a LTL (Less than Truckload) mindset that will continue to intensify as we drive transformation further through the business. We are already seeing increased shipment counts in major markets, supporting an ever-growing Mainfreight Linehaul network and P&D (Pickup and Delivery) fleet.

Meanwhile, there has been a period of significant imbalance in road freight equipment, causing tractors and trailers on the West Coast to be delayed, for up to 7 days. This has caused delays for our competitors, and is driving 100% increase in truckload rates prior to peak season. We are building our own true trucking muscle, with a sense for urgency for our customers, and we are determined to be an LTL market disruptor.

Excitement continues to build while we work through the deployment of our new Mainstreet software, targeted for official roll-out at the end of the year. Freight forwarding system days, you are numbered!

We have established four new Mainfreight Transport buildings in the last 12 months. Congratulations to the Chicago and Atlanta teams who moved into new Mainfreight Transport facilities earlier this year! In September, we established our first Mainfreight Transport Branch in San Francisco, in record time, well done team. And we are very proud to announce our latest move, Houston Transport branch, in our first standalone building.

It has been exciting to see the growth of our sales team – to the largest team we have had in years.

There is much work to do, and the Mainfreight Transport offering in the market is attracting internal and external opportunities.

The key areas we as a team need to focus on are:

- Quality
- Revenue growth and retention
- Margin improvements and initiatives
- Mainfreight Linehaul and P&D deployment
- Network Utilization
- Net Profit growth

We still have plenty to do, as we drive the transformation from a forwarder model, to a value-added carrier, and build a much bigger business, taking up the opportunities that are out there.

Transport Sales Update – Shaun Upper

Our sales team is now 38 strong. With another 14 positions to be filled over the next 9 months, sales induction is paramount. It is critical that we equip our sale team for success and ensure we delight our customers with our service. As a means of distinguishing Mainfreight from our competition, we must continue to stress the importance of consistently illustrating our value to our customers. We must not lose sight of the fact that we provide solutions, and we need to show our customers that we are solving their problems.

We are laser focused on freight that keeps the city breathing. If this global pandemic has taught us anything, it is

that fast moving consumable goods is the name of the game. It is no surprise we are seeing a marked improvement in FMCG. These products sell at their best during economic downturn, and now represent more than 50% of our high value gains since the beginning of the financial year. A positive side effect of this focus is that we are seeing opportunities spin-off into greater prospects with “Big-Box” retailers. Perfecting our service with these retailers will ensure our success moving forward. We are working quickly to understand how to best service Big-Box, and become a partner of choice for such retailers moving forward.

Peak season coupled with a surge of inbound international freight has the North American transport industry at capacity. We are seeing the prospects frustrated with our competition's quality of service, and they are looking for a solution. This is our opportunity to make our mark.

Making the transition from freight forwarding to a true LTL company has not been an easy road, and we are proud of our team's commitment to change. Thank you to everyone for your dedication to building something special.

We The North: Growing Canada – Andrew Hall

We have the potential to be bigger than Australia!

As the temperature drops towards the lower digits on the gauge, I go searching for winter coats and boots that I have not needed in the past couple Californian winters. Some might think I am crazy to return to the True North Strong and Free. However, the call to help build this special Kiwi company in my adopted home country

of Canada gives me goosebumps, not due to the temperature but because of the growth potential.

Growth in many forms: network, people and self.

Canada is a country of 38 million diverse citizens, spread across a

landmass only eclipsed in size by Russia. Similarities to Australia and New Zealand are masked by our proximity to the largest economy in the world. Like our Commonwealth cousins, we have a few large cities spread out along a reasonably narrow band hugging the southern border. From Coast to Coast to Coast, the

tenth biggest economy is ripe for a quality supply chain provider to disrupt the status quo.

We opened our beachhead on the western edge of Canada's largest city eight short years ago with three team members and a scary-looking profit pledge of C\$25,000. Since then our team has grown 900% across Air & Ocean and Transport. During our short tenure we have achieved much, including hanging the Americas Branch of the Year guitar on the wall in 2018. Fiercely focused on ensuring that Mainfreight culture is at the centre of our business, the time is right to add the final setting at the table with Toronto Warehousing poised to open with multiple loading docks in January 2021.

Opening Warehousing supports our global strategy of network intensity in the fourth largest market in the Americas. The learning has already been significant. In typical RFA style, we decided in June, and expect to be

up and running in a beautiful "A" class building by December. Ambition comes naturally above the 42 parallel!

We entered the hottest real estate market in the northern hemisphere with less than 1% availability in commercial real estate over 100,000 square feet (just under 10,000 m²). There are only a handful of landlords across the country that dominate the landscape. The lease process has been an interesting learning curve. We are on the path to secure a building right on the 401, a highway that rivals that of Los Angeles' 405. Approximately 2 million sets of eyeballs will be attracted to Mainfreight logos every single day on their commute. We will be within five minutes of the current depot ensuring efficiencies and making it easy for the growing fleet of blue trucks to deliver and pick up.

We are starting to formulate a team that will match the diversity of the city referred to as the most multicultural in the world. Our team will assemble

early November for induction and training. Our pipeline is strong with an existing American customer base clamoring to have a solution north of the border. We have not advertised our existence widely (until now), so let the flood gates open! We will be looking to establish a local sales team to support growth and the network over the first twelve months.

Having started my Mainfreight career as a "Grad" in Transport in Christchurch back in 2001, joining the Warehousing team fulfils my passport of stamps from Mainfreight's core divisions. I am excited by the challenge ahead and have a BHAG of opening multiple buildings in unison with Transport and Air & Ocean across the Toronto and this amazing country.

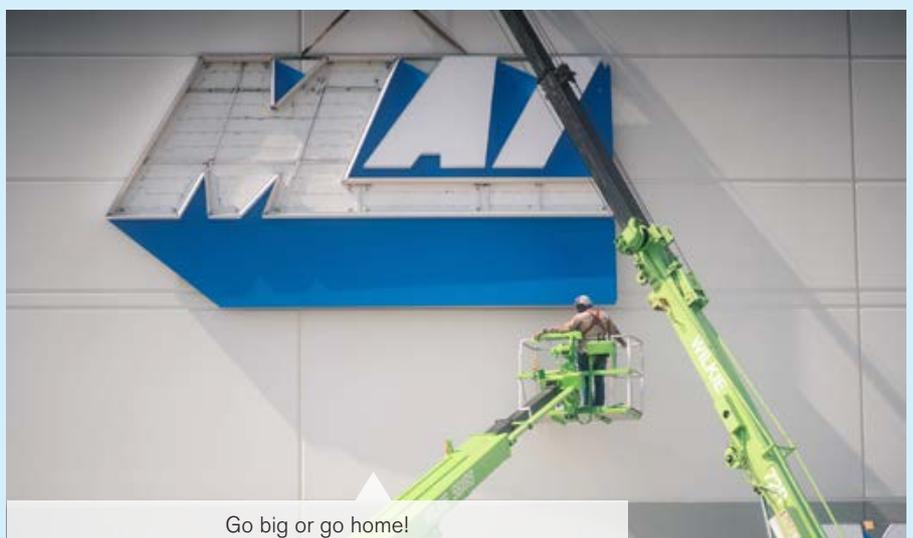
There is no reason Mainfreight Canada cannot achieve on a bigger scale than Australia. We have to be bold. In this country, known for snow and ice, it is no coincidence that under pressure it turns BLUE!

Mainfreight Houston Teams move into New Building! – Peter Joyce

Howdy y'all – that's "Greetings" in Houstonian.

Houston we have a solution! We needed a bigger building and we got it! Like the final days of waiting for Christmas that drag on endlessly as a child, the last 16 months has been filled with bated anticipation as we planned every intricate detail to finalize the arrangement for Air & Ocean and Transport to move into our new home. Well, we finally did it. We moved from a little shack on the hill, into (moment of silence please) a new space that will allow us to set the world on fire! We all are literally bursting with Texas and Mainfreight pride, at this amazing opportunity presented to us, to further our journey and create something special.

There are many benefits of being under the same roof as Air & Ocean! The bi-weekly sales meetings are robust and we quickly established a top 10 heavily securitized list; two are



Go big or go home!

likely to be onboarding in the next 15 days where the sales cycle was quick/fast. What is exciting is that there are many multi-million dollar opportunities in a market where we have only just barely begun to scratch the surface and still need to understand the depths & penetrate.

One of the things I love most about our team, apart from being an extremely tone deaf vocal lot (myself included), is they love the “daily hustle” and enjoy making money for the branch. Sounds simple right. It does not mean price gouging, rather fulfilling and exceeding our customers’ expectations. We definitely have transitioned not too long ago from losing money in a forwarding environment to being a top three performer, with high volume LTL freight across our docks producing some record weeks. We still have a long way to go to get to global standards; however, I think the team are definitely on the right path to get us where we want to be.

One new heavily prized feature for us is having a kitchen! Houstonians are



L-R: Sumiyyah Harvey, Khaliq Harvey, Hannah Stradling and Cameron Stradling

renowned for their love to eat out and for their culinary arts where everyone has a well-kept “kernel sanders” rub, hand me down secret, for their beer can chicken and BBQ ribs. Our new kitchen (happy space) has taken precedence with bringing the family together daily and meals prepared daily. The smiles on the faces say it all as we actually have a menu and the line-up for breakfast is like driving on I-69 in morning traffic! Lunch-times is where we sit and laugh, to enjoy the

good company and refresh the day, before we do it all again.

Such a special treat having a commercial grade kitchen + chef. Lucky customers that come and sit with us get to experience our culture first-hand. I believe this has almost single handedly already brought new business on. We have quickly established that our home court advantage is not something to be taken lightly as customers get to walk and breathe what Mainfreight is all about.

Line-Haul / Owner Drivers - Shane Michalick

Our owner-driver program has remained relatively strong this year considering some of the challenges we have encountered. As a lot of our competitors have either scaled down or lost drivers over the last 6 months, we have continued to invest in this part of our business with 42 new runs being added to our network so far this year. Right now, in the heart of the peak season, we are seeing some good volumes come through the business and are expecting this to roll through the Christmas period into the new year.

The driver shortage in North America (now rumored to be close to the 100,000 mark) is pushing outside truck usage to an unbelievable high, so even more reason for us to be investing in new drivers under the Mainfreight banner. The last couple of months has seen a strong recruitment drive from both the Chicago and Dallas teams which will produce both a more efficient line-haul network along with cost savings for the entire group. It will be exciting to see these vehicles once they have passed through the paint shop, proudly representing Mainfreight.



Lamont Downer, Mainfreight Dallas

North America Air & Ocean – Nathan Thomas

This time of year seems to hit us out of nowhere, and this year, with all the challenges out there, it has happened even quicker. Halloween, Thanksgiving, Christmas and all the other seasonal events happening, and right on top of us.

It feels as though we have been rushed off our feet for months already, as the teams are all busy working hard to make our customers' shipments happen. What once could be achieved with one or two phone calls, now takes many and it is timely to use this opportunity to thank all our teams for the efforts they are putting in. That extends to our brothers and sisters globally; we are so appreciative of your efforts and energy to make it all work.

Our situation in the Americas has been challenging with Covid-19, and with no end in sight, we have had to adjust to the new norm of doing business. The many video calls each week has become accepted, and a great effort from the team to learn the skills required to make these productive. Our team has been able to jump on with customers also, and in many respects we have enjoyed seeing our customers more frequently via the video calls.

We are not letting the environment get in the way of our network expansion, with another new branch on the books since our last Newsletter. San Francisco is our latest addition and it's great to have a Mainfreight office in

the Bay Area, capably led by Louise Cook and with a team keen to step up the pace. We are not going to stop there, and have a couple more branches in the works, so watch this space.

In many states, our children were unable to "trick or treat" this year and sadly, a lot of traditional normal Thanksgiving celebrations couldn't happen either. Despite these turbulent times, we are still trying to have some fun and the team worked hard to make the in-branch celebrations extra special this year.

Enjoy the festive season as safely as you can, we hope you get quality time with your friends and family, even if that is via video!

Dallas Air Charter – Georgina Shelton-Agar, Air Freight

Howdy from Dallas Texas! Arriving from Amsterdam in February, I can confirm that Texas is slightly larger than the Netherlands. Bigger cars, wider roads, oversized food, and of course supersized opportunities!

One of those opportunities in

September involved work and coordination from our Mainfreight brothers and sisters across the globe, requiring our Dallas Mainfreighters to load out two full charters.

The team was super-excited about the opportunity and was up and ready at

the tarmac from 3.00 am to ensure the charter went smoothly. Being able to enter the back of the plane and help load the freight was a special experience. The task took about 4 hours before it went on its way to arrive in Perth!

L-R: Beth Plaster, Stefanie Ragland, Mike Gillaspie and Georgina Shelton-Agar



L-R: Beth, Mike, Georgina, Stefanie



Mainfreight San Francisco – Louise Cook

A reminder to our worldwide Mainfreight family, that Mainfreight San Francisco has opened!

Who are we?

Mainfreight San Francisco is your new Mainfreight branch for all international business to/from Northern California. Northern California territory covers Fresno and Monterey and anything above as you can see on this map, whereof San Francisco and Sacramento are the two major cities.

We are currently a small team of 3: Louise Cook (Branch Manager), Viresh Dayal (Sales Executive) and Edgard Liongson (Operations); small but highly effective as both Viresh and Edgard have 30+ years of experience in the freight forwarding industry. We are able to handle any import/export, air/ocean services that our customers need, and are expecting to grow rapidly in the coming years with a strong focus on sales.



Salt Lake City Air & Ocean Branch – Carla Leslie

One thing is for certain in Salt Lake City, there have been no job descriptions as we have spent the past seven months building our Branch, and our Mainfreight name here locally. The pandemic has brought many uncertainties across the world, and though there was a moment of fear on what that would bring for our small branch, we are managing to persevere.

We knew going into this year, we had set an aggressive goal for our SLC team in terms of growth, but we were also confident if the team stayed true to our culture it was achievable. The growth we are seeing is exciting, not only for us as a team but also our customers in the market. Word of mouth is working in our favor. Mainfreight's customer-focused culture is helping us attract those local organizations with a large global reach. We have doubled our team size in the past couple months to support the business we are onboarding. We laugh with each other because we have barely finished moving in to our new branch and we feel we are only 6 months away from growing out of it.



L-R: Brittnie Browning, Cathey Bartholomew, Gabby Vanisi, Carla Leslie (at the back in the meeting room) and Nick Pizano

I try to remind the team we may be small but we are fierce. Continue to think like we are big and we will be that big here in Salt Lake City. Take care of our customers and be empathetic to what they are up against this year. We are only as successful as the team members that sit amongst us. Here are some of our happy customer testimonials that keep fueling our spirit and continuous growth.

Salt Lake City is a tight community in the logistics world. I choose my carriers by recommendations from other shippers. Mainfreight was highly recommended by a friend of mine and I have not been disappointed. Carla

and her team are professional, hardworking with many solutions to move the freight. Mainfreight has never taken the customer for granted and are timely and accurate in every communication. I am in the process of giving more freight to Mainfreight because of these reasons.

Jan Watts

Mainfreight SLC has an exceptional team of professional, knowledgeable and skilled people that consistently exceed our communication responsiveness and customer service expectations.

Cody Leishman

CaroTrans – Chris Wilson

2020 has challenged our business, ourselves and our families in ways we could not have imagined. COVID-19 has inundated our lives with new ideas that simply didn't exist in January. Wearing masks, temperature checks, social distancing, rapid tests, quarantine and protests are now a part of our daily lives. We all adapted quickly and made the necessary adjustments to take care of our customers and move the business forward.

As we come to the end of the year, it is a great time to reflect on the commitments we have made to each other and to highlight our 2021 imperatives. Continuous improvement in all facets of the business is compulsory. Each day we must strive to be aggressive in sales, offer superior customer service, deliver operational excellence and be diligent collecting our cash. Learning is not an option. We must challenge our team to make all the obvious improvements and remain open to

finding improvements we are not yet aware of. The CaroTrans Competitive Advantage must be at the forefront of our thoughts. It is the responsibility of all Team members to understand these advantages and use them in the market to delight our customers and make us better in the eyes of the customer. The BEST customer is a RETURN customer. Nothing else matters if our customer goes elsewhere. Customer problems are opportunities to strengthen our relationships. In tough situations, we must turn towards our customers (not away from).

We have all been working hard on business plans and defining our core imperatives for 2021. As we prepare to take some time off to enjoy the holidays with friends and family, it is a good opportunity to remind ourselves of these commitments, and highlight a few of our core imperatives.

- Branch Managers must be Sales Leaders

- Accountability and consistency
- Work as team, trust and support each other
- Stimulate and encourage activities that generate opportunities for the business
- Stick to our knitting – Small and Medium sized forwarders are our strength
- Recruit people that fit our culture – we can teach them the rest (but a little fire in their belly doesn't hurt)
- Everyone is responsible for Sales. Yes, everyone!
- Develop our next generation of leaders
- Strong relationships with our overseas partners are critical, they are our largest customer
- Customers value our local relationships and expertise; build on that, strive to make it stronger
- Immerse yourself in the sales process

Team; enjoy your holidays with your friends and family. Get some much-needed rest and come back energized and committed to making our business stronger, better and more profitable.

CaroTrans Team Milestones in 2020

Retirement

Five team members retired in 2020 with a combined 112 years of service!

Beth Conboy	22 Years
Susan Kahl	32 Years
Heidi Zhao	14 Years
Diane Pirozzi	21 Years
Patricia Moran	23 Years

A tremendous achievement and what a pleasure it has been working with all of you. Thank you for dedication through the years. I hope you enjoyed your time with CaroTrans as much as we did! All the best with your retirement!

New Additions

Not sure what happened over the last year or so! 2020 will be remembered for a lot of things, but at CaroTrans it will be remembered as The Year of The Baby! 15 CaroTrans team members welcomed a new addition to their family this year! Congratulations and best wishes to you all!

Andy Zapinski - Cleveland	Adam Whelpley - Seattle
Andrea Cacnio - New Jersey	Bruno and Jeni Barbi - Chicago
Catarina Silva - New Jersey	Abigail Malson - Cleveland
Alice McGregor - Atlanta	Brianne Buchholz - Chicago
Virginia Valentine - Indianapolis	Rafal Baturo - Dallas
Michelle Chan - New Jersey	Ede Salvatore - Boston
Shalise Hughes - New Jersey	Brandon Bouldin - Los Angeles

CaroTrans Oceania Blitz - Jessica Veenendaal

In mid-July we kicked off our very first Oceania Sales Blitz to grow LCL and FCL volumes within the CaroTrans network. Within a two month period our focus was New Business FCL and LCL as well as generating as many new business leads as possible.

All teams jumped to action and the banter quickly began between the branches of who would win. We finished the Blitz with an Aussie / USA day to celebrate our brothers and sisters overseas, and I'm still not sure if it's funny or concerning that Australia depicted the USA by posing with Cheeseburgers.

This was the first activity of its kind within CaroTrans but it certainly won't be our last. Go Team!



CaroTrans Chicago



CaroTrans Los Angeles

Technology – Kevin Drinkwater

Logging Off – 34 years on one hell of a ride!

As some of you may have heard I am retiring from Mainfreight; something that I thought I would never say or write, but after almost 35 years, the day has come. What a ride it has been!

When I started, on 1 April 1986, we had five branches, in one country (New Zealand), around 80 team members, and revenue of \$20 million. The growth since has been remarkable – to where today, we are in 26 countries, with 290 branches, over 8,600 team members and revenue in excess of \$3 billion.

A lot has happened to get to this point, but I doubt much of this would have been achieved without the drive and passion of Bruce Plested. Bruce set the culture as the foundation for us all to follow, right from the start of the business in 1978, and it was one of the key things that led me to join Mainfreight in 1986.

More importantly it is the culture that has kept me here all this time. After I accepted the role, Bruce handed me four very large photograph albums that contained the first historical archives of Mainfreight, to read before I turned up for my first day. That was the way Induction training was done then – read the history yourself and report to duty understanding it!

The history recorded in those books was right in line with the unorthodox methodology that Bruce and Neil Graham used when interviewing me for the role – which included significant amounts of alcohol. There was no doubt that Bruce and Neil were “cowboys”, but there was also no doubt they were the good guys – and they were on a mission to improve the professionalism and performance of the NZ transport industry, as much as they wanted to make a profit.

One of the great attributes of Mainfreight was the freedom we had to make decisions, and get on with it. There was a significant element of trust, which was enlarged with Bruce and Neil every time we delivered another successful technology project.

A very important factor was once we made a strategic decision to proceed, we got all the key people (those actually doing the real work) involved in deciding how the processes and system should work. It was, and still is, vital to understand what the team on the floor, in the office, and/or in the cab, think before you embark on creating technology solutions. These discussions were always to the point, with no one hanging back on giving their view. They were extremely valuable as they minimised the surprises when the product was delivered and maximised the value of the solution.

Over my time at Mainfreight I have had many roles – Financial Controller until 1996, Auckland Sales Manager in the early 90’s, Warehousing – when Kerry Crocker and I set up our first managed warehousing business at Morrin Road around 1992, then in 1996 I became the first GM of Mainfreight Warehousing, until 1999. In July of that year the family and I shifted to live in New Jersey, USA, after Mainfreight purchased its first US business, CaroTrans USA. When we came back in 2001, it had been decided that Technology required a global leader and that is the role I have held since.

The story I tell most about Bruce’s vision for our global expansion happened in the early 90’s when we were gaining good growth and recognition in NZ and had a fledgling presence in Australia. We had a Branch Managers meeting – there might have been 12 of us – where Bruce announced he wanted every BM to buy 8 of the same clocks and hang them in their branch’s reception, one set to the time for their local city and the other 7 clocks set to the time of important world cities such as Sydney, Paris, New York and appropriately labelled. The guys all looked at Bruce quizzically, until one finally said “why do you want to do that Bruce?” – to which he replied “because I want us to expand around the world and I need everyone thinking about it”.



It would be at least another 6 years until we broke out of Australasia and bought CaroTrans in the USA, but that was the beginning of our real expansion globally.

In the meantime, in April 1994, we purchased Daily Freightways and it became Daily Freight. That acquisition literally doubled our size overnight and it was an amazing contribution by many to take a business that was struggling and make it a successful company in a relatively short timeframe.

It was great to be part of this, not just for the experience, but because many of our great team today came to us by way of Daily Freight, including Don Braid who has been a great leader and driver of Mainfreight’s growth.

These were very intense days for the two of us in the IT team (myself and Stephen Crocker), soon expanded to 3 with Peter Webster from Daily Freight, as we had to convert them to our computer system within 3 months. Everyone mucked in and the Daily Freight people loved and appreciated their new computer system more than the Mainfreight team. That taught me a lesson – people quickly take for granted what they have, and it is not until you present it to someone else and they compare it to their system, that you realise how good our systems actually are.

Warehousing was an interesting business back in the mid 1990’s as it was a very hard sell. There were few businesses that wanted to give their products to someone else to look after and what did Mainfreight know about it. Well to be brutally honest we didn’t know that much as we were making it up as we went, although it

seemed we actually knew a lot more than many of our potential customers. Whereas Freight is an Art, Warehousing is a Science, and we developed good processes and systems that became the foundation of what we do today.

In those days calling ourselves global was stretching the truth quite a bit, as NZ was still the absolute driver of the business in terms of revenue and especially profit. However Bruce continued to strive for growth offshore as he saw that our special culture, and ways of working, would be attractive to customers in other countries. So we saw Don leading us in some great leaps ahead through major acquisitions offshore as well as New Zealand. This led to my role becoming far more defined by the needs of the offshore businesses than New Zealand and me spending far more time travelling overseas.

Buying CaroTrans in the USA was an amazing opportunity for Mainfreight and my family when we moved to New Jersey in June 1999. We learnt to love living there and moved home just before the world looked like it was going to end on September 11, 2001. Middletown NJ, the suburb we lived in was a home to many who worked in Manhattan. We could see the World Trade Towers every time we drove out on to the main street from our home. We lost 37 Middletown residents that day which made us the second hardest hit community, per capita, after New York City. Our family knew some of those killed and it was one of the hardest things we have ever been involved in.

Work with CaroTrans continued after we returned to NZ and that meant I spent a large amount of time travelling to the USA to continue the building of their systems.

Overseas travel then became a very big part of my life and I spent a considerable amount of time away from our family, especially when we bought Target Logistics, which became Mainfreight USA and subsequently Wim Bosman which became Mainfreight Europe.

A large amount of travel sounds glamorous, but it is not always as easy as it sounds and it is difficult on your family. What I did enjoy were the

experiences, learning new things and meeting new people with different ideas and concepts – this always kept me on my toes.

It's hard to encapsulate so many years into a short review, however I hope that I have given you a small appreciation of my life with Mainfreight and my gratitude for it. There are a few more things I would like to finish with.

Technology is a critical component of our business and it must be promoted and continually improved, but with a caveat – technology is there to improve the business, so it must dovetail with the needs of the business. Therefore, it is the business that always needs to be driving technology and prioritising what it needs most.

The art of good technology is taking complication and making it simple – simple to understand and simple to use.

Before you can computerise anything you first need to be able to demonstrate and describe how to do it manually – otherwise you are likely to have overlooked something. A whiteboard and other props are the ultimate tools in this. I would have made many more mistakes if I had not taken this approach.

Our Technology partners have been amazing – who could boast two partners who have been providing programming services for over 30 years. Both Sandfield and Theta (formerly Designertech), started as two-person software houses and have morphed into organisations that are at the top of their game, not only for us but their many other customers. FSI, based in Shelby NC, has also contributed significantly over 20 years for CaroTrans USA, having built the first CaroTrack system and continued to develop it and its successor. Our very first Technology partner was in fact Cable Systems, who did their first computer cabling job with us in 1986 and continue to do this for us all over NZ today.

Thank you to those that I have named above for the longest service, and the many other great suppliers that have helped make our technology the success it is.

One of the great privileges I have had is to work with Bairds Mainfreight Primary, the school Mainfreight has supported for almost 30 years. It has

been an amazing relationship and one I am proud to have been a part of, along with Bruce and Carol, from the start. What a wonderful team, students and community. They always make us feel like we are the biggest winners in our partnership!

Duffy Books in Homes has also become a key part of my Mainfreight life. Visiting our schools, whether in New Zealand, Australia or the USA, is incredibly humbling and shows how books can make a huge difference in the life of our Duffy kids. Thank you to all of you that make this programme the great success it is!

It is the people that make the difference at Mainfreight – someone could steal all our data and see all our transactions, however they could never recreate the Mainfreight way. It is all the simple things we do well together that create our success.

The people are the hardest thing for me to leave, not just the people that I work with directly, but even more importantly those that do the real work, whether on the floor, in the office, on the IT helpdesks, driving or in the kitchens. You are the people that make this company what it is – you are its heart.

Finally I would like to specifically thank some people. Firstly Bruce and Neil for taking a punt with me and letting me create, Carl Howard-Smith who as well as being our personal lawyer has been a wise counsel in many other respects, the Executive teams around the world, current and past – whom I would like to name but there are too many. To Don, who while being my last boss at Mainfreight, is only my second boss at Mainfreight. We have not always agreed but we always ended up with the right outcome for Mainfreight.

Of course none of this could have been achieved without my wonderful wife Sandra and our three boys – Hugh, Alex and Scott – and latterly the wives of the first two boys, Molly and Emilie – not to mention our first grandchild Margot. They have all been an incredible support to me and have allowed me to do what I needed to do at Mainfreight – despite the effect it could and did have on them. Thank you, thank you!

And that is all from me.

Shutting Down!
Kevin

The Mainfreight Website Gets a Fresh New Look & Feel - Eva Caruso

The new global Mainfreight.com website was released on 30 August 2020. With a new design, added features and improved functionality, the Mainfreight website's aim is to provide an improved user experience that is paired with a more modernized look and feel.

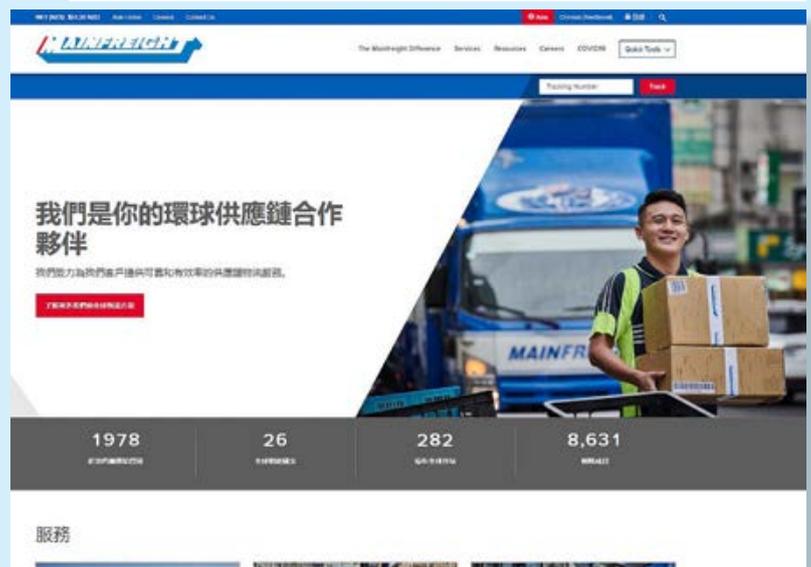
Some of the updates and new features that the mainfreight.com website now offers are:

- Less text and more visuals
- Multiple locations for resources and information to be accessed
- Full responsiveness: site scales to all different screen sizes, ensuring all features and functions can be utilized when viewing on various devices
- More internal control for the Digital Team and content editors to update content, add video, create forms and change layouts of the website, and all while maintaining consistency with our brand
- Inclusion of the Careers and Opportunities pages where future recruits can easily apply and understand our business better, with the exposure to our other pages and global presences within our site
- Internal management and increased functionality of our language offerings and translated content

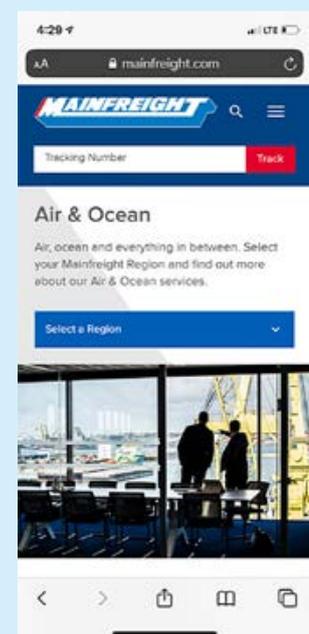
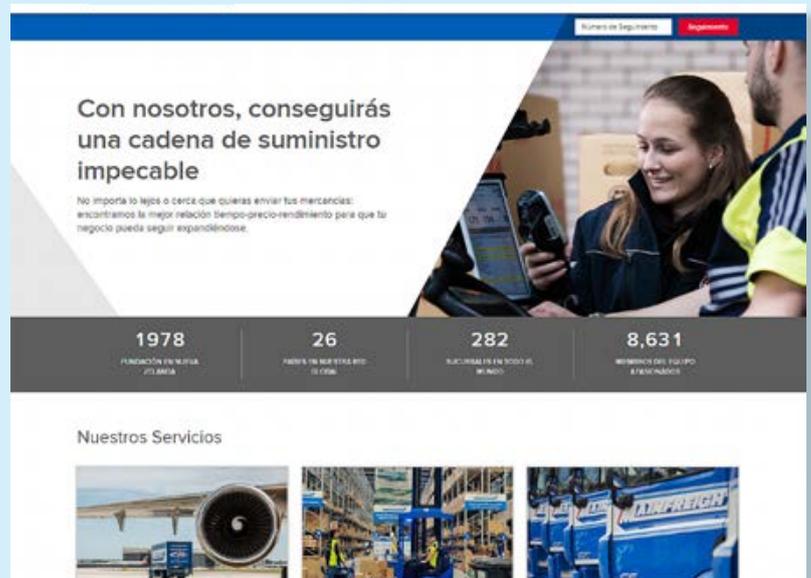
There are a lot of more advanced features we will familiarize ourselves with and utilize now that the site is live. The team has set up a good base to build on these more advanced functions and features; like Tracey, our global chatbot – soon to be released onto all region's pages to answer general questions efficiently and generate feedback to improve website and user experience

The new CMS (Content Management System) that the site is built on is a very powerful, robust machine which provides us the opportunity and ability to continue the growth of our digital presence and online offerings across all Mainfreight brands. With the ability to host multiple sites, the next project on the horizon will be the remodel and modernization of the CaroTrans site, which the teams have already started prepping for. More updates to come!

Localisation Example - Asia Home Page, translated to Traditional Chinese:



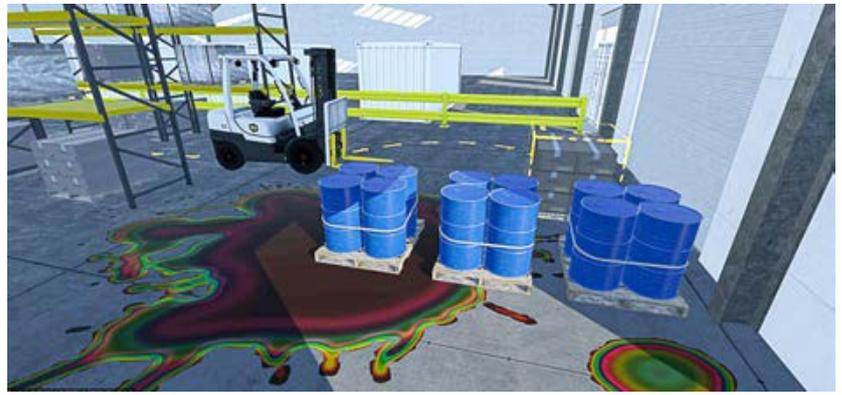
Localisation Example - Europe Home Page, translated to Spanish:



Virtual Reality (VR) Forklift Training – Aditya Hooda

Last year, Aditya Hooda, Anthony Venuto & Justin Ventura presented an idea to the BM's in Victoria as part of the yearly graduate presentations we have here in Australia. We managed to win the state presentations and go on to pitch the idea to the GM's at the national presentations. Our idea, Virtual Reality Forklift Training.

This exciting new technology grabbed our attention due to our existing interest in VR and its possible applications within Mainfreight, as we currently use over 300 forklifts in Australia alone. The key components which we aimed to successfully address with our solution were a reduction in forklift incidents and



increased productivity and skills, all whilst reducing training costs.

Virtual Reality training will allow us to reiterate, improve, and test the capabilities of team members to effectively operate a forklift. Team members will be able to make mistakes in the simulator without

worrying about the risks associated with operating a real-life forklift. The safety benefits presented by simulating such situations as spills, damages and accidents, are a great opportunity for the business and team to better understand, react and avoid these situations.



L-R: Anthony Venuto, Justin Ventura & Aditya Hooda



Sam Viavattene flying solo

AU Wharf Mainstreet Go Live September 2020 – Samantha Ward

Recipe for a successful Mainstreet rollout.

- 1 x large cup of development
- 1 x handful of skilled, dedicated IT team members
- 1 x large scoop of patient, flexible trainers
- Mix all ingredients together and bake

At no time did the recipe call for 2 x Covid-19 lockdowns to be added to the mix!

We faced tough restrictions: shops and business closed, we were locked down to a 5km radius from our homes, a curfew was installed and face masks became compulsory. In true Mainfreight style though, we adjusted, we banded together, albeit from a distance of at least 1.5 metres and quite often more, and we soldiered on. We had a system to deliver!

Our usual style of face-to-face group training went out the window. The Mainstreet IT Support team received

their training remotely, two hours a day for three weeks while locked down in their homes. I learnt more about my fellow teammates in those three weeks than I had in the past 12 months. We were all sharing an experience together.

Trainers Winnie Tong and Gabby Webber were hastily dispatched to Sydney and Brisbane, departing within hours of state border lockdowns with no known return date. Perth, already in lockdown, was fortunate to be able to borrow Sarah Battaglia, one of our

former Mainstreet Transport champs who happily stepped in and took on the role of Wharf Trainer. And last but not least we had the wonderful Kelsey Mitchell holding down the fort back in Melbourne.

Branch Manager and Champ training was held via Webex 8 hours a day for two weeks, helping facilitate the important group discussions between Branches, Trainers and Project Team. Business resources such as video conferencing enabled us to continue this project without missing a beat.

Before we knew it, our go live date of September 28th was upon us. Our support team were up early and ready

to go at 5am on the first morning. By 8am we were concerned that the phones weren't working... a quick double check of phones and Freshservice, yep! They were working, we just didn't have any issues!! We did start to receive tickets as the day progressed but as far as rollouts go, this was going very smoothly.

Each day that first week I waited with bated breath, wondering if this was the calm before the storm. No storm ever came! And now, I can comfortably say the result of this rollout has been miles beyond what I dreamed it could be – it's been exceptional.

As project leader for Mainstreet Wharf AU, I am humbled by the tenacity and spirit everyone has shown throughout this project and the challenges we have all been faced with. To the AU Support team – Sandeep Kaur, Andrew McLeod, Ben Renehan, Justin Ventura and Suman Shuganti – you guys rock! To my fellow teammates in NZ, the ever-supportive and amazing – Rach Moore and Gary Harrington, to Megan Mackay (AU), I couldn't have delivered this project without you. And to the wonderful team at Sandfield who are so patient and have built such a wonderful program, thank you.

New Freman Rollout – Dannielle Steffany

FremanWeb has been one of our largest and most used customer-facing systems, with around 300,000 domestic consignment notes created by our customers every month in New Zealand and Australia.

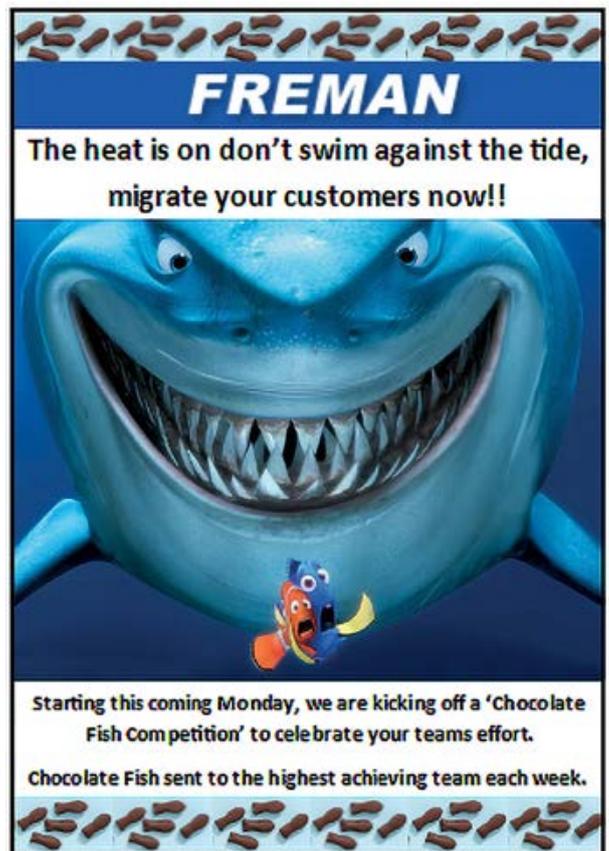
With such high volumes, it therefore plays a massive role in our internal and customer day-to-day operations and influences how our business is portrayed in the marketplace.

Our newest update is simply known as Freman, and while we started migrating customers across to the new system some months ago, we have recent ramped up FremanWeb customer migrations across the board for New Zealand and Australia and will soon be able to shut down FremanWeb.

To help drive this across the line we have launched a fun and rewarding 'Chocolate Fish' campaign with our New Zealand Sales Teams to celebrate and encourage their efforts with migrating customers.

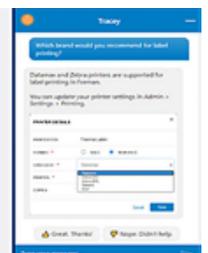
We have some new and exciting features on the horizon including;

- ability to upload documents against a consignment note into Mainstreet (to help streamline operational processes including all documentation requirements for export jobs and Distribution Centre deliveries (packing list, commercial invoice, cartage notes or images of freight)
- implementation of Tracey, our chatbot to help customers with their queries
- ability for customers to specify pick-up and delivery service extras when creating a consignment note e.g. hand unload, tail lift required, etc



Ask Me!

Our latest team member "Tracey" has almost completed her first round of training and will be unveiled shortly to help our customers with their queries



Group Training & Development – Martin Devereux

It is fair to say no one will ever forget this year and what it has meant to experience the various challenges thrown at us as individuals and as a business. 2020 has been a year where we have been forced to take a step back and to be creative, to be innovative, to be pragmatic and to

simply get on and get things done. The contributions from all members from all branches this year have been immense and have not gone unnoticed and unappreciated; thank you. Every crisis sees a sparkle in many Mainfreighters' eyes as it often appears to be these trying times that

bind us together as a family and make us who we are – a “Special Company, Special People”.

Please enjoy the below insights of what is happening around the Training & Development teams across the business.

Australia – Shona Taylor

Like all teams in all countries the COVID-19 pandemic has thrown some challenges at us this year. The team has taken on the challenge and have continued to provide training over WebEx and supporting our branches.

As with any crisis, so to speak, there is always a positive to be found and an opportunity. One of the positives for the Training Team was the opportunity to work in the branches for a period of approximately two months. The team worked in the Warehousing business which required them to undertake tasks they would not normally be exposed to; again building on their knowledge of our business and creating stronger relationships with the different teams in the branches.

During the pandemic we faced the challenge to continue to deliver Mainstreet training to our Owens Wharf brand. Our thanks go to the four trainers, Winnie Tong, Kelsey Mitchell, Gabby Webber and Sarah Battaglia, who went above and beyond to deliver what was needed. In June, due to the borders for each State closing and not allowing Victorian residents to enter other States, we had to act quickly to ensure the training could continue. With a days' notice we had two team members relocate from Victoria, Winnie Tong to NSW and Gabby Webber to QLD. Due to the border permits to enter WA being declined as training was not deemed an essential requirement, we were exceptionally fortunate that Jesse Gray-Morgan in Perth agreed



Owens Mainstreet roll-out
L-R: Antony Papalia and Luke Van Meel

to release one of his team members Sarah Battaglia to train the Owens Perth team. Sarah had been a very successful Mainstreet Branch Champion for Perth Transport during the Transport training in 2018. Kelsey based herself at the Owens Melbourne branch as a Workers Permit system was implemented in Victoria as part of the Victorian lockdown restrictions.

Branch Manager and Champion training sessions were conducted over our video conferencing system, which although not the same as face-to-face training in a room together, worked well. The key to this success was the benefit of having each trainer in the room at the branch with their own set of training computers.

A new addition is our forklift simulator (read more about this in the Australian Warehousing section). The simulator has a suite of modules with tests to



Perth University Big Meet –
Amanda Nugent (Training) & Gerry Randle
(Warehousing) on the recruitment trail

be completed after each module, designed to improve the team member's skillset. The program notifies any areas that were failed which allows us to identify the focus for improvement. The forklift simulator provides a safe environment and more opportunity for any new team member joining our business without a forklift licence, to learn and practice before getting on a forklift in the depots or warehouses. Feedback from the team is how real it is – a great learning tool.

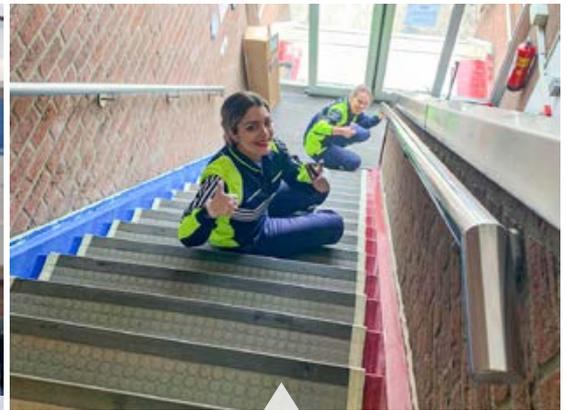
Although we have had our challenges to deliver training this year, we have been able to provide training to the branches with positive outcomes. We are looking forward to next year; we have our fingers crossed that borders are opened and we can see our teams across the country and provide face-to-face training again.

Europe – Courtney Bould New Training Centre 's-Heerenberg

In true Ready, Fire, Aim style, the Training & Development team found an unused space in 's-Heerenberg and turned it into our new Training Centre to ensure all training is now socially distanced. The rooms hadn't been used for around two years so our team scrubbed, cleaned, painted and vacuumed from ceiling to every carpet tile.



Britt van de Weerd before official opening



Paint the world Blue! Elif Bilici and Nena van Londen

Online Connections

What to do when team can't come to us and we can't go to them? Investigate and trial new forums and ways to create learning opportunities. While information and curriculums are not new to the online space the challenge we faced was introducing the family feel, the fun and the cultural learnings our business thrives on.



Nadya Stroomer (left) and Anne-Kim (right)

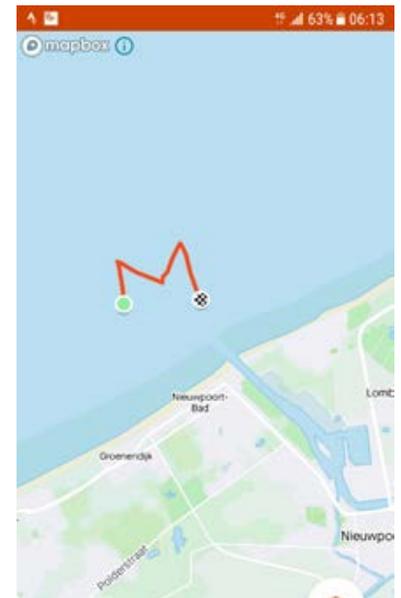


Emerging Leaders Course Online

We ran part of the Emerging Leaders Course online due to travel restrictions between countries. We pushed the bounds of virtual connection by challenging the team to go out for a walk, run, bike ride, and in one case – go sailing, at 6:30 am for their morning exercise, in the shape of our logo – the Flying M.



Wannes van den Kerchove



Online Mainfreight Pub Quiz

Especially during 2020 it's important to keep connected and have a little fun as a team, so we developed a quiz so our branches could be "together when apart".

The team in Romania got pretty competitive while having some good fun! They said: "This Pub Quiz brought us together as a team even if it was just virtual, and reminded us that we belong at Mainfreight."



Iustin Petrosanu, Mainfreight Ploiesti, Romania

Supporting Business

As a business we seized the opportunity to share team members from support teams around the branches to help deal with the workload in 's-Heerenberg. Not only a wonderful way to show our eagerness to help out, but also a fantastic opportunity for the support teams to refresh their understanding of the business. Great efforts from all; thank you.



Nadya Stroomer, helping in the warehouse

New Zealand – Rachel Hustler

Supply Chain Induction Course

With the changes that Covid-19 brought, came an opportunity to revamp some of our traditional ways of doing things. The beauty of our business is that we can offer end-to-end supply chain services globally. Through our new Supply Chain Induction Courses run by our Training Team in New Zealand, we want to empower our team to Think Global, Act Local.

The aim of this new induction style is to:

- Introduce all team members to Mainfreight as a group and into the full supply chain
- Give all team members the opportunity to learn more about how the different business units operate and how they fit together
- See the key similarities and differences across the business
- Meet team and network across the business
- Team can see where they fit and how what they do can impact our other business units

We look forward to sharing the knowledge with more of our new team around the country!

An update on Passport to Employment partnership with Manurewa High School

Following the programme, 80% of the students have found full-time employment at Mainfreight. The planning for the 2021 course is well underway with many Auckland Branch Managers excited by the prospect of having another group of well trained, talented and highly motivated young people entering our business. The positive impact of this is evident; the students are upskilled through training, they earn all the accreditations they could possibly need when starting at Mainfreight, and they are able to apply the credits earned towards their NCEA qualifications.



excellently, Family sticks out the most for me. I'm a people's person and walking into this company no matter where I've been I have felt welcomed and been respected by all my work mates, I feel like we are all equal and am able to build good friendships with everyone around me. I couldn't thank the training centre enough for all the lessons and effort they put into preparing me and my class mates not only for work but for life and that's what I appreciate Mainfreight for the most, they are setting us up to strive everywhere we go not only within the company but as people.

The success of the programme was recognised by the Ministry of Education, we spoke on the benefits of schools working alongside employers in a meeting chaired by the Secretary of Education, Iona Holsted, and attended by 100 of their senior leaders. The purpose was to encourage non-traditional ways of approaching the current curriculum and to challenge the idea that the tertiary pathway is a measure of success. We hope that partnerships such as these become the norm as the support and effort put into our young New Zealanders gets repaid in spades.

We will leave you with a powerful reflection written by one of the students on the course this year:

A Students Reflection on the Journey so far – Jammie-Dee

Coming into Mainfreight I can honestly say it's been a blast! I was privileged enough to go work alongside the Hamilton crew and although it was an early start, I gained lots of experience and was able to put my skills from the training centre into action.

So far, I've worked at three different branches and although they all portray the three pillars of Mainfreight

I've received numerous certificates and qualifications that I am proud of and that I can go home and show my parents who are also tremendously proud, they see me doing something with my life and setting an example for my little brothers and they also love how tired I am after work because they don't have to listen to me talk too much like usual. I will continue to try my hardest at work every day, to bring a positive attitude and do the hard Mahi!!

**Jammie-Dee
Manurewa High School
& Mainfreight Mobile**

Driver Induction Course

As we know, our Drivers are the face of our business, therefore we have developed and run two Driver induction courses to help support the inductions and on-boarding that are completed in the branches for Owner Drivers and their Drivers. The course is tailored to suit any new driver in the business and any other drivers that would benefit from a refresher.

The following topics are covered; our culture, driver operations, life cycle of a consignment note, pickup and delivery processes, using driver wands, the importance of quality systems, log books requirements, transporting dangerous goods and load restraint. The drivers will also have the opportunity to ask questions or clarify their understanding. In 2021 these courses will be extended from Auckland into other New Zealand regions.

The Americas – Raewyn Glamuzina

Like many others around the world, the challenges of the Coronavirus pandemic have impacted us all. This afforded us the opportunity to adapt and find innovative ways to communicate and support our business. For the majority of 2020, our teams have found new and creative ways to maintain business continuity and also our sanity. Such earnest thanks must go to my team and all the team around the Americas for all the phone calls, the Webex sessions and the support shown to us and to all.

Virtual Training

Virtual training became the new normal, despite the steep learning curve among the greater team. Realizing we'd have to transition to the virtual platform, our first course was basically decided for us and with that How to Run a Webex was rolled out.

The challenge of virtual training is to ensure that our team can engage easily and find value in the courses. To that end, we have utilized a game-based learning platform to bring a bit of fun and competition to the learning content.

Our current virtual line-up covers a broad spectrum of topics ranging from Culture through to operational topics such as Transport 101 and How to Run an Effective P.A.T meeting.

Currently in development are Spanish versions of our core courses. Feedback from the team has also highlighted other courses that are of interest to the team.

Health & Safety

As our business continues to grow we saw the need for a regular national health and safety P.A.T including all OH&S officers. This has resulted in the team being able to share their experiences and to support each other by drawing on each other's

knowledge base. A tangible result of this meeting is the team's need for an onboarding program for new OH&S Officers, as we see team members transition in and out of this role.

A core goal from the outset was to raise the awareness and dialogue of

how we can operate our different branches as efficiently and as safely as we can. Input from the team at all levels has been fantastic and it just goes to show the knowledge we have around us when we start to ask questions and listen.

Wishing you and your loved ones a very safe Holiday Season.

Regional Training Roles

Being closer to our customers is a philosophy that is fundamental to our business. The same principle applies to our training and development teams. Our customers are our branches! The restrictions that Covid-19 had on our ability to be face-to-face with our regional teams, emphasises the need to adapt our approach and be guided by one of our cultural principles "keep reinventing with time and growth". As such we are expanding our team into the regions with two new roles; one based in Wellington and the other in Christchurch.

The focus for these roles is to support the entire business in its ongoing success. We are always steered by our three pillars, especially when faced with new opportunities and challenges. In true, Ready, Fire, Aim style, we are still shaping and moulding what these roles will look like with the support of the Branch Managers in these regions. The responsibilities could include, but are not limited to: training and developing our people, keeping them safe, measuring our quality through audits, systems improvement, ensuring the teams understand our technology, and business projects.

We are very excited to see who we will be welcoming into the Training and Development team and what support our team can provide by being closer to our customers.



Martha Valenzuela, LA5 Warehouse



Lane Adamson working from home

Bereavements

Innes Campbell, Mainfreight Wanganui

Innes started with Mainfreight in February 2002, in the Palmerston North Transport branch, and then moved to Wanganui as the branch manager when the branch was established 17 years ago.

Innes was a fairly private person, known by all as being tough but fair. He loved his 4WD, being at the beach, fishing and spending time with his partner Lyn.

Gone too soon, and much missed – rest in peace mate.



Bryan Landin, Mainfreight Warehousing New Jersey

Bryan started with us as a casual in 2015, when Warehousing operated out of Bercik Street. He helped the warehouse transition to the new building and joined the Mainfreight family full-time in 2016. He took on several roles, including Account Champion for several customers.

We knew Bryan as a quiet but very hard worker, hence his nickname Bryan “The Rock” Landin. When someone needed help in the warehouse, he would be the one everyone wanted on their team. He was very passionate about his favorite NFL team, the NY Giants, and playing beer pong on Friday evenings.

Bryan passed away on June 22. Our thoughts are with his family and friends. We will miss you Bryan.



Jeff Saunders, Owner Driver, Mainfreight Cromwell

We lost Jeff Saunders this year, a driver of six years who worked first at Wellington and then the Cromwell branch.

Jeff started doing the city run in Wellington, battled illness and won, then decided to relocate down south to look after our central Queenstown runs.

Jeff was a larger than life character, who always had a good story or two to tell around the depot or over a beer.

Jeff is survived by his wife Ali, his children (Andrew, Stacey, Josh, Matt, and Nathan), grandkids (Ella, Harlee and Ivar) and his beloved dog Jager. Our thoughts are with you all.



Shelley Grayson Dover, CaroTrans USA

Sadly, on Wednesday 14 October 2020, we lost Shelly Grayson Dover to cancer at the young age of 42. Shelly joined CaroTrans on June 23, 2003 as part of the team opening our new office in Charlotte, NC. In September of 2005, Shelly was promoted to be our Charlotte Branch Manager. In April 2018, Shelly moved to a Regional Branch Administration role, covering the Atlanta, Charlotte, and Charleston Branches.

In March 2019, Shelly was diagnosed with breast cancer. She fought this ugly disease for 19 months, and it finally took her life. Shelly is survived by her husband and two daughters.



Kosta Mihos, Air & Ocean Melbourne

Known as “Just a great Guy” Kosta was a career sales person with Mainfreight over many years. Even prior to his passing in November, he was still gaining new customers and calling our customers in between hospital visits.

Kosta was popular with his team mates and admired around the Mainfreight globe. A great family man and crazy Hawthorn supporter (AFL). We are going to miss his conversations and sense of humour; he leaves a great legacy for other team members to follow. His contribution to the Sales culture of our Branch and wider Business is both significant and unforgettable.

Our thoughts are with his wife Annie and his two children Paris and Peter.



SERVICE ACHIEVEMENTS

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

Rex Edwards	40 years	Mainfreight Transport Dunedin
Michel Engel	40 years	Mainfreight Europe
Geert Eummelen	40 years	Mainfreight Warehousing Born
Anita Everaerts	40 years	Mainfreight Warehousing Born
Hans Graus	40 years	Mainfreight Warehousing Born
Chris Roering	40 years	Mainfreight Warehousing Born
Margo Rottger-Goorman	40 years	Mainfreight Transport 's-Heerenberg
Louis Wijnen	40 years	Mainfreight Warehousing Born
Wichard Achten	35 years	Mainfreight Warehousing Born
Astrid Martens-Verbeeten	35 years	Mainfreight Europe
Shane Michallick	35 years	Mainfreight FTL Los Angeles
Jan Nijssen	35 years	Mainfreight Warehousing Born
Walter Parmentier	35 years	Mainfreight Transport Zwijnaarde
Karin Timmerman	35 years	Mainfreight Transport 's-Heerenberg
Ruud Tousain	35 years	Mainfreight Transport 's-Heerenberg
Hennie Willemsen	35 years	Mainfreight Crossdock
Franky Delanghe	30 years	Mainfreight Transport Zwijnaarde
Wim Driessen	30 years	Mainfreight Trucks & Drivers 's-Heerenberg
Corrie Ederveen	30 years	Mainfreight Transport 's-Heerenberg
Jurgen Lukassen	30 years	Mainfreight Transport 's-Heerenberg
Timo van den Bos	30 years	Mainfreight Trucks & Drivers 's-Heerenberg
Lily Villanera	30 years	Mainfreight Los Angeles
Willem Visser	30 years	Mainfreight Crossdock 's-Heerenberg
Yvonne Bleekman	25 years	Mainfreight Transport 's-Heerenberg
Owen Donald	25 years	Mainfreight Transport Christchurch
Darren Jerard	25 years	CaroTrans Christchurch
Hubert Kamphuis	25 years	Mainfreight Warehousing 's-Heerenberg
Henk Peters	25 years	Mainfreight Warehousing 's-Heerenberg
Erik Ruesink	25 years	Mainfreight Trucks & Drivers 's-Heerenberg
Redgy Simons	25 years	Mainfreight Warehousing Belgium
Eddy Stals	25 years	SystemPlus
Mels van Egmond	25 years	Mainfreight Schiphol
Jodi Vaughan	25 years	Chemcouriers Hamilton
Natalie Weijenborg-Bos	25 years	Mainfreight Transport 's-Heerenberg
Jeroen Wierbos	25 years	Mainfreight Trucks & Drivers 's-Heerenberg
Paul Arras	20 years	Mainfreight Transport Cromwell
Lydia Baars - Kuster	20 years	Mainfreight Transport 's-Heerenberg
Hayden Bell	20 years	Mainfreight Auckland Owner Driver
Erik Berger	20 years	CaroTrans National Team
Remco Berndszen	20 years	Mainfreight Trucks & Drivers 's-Heerenberg
Erle Betty	20 years	Mainfreight Air & Ocean Wellington
Hans Bruggeman	20 years	Mainfreight Transport 's-Heerenberg
Wim Buijzert	20 years	Mainfreight Europe
Andrea Cherry	20 years	CaroTrans Seattle
Robert Deman	20 years	Mainfreight Warehousing Oostende
Nicole Donders	20 years	Mainfreight Warehousing 's-Heerenberg
Tania Donis Psarou	20 years	Mainfreight Transport 's-Heerenberg
Olaf Eenstroom	20 years	Mainfreight Trucks & Drivers 's-Heerenberg
Leroy Elderman	20 years	Mainfreight Europe
David Heka	20 years	Owens Auckland
Patricia Heijnst	20 years	Mainfreight Transport 's-Heerenberg
Milo Janssen	20 years	Mainfreight Warehousing 's-Heerenberg
Nazim Khan	20 years	Mainfreight Metro Auckland Owner Driver
Stina Kristiansson	20 years	Mainfreight Transport 's-Heerenberg
Harald Kuhfuss	20 years	Mainfreight Crossdock 's-Heerenberg
Laura Litchholt	20 years	CaroTrans National Team
Trisha Maahs	20 years	CaroTrans Los Angeles

Ferdinand Massop	20 years	Mainfreight Transport 's-Heerenberg
Marie Morales	20 years	Mainfreight Los Angeles
Filipe Peini	20 years	Daily Freight Auckland Owner Driver
Cameron Power	20 years	Mainfreight Dunedin Owner Driver
Esther Pol - Bolwerk	20 years	Mainfreight Transport 's-Heerenberg
Olivia Rodrigues	20 years	Mainfreight Los Angeles
Servet Sahin	20 years	Mainfreight Warehousing Zaltbommel
Pascal Sas	20 years	Mainfreight Trucks & Drivers 's-Heerenberg
Veronica Schock	20 years	CaroTrans Atlanta
Anita Smith	20 years	Mainfreight Los Angeles
Regan Somers	20 years	Mainfreight Auckland Owner Driver
Rowena Tauanuu	20 years	CaroTrans Los Angeles
Annette Thiele	20 years	Mainfreight Crossdock 's-Heerenberg
Guus van der Stelt	20 years	Mainfreight Transport 's-Heerenberg
Remo Verschueren	20 years	Mainfreight Crossdock 's-Heerenberg
Pascal Wevers	20 years	Mainfreight Crossdock 's-Heerenberg
Shane Williamson	20 years	Mainfreight Air & Ocean Tauranga

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

Long Service Legends

Grant Breach, Owens Warehousing Christchurch



Nikita Swarts presenting Grant Breach with his 30 years' long service certificate. Check out that neat Owens truck cake!



Robyn McCarthy, Mainfreight Air & Ocean Tauranga



Robyn McCarthy and Shane Williamson - congratulations on your 30 years' long service Robyn

Mladan Yagmich, Mainfreight Warehousing 107 Westney



Travis Hari, Branch Manager, presenting Mladan Yagmich with his 30 years' long service certificate

Erle Betty, Mainfreight Air & Ocean Wellington



Erle Betty receives his 20 years' service certificate from Scott Rice

Warehousing Legend

Congratulations to Riyaz Jordan "The Rock" for celebrating 20 years at Mainfreight. Riyaz has worked in three different countries and with three of our businesses.



Riyaz – then ...



... and now – 20-year celebration
L-R: Shane Zielonka and Riyaz Jordan

20 Years Already? – Lisa Raimondo, Air & Ocean Adelaide

I cannot believe it has been 20 years! I started off at Owens Global Logistics in an administration traineeship position back in August 2000. Three months into my traineeship I learnt an Export Role and started exploring the world of shipping.

Over the years I have grown up in front of my Mainfreight family by way of an engagement, wedding and having 2 beautiful boys. I have worked alongside some great Team Members and had wonderful leadership from past and present branch managers.

Currently I am working in an Air Freight Operation role which I really enjoy, and work in a branch filled with a good vibes and an exceptional team. Still to this day I am learning new aspects of the business and anticipate what the future will bring.



20 Year Legend – Paula DiBella, CaroTrans Melbourne



Paula DiBella receives her 20-year certificate from Debra Carr

Mainfreight 's-Heerenberg Farewells Two Legends!

Jan Wassink recently retired after 46 years of service. Thank you for all your great work and getting the job done! We wish you all the best with your well-earned retirement.

And, after 33 years of service, Piet Speet can also enjoy his retirement! We wish you all the best!



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

Auckland Marathon

The ASB Auckland Marathon is an annual event with a range of distances so everyone can participate. With New Zealand at Level 1, the Marathon was able to go ahead and was held on Sunday 1 November 2020.

Every year we have a group of keen Owner Drivers turn up, collect the runners' bags and take them to the finish line. Well done Narinder Singh, Pranil Prnil, Jaswinder Singh, Arpandeeep Singh, Raman Saini, Lowrance Lal, Bimal Prakash, Dave Afu.



Mainfreight Canada's 8th Birthday

Mainfreight Canada started as a team of three, handling air, ocean, transport, and warehousing with a profit pledge of \$25k, and now we're at 30+ team members across our three divisions, with a profit pledge of \$1M! Tap yourselves on the back, please... If we didn't have social distancing I'd be tapping you on the back myself!



Standing L-R: David Frisina, Elchanan Fontaine, Peter Igboanugo, Simon Yu, Alessandra Aguiar, Aditya Prabhu, Flavia Muniz
Kneeling L-R: James McWilliam, Stacey Mitchell, Evelyn Man, Nelson Severino

Halloween – Here, There and Everywhere!



Westney Road Exports Team – Joe and his Tigers



Westney Road Sales Team – Harry Potter



Mainfreight New Plymouth



Mainfreight Lyon



Westney Road Imports Team – Witches and Ronald Dahl



Warehousing Evengem

Back when a bubble was just a bubble!

Yvonne, aged 8, granddaughter of Gary Dyason (NZ Training Team) at the 2019 Mainfreight Kids' Christmas Party



Supporting Rainbow Day – Owens Warehousing Christchurch

The team at Owens Warehousing in Christchurch recently supported Rainbow Day by keeping it simple – talented Emily Fowler was nominated to bake a rainbow cake with Andrew Maxwell revealing his hidden skill for face painting pride flags. Overall it was a fun way to end the week and celebrate our LGBTQI+ community.



Back row L-R: Liz Butland, Sophia Shaw , Ethan Irving, Bryce Coulter, Andrew Maxwell
Front row L-R: Jet, Emily Fowler, Becs Hayward, Jamie-Lee Takerei-Nuku



Emily Fowler with her rainbow cake creation

Health & Safety Training

Europe Team – Health & Safety Coordinator training with 1.5m distance

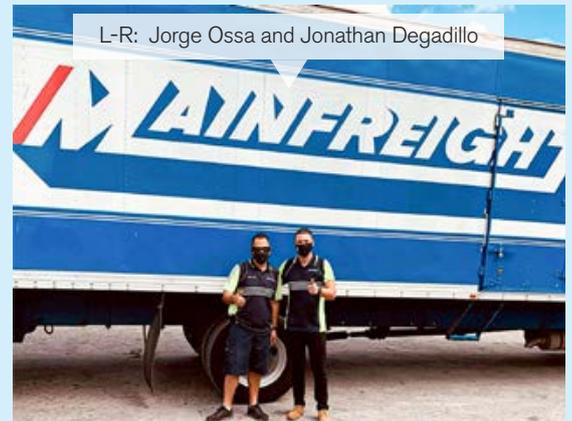


L-R: Rustem Usuban; Edwin Nienhuis; Maurice van den Berg; Leon Heister; Tiemen van der Worp, Werner Hoofs; Angelique Stefas-Vinkenvleugel; Adrie van Haaren; Kasia Woitaschek

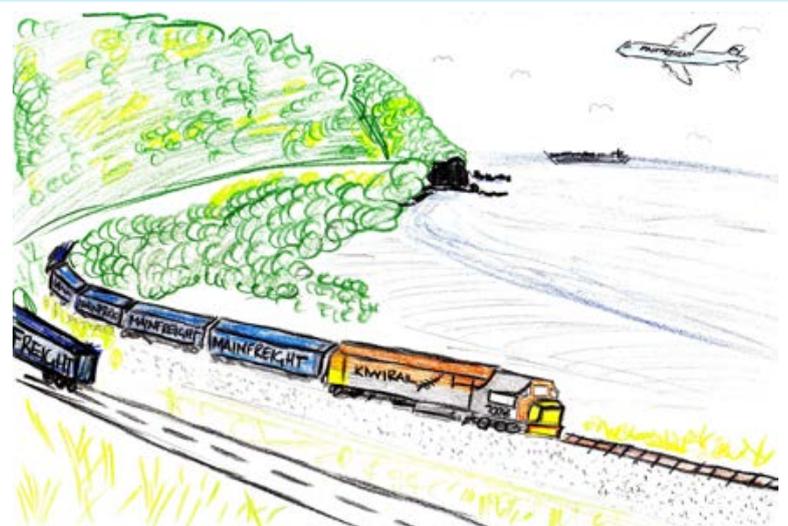
USA Driver Appreciation – Drive Alongs

Jonathan Degadillo writes: I recently joined Mainfreight and have been welcomed with open arms by the team. Being new to the Miami branch, a drive along was part of my onboarding process and driving with Jorge was an experience I am glad to have had!

In my ride along with Jorge, I met some of our current customers that we do business with, and even connected with a few prospective businesses that could use our service. Learning what Jorge does on a day-to-day basis made me realize just how hard our drivers work to deliver that Mainfreight quality!



L-R: Jorge Ossa and Jonathan Degadillo



Great illustration from Jazmyne Witteman (aged 10). Jazmyne is the daughter of Alicia Coles, our South Island Business Development Manager

Minneapolis Volunteers

The Mainfreight Minneapolis team has supported the non-profit organization Feed My Starving Children for the past couple of years. FMSC is committed to feeding children and families worldwide in both mind and spirit by delivering nutrient-dense meals packed and paid for by volunteers like ourselves. Recently, the team made it back to pack meals for the first time since the COVID-19 pandemic outbreak. Even though we could only work in a group of 5 (reduced from 15) due to extra precautions, the team was enthusiastic and efficient and packed 13.5 boxes or 2,916 meals. More importantly, in just over an hour, the 5 of us were able to pack enough meals to feed eight children a warm, nutritious meal for an entire year.



L-R: Nathan Herold, Derek Benoy, Rose Peterson, Cassandra Brunclik

Feedback

From: Andrea P
Sent: Wednesday, 22 July 2020 10:09 AM
To: Warren McKee; Julie
Subject: Maketu School says Thank you Mainfreight :-)

Good morning Warren and Julie

In the last weeks of Term 2, our school received your box of crunchy apples which we are truly very very grateful for. The tamariki absolutely loved them! Your community spirit and support does not go unnoticed. Thank you very much for your manaakitanga and rangatiratanga. The kindness, caring, sharing and being a leader in our community is very heartfelt, a strong imprintation in the minds of our young ones, our parents and our kura community.

We have attached a copy of photos from our junior class with parental consent to share it with you. One wee little girl does not have teeth so used her fingers instead lol.

Also one of our seniors said that your Tauranga/Mt Maunganui depot is looking amazing and fierce!

regards

Andrea P
Administration Manager
Te Kura o Maketū | Maketū School



From: Jason G
Sent: 17 September 2020 15:27
To: Graham Cordingley
Cc: Nicola White
Subject: Nicola White wonderful!

Good afternoon

I just wanted to send an email this afternoon about one of your staff, Nicola White. She is amazing - one phone call to her today and she went above and beyond from start to finish. Think there needs to be more Nicola White's in the world! I can now go home and give my little boy some good news for his birthday. And I cannot praise her enough or have the words for today. You should be very proud as a company to have someone like her on the end of the phone thanks you so much.

Jason G

From: Nan P
Sent: Thursday, 23 July 2020 4:32 PM
To: Mainfreight via Computershare
Subject: Re: Mainfreight Limited - July Newsletter 2020

What an amazing newsletter! Thank you.

Having been a shareholder for many years (and reaping lovely profits along the way!) I have been continually impressed with the way Mainfreight operates. It is so very obvious you care a great deal for your staff and when required, the willing "give and take" stands out a mile.

All this stems from the top who from the very first day Mainfreight began to operate, set an example which has never faltered. I am so proud of you - a wonderful New Zealand company.

Well done and congratulations!

Kindest regards,
Nan P

From: Andrew J (SAPOL)
Sent: Friday, 16 October 2020 5:03 PM
To: Susie Meechan
Subject: Compliance Check 10/10/2020

Good Afternoon Susie

I have spent six days at Port Augusta at the Weigh Bridge doing HV Compliance.

Stopped one of your Prime Movers driven by Chris Brooks.

Chris Brooks, the driver at the time of the interception, I wish all drivers were as courteous and professional as him and his wife.

People like them make my job easier, and they are a credit to your company.

Other Officers with me also commented on their manner and professionalism.

Could this be noted somewhere please on their file.

Kind regards

Jay

Senior Constable First Class A.(Jay) J
Highway Patrol Eyre & Western L.S.A. -
Port Lincoln (214)
South Australia Police

James

Assign Conversation ▼

WED 7:32 PM

Hi team,
Just wanted to send you a bit of feedback. Amazing service from you today.
I bought a bloody huge stand up paddle board from Torpedo7. Quite a big parcel to go missing. But it went missing.
Despite my invoice listing my address correctly, Torpedo7's human error in posting this behemoth added an incorrect address to the parcel, to some other Welly CBD address down the road from my office. Mainfreight did exactly as the address label instructed. It was just the wrong address. Not your fault.
I rang you guys at about 1pm today, I think, asking where it was. You told me it had been delivered. Despite this absolutely not being your problem and being quite within your rights to tell me to take it up with Torpedo7 for being useless, you chased down dispatchers and drivers for me and within about 2 hours, you had figured out where it was, collected it and delivered it to my correct address. It was a bloody big package and, no doubt, a pain for you guys to have to deal with when you'd already done your job perfectly.
Bloody outstanding service, above and beyond. I'm really grateful.
Thanks for being good buggers.
James

From: Megan K
Sent: Wednesday, 17 June 2020 5:39 PM
To: Jason Morgan (MFT WEI)
Subject: Mainfreight
Driver: Duane

Hi there,

We just wanted to send an email to let you know that we are so impressed with your driver Duane. I believe he is based out of Whangarei.

He delivered some architraves to us last year and came again today to deliver more.

He is such a pleasant, friendly guy. He called this morning to check we would be home and to check access for his truck.

Then he called to let us know when he was almost here this afternoon.

It is rare these days to receive above average service and he certainly delivers.

He is an asset to your company.

Regards,
Megan & Tom K
Mangawhai

*Great work Duane - Owner Driver,
Mainfreight Whangarei*

From: Spud McK
Sent: Friday, 7 August 2020 1:59 PM
To: Nathan Zahra
Cc: Sander Vreeburg ; Jesse Gray-Morgan
Subject: Equipment Melbourne -> Perth

Hi folks,

I just wanted to thank your whole team for your amazing service with my Melbourne - Perth consignment.

As a transport/logistics amateur I really didn't know what to expect when I started trying to organise pick-up transport of what were awkward items, made all the more difficult with my being on nightshift in the middle of the Timor Sea.

I honestly thought a smaller operator would give the best service for the money..... but how wrong was I?!

Not only was Mainfreight competitive on price but the level of service was in another league.... from Nathan giving fantastic personalised service, to co-ordinating pick-up/drop-off, the right trucks/loading equipment... right down to the big smile and cheery wave from the driver heading away after drop-off, the whole thing was pretty much faultless.

I'm only a private individual, no business involved, so I had to take a deep breathe before committing to purchasing this equipment....if only I knew then what I know now it would have been a lot less stressful! And that is thanks to you and your crew.

Hard to explain, but I just wanted to pass on my appreciation: Mainfreight rocks!

Keep doing what you're doing,

Bruce McK
Karragullen, Perth

From: djf
Sent: Friday, 16 October 2020 4:52 PM
To: Nikki Cooper
Subject: Investor day at Mt Maunganui

Hi again Nikki,

Please pass on our thanks to everyone involved in the Mt Maunganui site tour on Wednesday. We really enjoyed being able to more fully understand how Mainfreight works, particularly to hear more about the culture which seems to be the key to the company's success.

We have shares in several companies both on the NZ and overseas exchanges. Without a doubt Mainfreight is our favourite company and we were delighted to have the opportunity to learn more about it and to see first-hand a working depot.

Congratulations to everyone on the fantastic results so far this financial year and once again our thanks for the site tour.

Regards
Duncan and Pat.

From: Jamie G
Date: September 17, 2020 at 5:44:32 PM EDT
To: Vincent Marciano (Mainfreight USA), Carol Mcleod (Mainfreight USA)
Subject: Re: MAINFREIGHT INC. (US) Order: SOXXXX

Hi Vincent,

I must say that Carol and your team provided the BEST customer service and support I have ever received in all my years in this industry. We do have 1 more and a total possible of 3 more air shipments coming up as well as others that will be by sea. I know our contact in Hong Kong has sent one to be quoted by your HK team already so that should be coming up shortly.

Best Regards,
Jamie G
Head of Sales and Marketing

From: Tom M
Sent: Monday, 15 June 2020 8:12 PM
To: David Carswell
Subject: Chem Tag Line

Hi David

I saw one of your trucks have the funniest tag line on the back I'd ever seen. It said something like - a little bit of laughter and a good sleep is the best cure.

Can you send me a pic of the truck if you have one? It's the best motto I have ever seen in my life and nobody believes me that its true..

Thanks !!
Tom



From: Kiera F
Sent: Friday, 28 August 2020 12:16 PM
To: Charlie McDermott and the team at Radius Drive Warehouse, QLD
Subject: Thank You

Good Morning, Charlie, Harry, Jenny, Brent, Stephanie, Simon, and the rest of the team, I just wanted to say a massive thank you to the whole team for all you have done for us over the last few weeks. We threw a lot of curve balls at you and you have been amazing. Thank you for helping to make the moving process as smooth as possible especially given all the changes along the way. The move would not have run anywhere as well if it wasn't for all of the Mainfreight team's efforts.

We are looking forward to working with the team in the future and believe this is the start of a great partnership together.

Thanks again for making me feel welcome with my desk, lunches, morning teas and the great hospitality.

I hope you all have a great weekend.

Kind Regards
Kiera F



ASIA



AUSTRALIA



NEW ZEALAND



EUROPE



AMERICAS



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***Wishing you all
a Maaa-ry Christmas***

***and a Goat
New Year
(no kidding!)***

Along with worm farms, vege gardens and chooks, we have a family of goats out the back of the Mainfreight Auckland branch – pictured are Billy-Jean and her baby Bob.



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