

MAINFREIGHT

NEWSLETTER DECEMBER 2022

MAINFREIGHT TEAM REVIEW





A Word from Don

Welcome to our Christmas Newsletter, produced for our team, customers, and the odd interested analyst.

Included in this year's edition is an array of contributions from those of our team from across our ever-expanding global network of branches and people. We now have 11,117 people in our Mainfreight family across 316 branches in 26 countries – an increase of 2,384 people in the past two years. Such has been the necessity as we continue to find growth and to ensure we are delivering high quality logistics services for our customers.

We remain very focused on intensifying our network across cities and countries. As country borders reopen, it is providing us with the ability to further expand our global reach. Indonesia opened in August and we are firmly focused on getting established in India.

We have 8 land acquisitions, 11 new buildings in plan and 73 new lease facilities underway. Included in these land acquisitions, are sites in the Americas and in Europe – such is the confidence and progress we have made across these two continents in the past few years.

Expect to see more rear-loading docks on our new Transport facilities, providing greater efficiency – particularly for our road linehaul movements.

To fund the land and building transactions, we expect to invest \$707 million across the next two years, investing for the long term, and providing our people with the very best of facilities for high quality, efficient logistics. This is an increase of \$166 million from our original estimates and a reflection on our network demands and confidence.

This will require ongoing growth and capability in all parts of our network. The contribution from every one of us is important in serving and delighting our customers at every opportunity. Taking responsibility as close to the customer as possible is a key part of who we are.

Please take ownership and make decisions quickly and efficiently. If we can do it better, let's find a way.

While the congestion issues of the past few years are behind us, growth opportunities continue to present themselves. We want to take advantage of this growth wherever possible. Please continue to be useful and honest with our customers. They too will be requiring the very best levels of service as we all navigate uncertain economic conditions.

Thank you for another remarkable year. Our half year financial results have been released to our Shareholders and the market.

These continue the trend of producing better results year-on-year. Our revenue has exceeded NZ\$3 billion and profit before tax at NZ\$301 million for the half year. Momentum leading into Christmas has been good. Keeping ourselves focused on growth, profitability and managing our overhead costs will be key to achieving a good year-end result. The preparation, passion and attitude we can see across the network, will be key in delivering these results.

We remain a very special business because of the very special people who create it.

Merry Christmas and a safe fun filled New Year, wherever you are in the Mainfreight network.



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◀ Cover: Christmas illustration by Maria Teodora Voicu, age 9. Daughter of Madalina Voicu - Mainfreight Ploiești Romania



Mainfreight Australia – Rodd Morgan

Team, Although we are now well past the announcement of our half-year trading results, it is pleasing to note that our financial momentum has continued well into this financial year with revenues up 33% and profits ahead by 42% at the half year point. All of our products (divisions) that make up this result were also ahead in both sales and profits which is something to be proud of given how strong last year was.

It is fair to say that last Christmas the quality of our performance was affected in some parts of our business due to a perfect storm of difficulties. Record volumes, team numbers unable to be at work due to isolation rules, and further inefficiencies caused by the need to operate our

business in team bubbles and the broader supply chain congestion were contributing factors. This year we have put in a lot of planning to ensure that our peak season service performance is the best it can be. Moving our customers' freight on time and intact remains our primary function and is the reason we all come to work each day. The resilience and toughness of our team is again on display as we find ways to move the volumes of freight that peak season presents.

Last year we opened six new branches and our continuing solid business performance and desire to expand has seen us open a further four since last Christmas. Major building projects on our owned sites in Adelaide and Dandenong South have also recently come online which

is exciting. We now have operations in 21 different cities and towns around Australia. Within the next five years, we plan to increase this to 35. This network expansion is a key part of our growth strategy as it helps us provide better quality and gives us the opportunity to service customers from these new regions.

All of our major new sites will include sustainability features that provide real, meaningful, and measurable reductions to the impact our operations are having on the environment. There are more details in the following pages, but in summary and among other things, these sites will be 100% water self-sufficient and depending on the site, up to 97% power self-sufficient.

Five Things to Do Better in 2023

1. Take an interest in your branch P & L that is displayed on your quality board each and every week. Branch Managers should better scrutinise the monthly financials and discuss the good and bad with the whole team.
2. Be punctual to all your appointments and meetings. Nothing undermines your credibility more than being late.
3. Act with a spirit of generosity when dealing with other branches, brands, and especially the other countries we operate in. We must all do what is possible to help each other grow & be better – particularly in our smaller fledgling operations.
4. Play your role. Make sure that you perform your particular role in the business well. If every member of the team did their role to a high standard, we would have quality and unlimited growth potential.
5. Efficiency. Be active in finding ways to save costs and complete processes more efficiently.

Points four and five above are particularly relevant at the moment as it appears again that 2023 may well see a slowdown in our broader economic environment. We can have hope that our economy will again display the resilience it has shown many times in the past but we must prepare for this prospect.

Remember, it is and always will be about quality – great quality is our defence against all obstacles and challenges.

Thanks to those team members that will be working through the Christmas and New Year period. For those taking a break, please do your utmost to enjoy yourself and refresh. Compared to last year when there were still restrictions in place in some areas, getting together with friends and family will be extra special this year.

Enjoy your hams and the exciting information contained in the following pages of our Christmas update. Have a very merry Christmas - Best Wishes, Rodd.

Mainfreight Transport – Simon Hart

Delivering a quality service for our customers comes first, above everything else. What does quality mean to us? Our first priority is to deliver the freight on time, in full, and in perfect condition. We expect immaculate presentation of our team, our branches, and our vehicles. “If you look tidy, you will play tidy”.

Our goal for this year has been to make up for lost time after two years of disruption. Improving our quality is top of the list. We have done this by intensifying the training in our branches, so our team understand our processes and the reasons why we do them. We have run 26 induction courses for new team members (over 200 people) an improvement on the previous two years in which we completed only six. In March, by branch, we implemented measurable plans to become more agile, so we can quickly respond to spikes in volume and unexpected disruptions. As a result, our delivery performance continues to trend upward even with volume in the network growing.

To have good quality you need good people, of which we have an abundance. Then you need good processes and training for the team to understand why we use them. To lift quality to the next level and become more productive and efficient, you can

introduce technology. However, technology doesn't work if you haven't ticked the first two boxes. While there is much to do, our new systems and scanning on the dock (aka. Project Real Time) have enabled us to do more at the dock in front of the freight. The objective is to empower our people to resolve challenges as they arise, whilst providing the customer with enhanced visibility.

Lastly, we have been working on delivering more of our freight on a Blue Truck. To achieve this, we needed more Mainfreight branches in regional locations. Adding to Wollongong and Traralgon last year we have recently opened Mackay, Orange and Dubbo. We have only been able to deliver on this strategy because of the great people in our business who have put their hands up for a new challenge. We have a further eight to open in the short term. So, if you are looking for your next challenge, keep an eye out for these roles as we advertise them internally.

Thank you team for all the hard work and commitment you have put in this year. We are in a good position to delight our customers during this peak period due to our team's collective energy and passion. Enjoy a well-deserved break with family and friends over the Christmas and New Year period.

Areas of Opportunity

- 1. Delivery performance:** We are now ready to ensure we are consistently achieving the expected level. Please remember that this is a daily discipline, we need to hustle to make sure we are delivering all of the freight every day.
- 2. Communication:** We will inevitably encounter challenges during this peak period. Give bad news early. Our customers respect our honesty and integrity. As time ticks away so do the opportunities to fix arising issues - so act with pace.
- 3. Presentation:** Never walk past rubbish on the floor. The immaculate presentation of our vehicles, facilities and the team is nonnegotiable (it is even more important when we get busy). If we look tidy - we will play tidy.
- 4. Systems and Processes:** We won't compromise on load restraint, fatigue management, and over management. These disciplines become more important as we start to get busier. Daily disciplines need to continue to be achieved daily even when the pressure is on us. In the end, it will save us time.

Outward Bound – Shenaye Campbell

I am so grateful to have had the opportunity last month to participate in a prestigious part of the Mainfreight culture that is Outward Bound (OB), in Anikiwa New Zealand. There are not too many instances in your life where you get to spend 8 days solely focusing on yourself, your goals, and how you will achieve what you hope to in your personal and professional life.

Those of us who have been lucky enough to experience Outward Bound know that while it is one of the most challenging weeks of your life it is also by far the most rewarding. From the moment I got the call, I was incredibly excited but also very nervous, as the only thing I knew about Outward Bound is “You don't talk about Outward Bound.”



L-R: Hayden Smith, Stijn Vliegen, Milan Cihak, Justin Yonkelowitz, Adam Romejko, Marshella Oosterbeek, Steven Hong, Shenaye Campbell, Diego Cueto, Ajanae Hunter, Nicole Szelest, Michelle Yip, Edward Son, Andy Taunga

Post course, I can absolutely say that it's for the best – that feeling of anticipation only amplifies the experience.

The key takeaways for me – are the power of positive thinking and the fact that you are your own biggest barrier in life. The highlight was our team – 14 Mainfreighters from all over the

globe. We came together for 8 days sharing and supporting one another through some life-changing moments. If I can recommend one essential item to pack, however, it is absolutely earplugs (when sharing bunkrooms together – enough said!) The determination, grit, and blue blood that everyone brought along with them, as

well as the lifelong friendships we forged, are things I will treasure forever.

Outward Bound is the embodiment of the Mainfreight way and exemplifies our motto 'Special People, Special Company'. If you are lucky enough to attend this amazing course, jump right on in with both feet and an open mind!

Sustainability – Martin Wierzbicki

With the aim of reducing the impact of our operations on the environment, we have implemented a range of sustainability initiatives across all our new sites. Our two owned projects (Adelaide Transport in Regency Park and Dandenong South in Melbourne) were completed in the last few months and showcase our intent of reducing our carbon footprint.

Solar and Batteries

Adelaide Transport's system consists of 1MW of Solar and 2MWh of Batteries. This system is made up of 1,852 panels and brings our site to 94% off-grid.

Melbourne's Dandenong South consists of 1.5MW Solar and 3MWh of Batteries. This system is made up of 2,778 panels and brings our site to 90% off-grid.

The two systems combined will reduce our emissions by approximately 2,000 tonnes per annum.

Rainwater Harvesting

We use our large roof areas to capture and reuse rainwater. With a storage capacity of 1 million litres in Adelaide and 1.6 million litres in Dandenong South, we can supply all our irrigation, truck wash equipment, and toilets with rainwater. Water filtration systems have also been installed allowing us to harvest rainwater into potable drinking water for our showers and taps. Both sites are 100% self-sustainable for water.

Other Sustainability Design Initiatives

It doesn't end there! All our new sites are fitted with smart EMS (Energy Management System) and BMS



Adelaide Transport Solar PV Installation

(Building Management Systems) systems to allow for real-time monitoring and reporting. These systems assist us in reducing operating costs through energy optimization and minimizing maintenance spending.

Our sites are also fitted with efficient daylight harvesting LED lights throughout, electric vehicle and truck charges. We also cultivate our own veggie gardens to supply our team kitchens with fresh fruit and vegetables.

Electric Vehicles – Massey Wade

The pace is quickening with two Hino SEA 6plt units on the road in Sydney and in Melbourne. Six more Foton iBLUE urban delivery units are being branded and will be on the road within weeks. Destined for Perth, Adelaide, Melbourne and Townsville our carbon emission intentions will leave a footprint across Australia.



Hino SEA 6plt EV's

Driver Appreciation Week

Driver Appreciation week took place this year in September. It is an opportunity for the team to show our appreciation for what they do. Our drivers represent us every day on the road and in front of our customers. They are the face of our business and

we are grateful for the way they represent us and carry out their jobs. Each day our Owner Drivers were showered with gifts, food, and the trucking essentials (Tire Shine, Chamois, Air Fresheners, and a custom lunch bag).

Sydney Metro, among some other treats for Driver Appreciation Week, hosted a manoosh breakfast for the drivers (their favourite breakfast choice).



L-R: Didy Sun, Peter Huang, Fadi Daftar, Mushtaba Zohori, Ghulam Zohori, Francesco Ferreira, Rahul Prasad, David Ngyuen, Marwan Albaba, Andrew Kumar, Van Le, Arpeet Baral



L-R : William Su with Jackson Bartlett

Mainfreight Orange – Tori Graham

“You’ve got the whole town talking, the big blue and white building on Ash Street. A company like Mainfreight moving into a town like Orange, they’re all talking.” The excited words of a local who called past the depot for a sticky beak one week before opening.

If I hadn’t already known we lived by Ready, Fire, Aim, I certainly would now. What a whirlwind these last couple of months, with the lead-up to our opening, it has been. But, here we are in our freshly renovated depot, with our clean and shiny trucks – painting another part of the world blue.

Within days of our new 14 pallet truck being delivered (and left out the front for all to see), we had businesses making online enquiries and calling through to discuss the possibility of partnering with us for their supply chain needs.

In my first Mainfreight interview (almost 6 years ago now) my Branch Manager said that he was looking for team members who would one day sit in his seat. As I sit here and reflect now, I know that I have chased that vision down. I am proud that the small but growing team we have begun building in Orange, are all chasing down that dream as well. Mainfreight takes on the Central West.



L-R: Sara Belcher, Toni Cardow Mainfreight Orange

Claims Performance

Outward Consignments Per Claim				Inwards Consignments Per Claim			
Branch	To Sep 2022	To Mar 2022	To Sep 2021	Branch	To Sep 2022	To Mar 2022	To Sep 2021
CCA BRISBANE	16837	54355	82574	CCA CLAYTON	18314	18053	13603
CCA CLAYTON	14702	25855	14679	CCA EPPING	11364	11195	0
MFT GEELONG	12346	1416	799	MFT WOLLONGONG	11141	11413	0
CCA EPPING	12101	475	454	MFT TOWNSVILLE	10216	3573	3930
CCA PERTH	8334	8514	6888	MFT TRARALGON	9727	9754	8873
MFT ADELAIDE	4932	3088	3562	CCA PRESTONS	6510	4353	14792
MFT NEWCASTLE	4769	3239	2824	CCA PERTH	6273	6397	0
CCA PRESTONS	3841	9790	19410	MFT CLAYTON	5523	3645	4107
CCA ADELAIDE	3344	3759	0	MFT TAMWORTH	4643	1642	971
MFT CLAYTON	3062	2117	2335	MFT PERTH	3987	3489	3941
MFT ALBURY	3036	2270	4451	MFT BENDIGO	3943	8080	0
MFT BALLARAT	2902	959	1159	MFT NEWCASTLE	3776	3013	3052
MFT TAMWORTH	2361	3386	2212	MFT ALBURY	3739	3727	5525
MFT NARANGBA	2331	939	782	CCA BRISBANE	3691	4132	9937
MFT TOWNSVILLE	2237	3368	10890	Total Company	3357	2753	3408
Total Company	2023	1800	2019	MFT GOLD COAST	3337	3999	4634
MFT PRESTONS	1830	1090	1266	MFT ADELAIDE	3034	2276	2761
MFT CANBERRA	1802	1638	2173	MFT ERSKINE PARK	2009	2304	3153
MFT EPPING	1792	1348	1536	MFT PRESTONS	1931	1074	1264
MFT WOLLONGONG	1577	13693	0	MFT BALLARAT	1902	5988	4102
MFT BRISBANE	1547	1423	1637	MFT CANBERRA	1836	2773	3364
MFT TRARALGON	1295	1248	0	MFT BRISBANE	1768	1968	2016
MFT GOLD COAST	988	1384	2846	MFT EPPING	1752	1437	7032
MFT TOOWOOMBA	951	4338	0	MFT NARANGBA	1610	2622	4055
MFT PERTH	774	626	696	CCA ADELAIDE	0	9772	0
MFT ERSKINE PARK	664	1945	2368	MFT BUNBURY	0	0	0
MFT BENDIGO	0	9327	4769	MFT GEELONG	0	2930	1693
MFT MACKAY	0	0	0	MFT MACKAY	0	0	0
MFT BUNBURY		0	0	MFT TOOWOOMBA	0	5063	4085

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

Australia Warehousing – Riyaz Jordan

Welcome team, and thank you for being part of another remarkable year. It has been an ever-changing journey, and we would not have made it through without your perseverance and hard work. Thank you to the Team and our customers as we work through the road of recovery after the past few challenging years. I hope you enjoy this newsletter.

2022 has been a year of recovery. We started the year with positive news of the relaxation of rules and State Legislations caused by the Covid-19 pandemic. We are finally starting to see normality back in our lives which has been a refreshing change.

Within our warehousing business, the extended peak throughout the year has continued causing our warehouses to be jam-packed. As we move into 2023 and the industry starts to stabilize, we expect these trends to likely reverse and provide us with some respite.

We have also continued to plan and work towards our 5 Year roadmap.

By December, we will have delivered two new facilities, a 9,000sqm warehouse in Adelaide and a 30,000sqm warehouse in Melbourne.

But wait, there's more. In 2023 we are also on track to deliver a 55,000sqm warehouse in Sydney and a 20,000sqm warehouse in Perth. After two years of unpredictability, it is pleasing finally, to provide our team and customers with state of the art facilities that set us apart.

With these new branches, we maintain our growth and continue to strengthen relationships with our customers. Our Mainfreight family has grown significantly, and we are proud to have talented and energetic team members join us. Our Team is critical to our ongoing success. 2023 will be an exciting year, and we look forward to team members putting their hands up as new opportunities arise.

We continue to invest in new technology. We will implement additional technology in the upcoming year to assist the team with storage utilization and dispatch. These are essential processes and quality

maintenance within our operations that will set the platform for new technology to be efficient.

2022 has challenged us in new ways that we had not experienced before, and we have been able to work towards delivering on the service promise that our customers are accustomed to.

Goals for the year ahead

- Set Big, Hairy, Audacious Goals (BHAGs). BHAGs will challenge you and provide you with goals outside of your comfort zone.
- Communication - Nothing beats picking up the phone and having a conversation.
- Operationally, better planning leads to more efficiency.
- Cybersecurity is critical to protect us. We need to be constantly aware.
- Family time, take some well deserved rest and spend time with family and friends.

Merry Christmas, Team. Thank you for your efforts throughout the year, and we look forward to another successful year in 2023. Have an enjoyable festive season and a well-deserved break.

Mainfreight Warehousing Minto, Sydney - Dragan Simonovski

I am pleased to announce the opening of our brand-new site in Minto. The site is 8,000sqm of warehousing with the ability to hold both bulk and racked pallets. The site's capacity once racking is complete will be 11,000 pallets (a mixture of pallets and crates).

As a team, we currently have 5 people hoping to grow it to 8 or 9 new team members in the near future. Operations Manager Andrew Christiansen has come across on a full-time basis to help set up and run the Minto branch. Originally coming from sites like Prestons and Eastern Creek, I am grateful with his knowledge coming across. We also have our Customer Champion, Dolores Upton who came across from our Prestons Warehouse to look after our current customer base, which is a big win for the Minto team.

Justin Andrew and James Jose have newly joined the team coming on board as full-time team members and wearing the Mainfreight Blues!

Since receiving the keys on the 1st of

September 2022 we have hit the ground running with no signs of slowing down. In our first month, we devanned and received 105 containers and sent out over 2,300 orders in our first month of operations.



L-R: James Jose, Andrew Christiansen, Dragan Simonovski, Dolores Upton, and Justin Andrew

That is a big achievement for our Minto team being the first month of opening and trading.

As a newly appointed Branch Manager setting up a new branch is not an easy task. Being tasked to

recruit a whole new team, set up a whole new branch from the line marking to furniture, racking and IT, etc, has its own layers of complexity. Nevertheless, I am fortunate to be given this unique opportunity and to date, is one I am proud of and excited

to lead our Warehousing Minto branch into the future and the growth we will see.

It's exciting to see what the next 3 years hold for our Warehousing Minto site!

Outback Experience - Annie Mckee-Salesa

There are two sides to everything. While I was thankful to be able to shut off from the world, technology, and the ever-turning wheel of moving freight, I was also able to discover how allergic I am to the greater outdoors – leading to swollen eyes and a week of exhaustion. But all the lows were left out in the bush when you feel the high of achieving what was thought unachievable, not only as an individual, but more so as a team.

Luckily, I was isolated with amazing team members from across all states and branches and we were never short of a laugh. As one, we persisted through the wind and rain and learnt to embrace the unmatched silence and peace the Vic Snowies had to offer. Towards the end of this memorable experience, in my moments of reflection, I realised a lot about myself, primarily that my mind is stronger than my body and that teamwork allows us to achieve great things.

My experiences and learnings from the Outback experience have followed me into my everyday working life. It has given me the confidence in myself to take difficult moments head-on knowing nothing is greater than your own will. But most of all – the stronger the team, the stronger the fight!

Mobile Brisbane – Paul Fraser

It is with great pride that I announce that Mobile Brisbane went live in October 2022. To date, I can confirm the team will be myself as acting Branch Manager, Christine Meekings, Josh Penny, and Austin Steward. We plan to grow the team to at least twelve in the coming months. The branch will be based at Berrinba, only ten minutes from our two Larapinta warehouses. Mobile will be the training ground for future warehouse team members, as we expect to open our fourth Queensland warehouse in early 2023.

“Ready Fire Aim” We have already had two of the team assisting across all Queensland warehouses so we will hit the ground running on October 1st. Mobile will not be limited to container devanning; our team will have full training in all aspects of our warehousing tasks. Inbound, picking, rework, replenishing, forklift operation, RF, and most importantly housekeeping.

Shannon Lomas - Dandenong Mark 2

Our new home in Dandenong has arrived. Over the past few months, the building took on a new shape with every visit and we were more and more excited to move back into a “proper Mainfreight warehouse”. Our temporary warehouse on Taylor’s Road served its purpose for over 12 months. Not only did we ‘make do’ in the space but we also laid some serious foundations on how we plan to operate a site 3 times the size.

It’s the small details that make a branch feel like home. White walls with sayings, open plan offices, blue carpet, blue racks, blue construction steel, blue forklifts, and of course, a 120 meter “Mainfreight” sign to remind the neighbours who we are! New and old team members alike are eager to finish moving in, setting up and to start dominating.

On paper, the new warehouse is already almost full. As well as transferring our current customer base, we are also absorbing customers from Broadmeadows, and running new business implementations from February onwards. Our team will quickly grow from 30 to 60 by the middle of 2023 and with growth comes opportunity! If you want to challenge yourself, take on new responsibilities and drive your career forward, Dandenong will be the place to be!

A few quick facts about the new Dandenong Warehouse:

- 33,000+ m²
- 30,000 pallet capacity
- 12 internal recessed docks
- Dangerous Goods storage bunkers
- Chilled and cold storage facilities
- Massive inbound awning and 4,000 m² of indoor freight loading area
- 5,500+ solar panels with battery storage
- Rainwater catchment and processing capabilities, supplying clean, drinkable water for the site.



MFW Dandenong Team

L-R: Kirk McDonnel, Declan Storm, Zachery Taylor, Chioui Kuoy, Dalwinder Singh, Shannon Lomas, Mikki Ilijanic, Craig Fenney, Pat Kerr, Kaytlyn Davies, Daniel Martin, Snezana Stevanovic, Aaron Rozario, Joel Winder, Matthew Cartledge, Shane Pristov, George Smith

Air & Ocean / Carotrans Australia – Grant Draper

It's exciting to see the recent start of our new Air & Ocean branch in Geelong. This regional port city is the gateway hub for the South Western region of Victoria. Our goal is to have our Air & Ocean team members based as close as possible to our customers so we can act quickly to find solutions for their logistics needs. This year we have based new sales team members in Wollongong, Canberra, Toowoomba, Traralgon, and Townsville in our continued drive to gain trust and new business from regional Australia.

The excitement continues with the near completion of the new purpose-built cool store and airfreight depot for our Brisbane Perishable & Air branch. It is tailor-made to handle efficiently and with care, the chilled meat, produce, flowers, and wide variety of specialist perishable and general goods for our new and existing customers. This investment in our future will enable us to grow and further develop our capabilities.

The challenge for us all over the next

twelve months will be how we continue to grow our sales, volume, and profitability in this changing global environment. The great news is that there is now space available on most planes and ships for us to bring on the new customers that we have been building in our sales pipelines. Our existing customers also need a lot of our care and attention right now so that we can find solutions for them that reduce both transit times and the landed cost of their goods. It will be a busy time for our customer-facing team members who need to act with urgency and intensity in order to stay close to our customers and best understand their needs.

Quality first in all we do, the morale of our team, and then profits will come. We are a network business and the fantastic growth in size and ability of our teams in the USA, Europe, and Southeast Asia is resulting in some solid and sustainable customer growth in both sea and air products. The quality full supply chain services we can provide for our customers from

import/export to warehousing solutions are really helping build this trade lane to be one of the most important for us in Australia.

Things to think about:

- Build more LCL and air consols to operate between all gateway branches around the world
- Export growth in sea and air feeds freight into our global network, it is on us to grow our network
- Quality is a habit that we need in every branch so that when we are busy - Quality remains
- Keep growing your skills, be innovative, and develop smart solutions for ourselves and for our customers
- Get closer to our overseas branches, and talk to them regularly to share ideas for improvement and cooperation in both sales and operational areas

The summer break season is upon us here in Australia. We hope you and your families all have a safe and Merry Christmas. Our thanks to you for all your support and hard work this last year and of course we look forward to a happy and prosperous new year.

Geelong Air & Ocean Officially Started on the 31st of October

We opened the doors of our new Air & Ocean Geelong branch that operate alongside the Mainfreight Transport depot.



Air and Ocean Brisbane Airfreight & Perishables New Site

The Brisbane Airfreight & Perishables Branch's new cool store depot construction is officially underway.

Branch Manager Steven Hong and Grant Draper were involved in a small celebration for the turning of the first bit of earth on the site. Completion of the build is expected by March 2023.

It is an exciting time for the team at Brisbane Airfreight & Perishables who are looking forward to the increased cold chain depot space (double current facility) and multiple raised docks for efficient operations and customer growth. The new facility will also offer significantly larger office space, solar and battery energy generation, recycled water tanks, a vegetable green garden, and electric vehicle charging stations.



Mainfreight Team members Grant Draper and Steven Hong breaking the ground on site

LCL Consols - Los Angeles to Australia

It was great to be in the LAX Warehouse as they were closing up a FAK container to Melbourne that the team had just packed. It is so special to see this knowing that in a matter of weeks this freight will be in the retail stores of Melbourne all via our Mainfreight network.

We all crowded in and got a photo. Here is a big Aussie shout-out to our mates in the Los Angeles Sea Freight Team.

That is Savannah Hildre in the middle who coordinates so well with the Australian teams to maximise the yield in these containers and keep our customers happy.



Los Angeles Sea Freight Team
L-R: Carlos Fuente, Miguel Hernandez, Savannah Hildre, Grant Draper, Jonathan Siqueros and Leo Velasquez.

Superior Performance of our People in the Eyes of the Customer – Perth's Project Airfreight Capabilities

Mainfreight Air & Ocean in Perth has seen great air freight growth in 2022. Most significant is with the project air freight from Amsterdam, with final delivery to a mine site near Newman in North-Western Australia. The freight concerned is Analytical X-ray Laboratory equipment, designed to automate soil testing for the mine site at final delivery. This was a project with great team involvement, with discussions beginning in the middle of 2021 between Perth Business Development Manager Stefanie Schroeder and the customer to gain trust and confidence in Mainfreight.



A&O Perth Team Members – Brett Hoare and Stefanie Schroeder

This project has been a great boost to our air freight capabilities in Perth, adding well-earned revenue to the branch. We have a happy customer and have ensured a long-term relationship with mutual growth as they plan to provide more of this equipment to the Australian mining industry over the coming years.

Books in Homes – Dominique Mullins

Earlier this year I was honoured to attend the Carole Park State School, Books in Homes Assembly. It was great to get to know other Mainfreighters from branches across Brisbane and Gold Coast and discuss their experiences with the Books in Homes program so far. The afternoon was filled with excitement from the children and a heartfelt speech from

one of their school leaders, expressing his gratitude to the program over the years. A few of the kids gave me a pencil to autograph their books, which made me feel like a rock star.

One of the kids handed me a book to sign. It took me back instantly to my Year 6 novel study in which I was meant to read that book. I definitely

did not. Nevertheless, that did not stop me from telling them what a great read it was! It was so special to be able to see first-hand the impact that this program has on these kids and the excitement they have for reading. This afternoon was easily one of my highlights of working at Mainfreight so far. I am looking forward to participating again soon.

The Airfreight Teams in Dallas and Australia are working hard to build consols to Australia

Our Dallas Airfreight Team sent us a big greeting regarding our first airfreight consolidation unit - a great start - the unit was filled. How exciting for all of us. Please keep up the great work and continue to support the growth.



A&O Dallas BM Georgina Shelton-Agar and her Team organising airfreight loading
L-R: Beth Plaster; Georgina Shelton-Agar; Johnny Torres; Chanida Vanikkul; Anthony Hickman; Kyrone Bracey; Tu Tuan Nguyen

Owens Transport Australia – Mike Reid

To say it has been a mixed year for Owens would be an understatement. We have had some extreme highs and lows in the last six months. Firstly, I must say thank you to all the team for the fantastic way you have come together in the last couple of months.

We have seen some large volumes and long hours with limited team numbers, but you have all pitched in to get the job done. Team spirit is strong and your willingness to help each other out is tremendous.

It is now time to turn our targets and goals for our branches into reality. We have worked hard in the past year to ensure we have the right leaders in every part of the business. We have

invested heavily in our sales structures and feel that our group is strongly positioned to now capitalise on our strengths.

In the competitive wharf environment, we can achieve anything with a daily passion for our quality and our customers. Nothing is more important to our development moving forward.

Quality and customer service is a journey that we can all contribute to. The passion that we all have to provide a meaningful difference to our customers is a difference that they can see and feel.

Let's not let our standards slip. Give each other the pats on the back we deserve, while continuing the

momentum we have developed. Our customers always remember how we perform in this busy time – let us delight them.

Some of the highlights of this year for us have been:

- A new record week – a target the team has been chasing for years.
- The start of our rebranding from Owens to Mainfreight Wharf.
- Good sales growth – our sales team has put in the hard yards and brought home some good gains in recent times.
- Team dynamics – all our teams, especially operations and our drivers have shown the family culture Mainfreight is all about.

Introducing Mainfreight Wharf Adelaide – Jaimie Collyer – Branch Manager

31st of October 2022, is a day for the Mainfreight history books. It is the day that the very first Mainfreight Wharf branch became operational, and the very first time Mainfreight can offer an in-house wharf cartage service in Adelaide. We started Mainfreight Wharf, Adelaide with a fleet of 3 trucks, 2 side loader trailers, and 3 Skel trailers. Having kicked off with three Owner Drivers we will definitely be on the lookout for new recruits to help our fleet grow! We share our office space with the

Air & Ocean team with whom we are looking forward to working with closely. So far, our team consists of myself, Anthony Verlatto who is our Allocator (lucky to secure him from our transport brand), and Caitlin Nicol, who will be handling our administration and customer service. Caitlin is new to our Mainfreight team. In the New Year, we will look at bringing on a BDE and another team member or two in preparation for our growth.

We have a beautiful, shiny new hardstand of 14,000m², that we share with Transport, leaving around 7000m² dedicated to us. This will provide us with the capability to stage some containers, a fumigation pad, and in the future a tailgate and bond store facilities. As soon as we move in, we will start the process of approval for fumigation, and then we will focus on obtaining accreditation for other services. We are also looking forward to providing an unpacking service as soon as possible.

Owens Perth – Hayden Smith – Outward Bound Trip Report

When we started our careers with Mainfreight, we would hear the mysterious words "outward bound" but we never knew too much about it. A couple of things we did find out

though. Firstly, only a very secret few individuals from around the world were able to partake in the journey. Secondly, you wanted to be one of those individuals.

To have been nominated was something I was quite proud of, but to then be accepted was a whole different story. To have the chance to travel to New Zealand and meet

like-minded, successful, and career driven individuals was something I couldn't wait to start.

Whilst I won't reveal the details of the course (I'll let the magic continue) I can honestly say that I was mentally and physically challenged in ways that I didn't think I would. I was blessed to be in the company of my fellow Mainfreight team members who constantly challenged me to be better and push further.

The memories, friendships, and key learnings that I took away from this trip will turn me into a stronger and better person and I have the business to thank for that.



Outward Bound Trip in New Zealand – Hayden Smith, Shenaye Campbell & Steven Hong

Owens Perth is Re-locating – Hayden Smith – Branch Manager

The ground has officially been broken in Perth. The long-awaited purpose-built facility is full steam ahead.

Located at the new industrial precinct of Kenwick Rail Link, Owens will be relocating, operating closer to the Ports, next to the new Intermodal rail link, and to our customers which will further enhance our service capabilities.

On top of this, we will be upgrading the site to hold a 77G license, allowing us to be able to manage fumigations on-site, giving that extra service to customers and increasing our container capacity by 300%.

Things to do better in 2023 - Our strategies have not changed.

- Maintain our buildings, vehicles, people, and image. We are a 100-year company. Investment in our foundations is mandatory to achieve our vision.
- Control our costs – the economy will be tight this year.
- Communicating delays and issues quickly to our customers.
- Superior sales performance, to aggressively grow our retail market share.
- Focus on the small stuff – it's the little things that make a difference.

The First Mainfreight Wharf Truck



Owens Sydney Owner Driver – Robert Catalano



Owens Sydney Driver Appreciation BBQ Breakfast – L-R: Cristian Brohquis, Liam Boston-Bowe, Mende Bozinovski, Vale McKenzie, Christina Papoulia & Chrissy Seve

NEW ZEALAND

New Zealand – Carl George

“A game of two halves” this is not the first time we have used this analogy; however, 2022 is tracking along to being one of those. The first six months of this financial year have been positive, continuing the momentum from last year. The key focus for all teams was to get back to a level of normality, reset the business from an operational and service perspective, and set our sights on improving last year’s results.

We were mindful at the start of this year, as the inevitable COVID reset would no doubt start to take shape, and the uncertainty of what lay ahead of us this year, that we needed to focus as a team on the things that we could control in the business. Our Image, Our Standards, Our Quality, and Our Service Delivery are all areas we have direct control over. Everything else happens when we get these things right every day.

With the disruptive last few years, the ability to induct team into the business resulted in over 500 new team members being scheduled into our two-day Mainfreight induction course run by our Training Teams throughout the country. It was a massive undertaking but a very important one. We head into 2023 up to date, and these team members are full of Mainfreight culture.

Whilst we experienced some disruption at the start of the year, it has been great to get back to some normality over these last few months. Branch visits, teams doing buddy branch visits, and our sales teams getting back in front of customers, not over a screen but face to face – finally! Re-connecting with our global teams has been exciting, and to be able to host the first global Outward Bound course again this year has been a real positive for the business and those involved.

Although there was some uncertainty heading into this year, it has kept our

network development strong. Whakatane and Hobsonville are open for business already this year, with the new Ashburton facility due to open before Christmas. We are excited by the new Hamilton Warehouse that is nearing completion. In the New Year, our largest warehouse in New Zealand, located in Mangere, Auckland, will start receiving freight. We have a lot more planned in the coming years, and whilst daunting, it is very exciting for the business and team as we continue to deliver these new facilities, allowing us the ability to continue to grow and provide customers world-class facilities.

The sales teams across all parts of the business have been busy building new solid business pipelines. This was a real focus at the start of the year, and the need to forward-load new business to support continued momentum and the new building projects in the coming years.

Every year, our teams get better at planning for peak season, taking what worked and what didn't work from previous years. All teams recently spent a few days together, fine-tuning and peer reviewing their intended plans for this peak season, all with a “prepare for the worst, hope for the best” strategy.

Appreciation Weeks have been rolled out recently across all divisions, a great way to acknowledge the different teams throughout the business that work tirelessly every day to deliver great service for our customers. Drivers Appreciation Week for Transport, Store Team Appreciation Week for Warehousing, and Operations Team Appreciation Week for Air & Ocean have been held, with many fantastic initiatives from the teams throughout the branches and a real credit to everyone for celebrating these legends in true Mainfreight style.



“A year of two halves” as we head into Autumn/Spring here in New Zealand, we have had some unexpected snowfalls in the South Island. Owner Driver Rene Niovvara-Dave, en route to Christchurch from Cromwell, had to navigate his way through these tough “spring conditions”.

Every year, no matter what is going on in the business, it would not be possible without the efforts and commitment of not only our teams that turn up every day but also the support of the wider Mainfreight family at home and our very loyal customers – thank you and have a wonderful Christmas and New Year.

A few thoughts:

- Lead by example, in everything you do – people are always observing what you do, how you look, and how you communicate.
- Focus on the most basic things in the business first, and get this right every day; with consistency and great habits, everything after this will take care of itself.
- Make sure you and your team read your Stat Packs, don't use them as a doorstep! If your branch is off in a few areas, hatch a plan to get things back on track to improve your business.
- Always have your P & L on your desk, ensure you and your team understand the inputs and outputs and make immediate adjustments where necessary.
- Keep growing your customer base, and never ever allow your branch to go stagnant. Welcoming and delighting new customers to the business is what we are all about.
- **CLEAN AND TIDY** – the best branches live and breathe this; it all starts here every day!



Thomas Curtis, Branch Manager Mainfreight Transport Hobsonville unveiling “the rock” at the recent branch opening



The recently assembled Hobsonville team celebrating the opening of their new branch.

New Zealand Forwarding - Nic Kay

Another 12 months have flown by, and another Christmas season approaches. It's nice to pause, take a breather, and reflect on another action-packed year in our Transport business in New Zealand.

We continued to intensify our network in New Zealand, increasing our footprint to 50 Transport branches across New Zealand, from Kaitia to Invercargill. Our transport servicing offer is so diverse across many services and brands: Mainfreight Port Operations, Metro, Mainfreight 2Home, FTL, Chemcouriers,

Daily Freight, Owens, Tankers, Mobile, Agriculture, and Chilled providing a variety of solutions for our customers across many industries sectors.

As we keep expanding our network and business, we must “think and work smarter across our network” to maximise our service offerings, brands, and the network to provide our customers with the best service experience. Committing to our proven depot systems and “looking after your mate” by quality loading, communication, and managing the freight flows will provide our

customers with the best service and customer experience.

Our two most recent branches, Whakatane and Hobsonville, put us closer to our customers, offering a faster service with direct loading reducing the amount of “touch points” when moving freight for our customers in the respective areas. The Auckland reset is underway on the back of the West Auckland (Hobsonville) Branch opening, providing relief to the Auckland branches and being on the doorstep of an ever-growing North/West

population growth trajectory. We are excited about the launch of this branch in our largest freight market in New Zealand.

With our ever-expanding network development creates career opportunities for the leaders and team development. Ensure you take the opportunity to challenge yourself in 2023, expanding your knowledge, skillset, and leadership aspirations. Reach out to your Branch Managers, so we can help with a career pathway and stimulate your learning and growth in this fantastic business.

The ongoing development and implementation of technology to complement our operations, transport teams and drivers will be key. We continue to explore and seek efficiency gains and lift quality with our operations, facilities, and transport fleet through our world-class technology tools.

The Driver Appreciation Week was held again this year to acknowledge our fantastic group of Owner Drivers across the business. The professionalism, pride and service you deliver daily for our business and customers are greatly appreciated.

The growth of our Warehouse and Air & Ocean divisions cannot be ignored; with the flow-through levels of growth for the domestic branch and drivers throughout the network noticeable and appreciated, we wish you all a well-earned break. To our wider Mainfreight whanau, thank you for your commitment, passion and energy you bring every day to ensure our service and customer experience are delivered!

Things to think about:

1. Quality in everything we do!
2. Customer Experience – go the extra mile to delight our customers with consistency and good “old fashioned” customer service!
3. Network Harmony – Protect and look after your mates with load and deliver quality.
4. Sales – New business – everyone is a salesperson. Ask our customers “how can we help?”
5. Our image is everything – protect it by ensuring our buildings, fleet, and team look the best! “The standards you walk past are the standards you set.”

Team, thank you for making a difference and the support that you and your families provide. Wishing everyone a great Christmas and New Year with family. - Nic

Mainfreight Whakatane Branch Opening

Mainfreight Whakatane had its official branch opening on 6 July 2022.

Expanding into the Eastern Bay of Plenty, our new facility in Whakatane adds to New Zealand’s growing network. It gives an opportunity for customers in this region to expand the local supply chain on a national and global scale.

Located at 77A Mill Road, Whakatane, the 1500m² facility has been built by a local development and is now open for business!



L-R: Nic Kay, Carl George and Kayne Newman



L-R: Phil Koopu, Nathan Thompson, Cambridge Moore, Mary Kilgarriff, Mikaela Walker-Harris, Kayne Newman, Richard Birkhead and Gary Dunseath

Claims Performance

Outward Consignments Per Claim				Inwards Consignments Per Claim			
Branch	To Sep 2022	To Mar 2022	To Sep 2021	Branch	To Sep 2022	To Mar 2022	To Sep 2021
Metro Auckland	11,163	9,976	12,736	Masterton	9,075	4,331	9,456
Metro Christchurch	5,410	87,287	40,870	Whakatane	7,086	0	0
Whakatane	3,330	0	0	Metro Auckland	4,721	4,661	5,191
Chem Auckland	2,178	1,524	1,375	Metro Christchurch	4,016	2,181	3,406
Levin	1,847	2,235	2,142	Oamaru	3,901	16,527	0
Gisborne	1,697	832	775	2Home Auckland	3,457	2,856	2,852
Oamaru	1,596	3,352	7,776	Chem Auckland	3,336	3,181	4,075
2Home Auckland	1,335	1,122	1,139	Ashburton	3,004	2,773	4,475
Ashburton	1,249	505	2,763	Christchurch	2,772	2,403	2,707
2Home Christchurch	1,240	1,663	1,554	Levin	2,735	2,243	3,936
Gore	1,078	1,476	2,972	Seaview	2,323	2,534	2,348
Cromwell	1,069	533	527	Gore	2,103	1,512	1,224
Rotorua	1,064	857	773	Cromwell	2,044	1,219	1,415
New Plymouth	1,022	958	789	Timaru	2,006	2,220	3,430
Hastings	968	1,235	972	Whanganui	1,886	2,953	3,455
Dunedin	963	869	1,124	Rotorua	1,673	1,274	1,161
Seaview	909	2,766	6,782	Tauranga	1,609	1,968	2,291
Palmerston North	874	710	865	New Plymouth	1,566	2,089	1,664
Masterton	801	1,544	1,294	Hastings	1,503	1,631	1,830
Greymouth	796	845	1,434	Dunedin	1,501	1,146	1,029
Wellington	780	514	407	Taupo	1,458	1,119	1,522
Mobile Auckland	768	1,394	0	Wellington	1,403	1,089	1,034
Napier	721	587	614	Invercargill	1,226	937	858
Tauranga	710	789	949	Total Company	1,200	1,182	1,288
Hamilton	705	901	967	Owens Auckland	1,193	1,204	1,333
Invercargill	645	717	778	Owens Christchurch	1,187	1,084	1,066
Christchurch	639	516	502	Napier	1,149	678	603
Total Company	636	584	569	DF Auckland	1,110	975	971
Owens Christchurch	608	392	410	Greymouth	1,092	761	828
Auckland	603	531	555	Hamilton	944	1,629	2,210
Timaru	592	505	759	Kaitaia	934	1,577	1,581
Whangarei	584	689	732	Auckland	932	785	999
Blenheim	557	668	660	Blenheim	906	897	1,010
Whanganui	537	906	1,330	Whangarei	906	907	1,006
DF Christchurch	490	498	542	Gisborne	813	640	1,693
Thames	461	1,657	3,086	2Home Christchurch	757	1,555	1,264
Nelson	403	422	370	Thames	734	1,364	1,737
Kaitaia	389	215	220	Palmerston North	716	938	1,051
2Home Wellington	385	293	221	DF Christchurch	707	641	786
Owens Auckland	375	318	292	Nelson	398	468	514
DF Auckland	343	350	328	2Home Wellington	391	525	426
Taupo	222	365	549	Mobile Auckland	386	49	0
Neilson Street	121	234	216	Neilson Street	133	32	208
FTL North Island	5	2	0	2Home Hastings	0	9,959	4,380
2Home Hastings	0	0	0	FTL North Island	0	22	0
FTL Palmerston North	0	0	0	FTL Palmerston North	0	17,163	0
FTL South Island	0	21,670	0	FTL South Island	0	685	0

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

Mainfreight Kaitaia Branch Blessing

Mainfreight Kaitaia officially unveiled this amazing sculpture commissioned by a local Māori artist, BJ Natanahire, and sculptor, Peter Brammer, at the recent blessing ceremony held in August. This piece of art is the centrepiece of the new extension to the depot.

Written by BJ Natanahira, this is the story behind the sculpture.

The ornate designs of Aupara from traditional waka aua symbolised status. They represented narratives of

creation, leadership and places. The ataupara also had a practical function much like that of the keel on a yacht, a function of balance and stability.

In this stylised taupara design, the traditional elements are complemented with contemporary sculptured forms. The three spirals that occupy the top of this taupara represent the three baskets of knowledge received from the heavenlies. The main two curved lines that come from the mouth of the manaia represent earth and sky,

an area in which we seek to wisely apply those baskets of knowledge. The humanistic sculpted form represents the leader of the vessel, which in this case is Mainfreight. Finally, there are five chevron shapes that sit about the head of the sculptured human form, representing the five Iwi of Te Hiku o Te Ika.



The sculpture blessing in Kaitaia



Mainfreight Kaitaia beautiful sculpture

Mainfreight Ashburton Build Update

Ashburton's new 2,600m² warehouse and freight depot is purpose-built for our customers in Ashburton and Mid Canterbury. Providing network intensification is key for Mainfreight, placing us closer to customers and reducing our reliance on congested arterial routes. Mainfreight Ashburton is expected to be completed in the middle of December, with the team going live on the site before Christmas.



Our new Ashburton depot, due to open in December 2022

Mainfreight Whangarei Build Update

Along with Ashburton, Mainfreight Whangarei's office rebuild is due for completion at the end of November. This two-storey, 380m² office will be home to our Transport and Air and

Ocean team. Along with a full commercial kitchen, amenities, and a sun deck for our Northland team to enjoy. Like Ashburton, this site has recycled roof water for non-potable

water, three-stage oil and grit protector for our truck wash pad, and EV chargers for our electric vehicles in a push for a sustainable future.

E Truck

We have recently commissioned New Zealand's first Battery Electric linehaul vehicle, which runs daily between Auckland and Hamilton. The XCMG E700 was partially co-funded by EECA as part of its Low Emission Transport Fund. The use of battery swapping helps reduce downtime and allows us to complete multiple trips over a 24-hour period. We estimate that just two round trips between the branches daily will produce a saving of about 125 tonnes of carbon per year.

The first run for the E700 was set in conjunction with our Mainfreight 2Home brand and pulls a fully loaded hard-side trailer directly from two of their larger customers.

At 40 tonnes, the E700 has a range of about 130km on a full battery, and by day the power to recharge the batteries comes from the 690 solar panels on the roof of our Hamilton transport depot and an 180kW fast charger.



E-Truck ondock



Bruce and our first electric linehaul unit

Owens Tankers

Maurice Clarke is one of our legends here at Owens Tankers. He has been a part of the team since 1998. He has had a number of trucks with us since then, his latest being the 2022 Kenworth T610 SAR. Here it is pulling our six-axle HPMV 50 Max b-train. The Tanker is a 38,000-litre six-compartment and is used for emulsion loads from Auckland to Wellington.



Maurice Clarke and his shiny new rig!

Mainfreight Auckland Ideas Day

Mainfreight Auckland invited some very special guests to enjoy a day of fun and entertainment with our team.

Our annual IDEA Day (Intellectual Disability Empowerment in Action)

was held on 15 October, with everyone enjoying truck rides, American Muscle Cars, and fun activities.

To top it all off, there were burgers for lunch, and we ended the day with delicious Mr Whippy ice cream!



Checking out the KiwiRail locomotive



Our Special Guests – Duffy & Harold



Mainfreight Auckland IDEA Day

Daily Freight and Chemcouriers Ideas Day

This year we had a team come into the depot on Saturday, 24 October. We put together goodie bags and food boxes, which we delivered to twenty-six homes around Auckland.

Mental Health Awareness Week

Daily Freight, along with Chemcouriers Auckland, promoted Mental Health Awareness Week. The entire branch wore green ribbons to show their support.

Sidney sent out daily emails to remind the team to reconnect with friends, family and our team.

We had a coffee van and breakfast organised for our drivers, the Sales Team hosted a BBQ for the Operations Team, and Liv (me) hosted a Pub Quiz for the office teams on Friday.

Hauraki Hundee 2022

We entered two Mainfreight teams in the 2022 Hauraki Hundee, a 100km relay running race. We started the race at 1.00am on Sunday in Waihi. It was an amazing event to be a part of. Everyone was exhausted, but we kept energy levels high and powered through! Our Upper North Island Team even won the race and set a course record.

This was an outstanding achievement, and incredible to see how teamwork, dedication and the right attitude can result in success!



Mainfreight Upper North Island

Placed 1st
7 hours and 36 minutes



Mainfreight Central North Island

Placed 3rd
8 hours and 12 minutes



2022 Hauraki Hundee teams at the finish

Driver Appreciation Week

One of the many hampers given out by Mainfreight Auckland to one of their drivers during Driver Appreciation Week.



Wilson Li – the man who runs everywhere and never says no! That smiling face says it all – thank you Wilson!

Mainfreight Rotorua held a Selfie Competition and asked their customers to tell them why they appreciated their local driver and to take a selfie with their driver.

Selfies with our customer



Duffy Books in Homes - Role Model Assembly

Mainfreight Timaru had the pleasure of attending the Oceanview Heights School Role Model Assembly with Alistair McIntyre.

Alistair was a former heavy machinery operator who suffered an injury and then went on to write a popular children's book 'Doug the Digger'. Alistair has visited every Duffy School in the country, and he has done over 1000 presentations to tamariki talking about writing and the importance of studying hard at school. Seeing his rapport with the children and his passion for Duffy books in homes was fantastic.



L-R: Principal of Oceanview Heights, Nadine Pirake, Alistair McIntyre and his wife Barbara

New Zealand Warehousing - Mitch Gregor

“It’s not about what you have done; it’s about what you are doing!”

Our past provides insights into the recipe that's got us here, but it's the future that counts. It helps us to keep growing and allows us to attract the right people and put them in the right seats on the Mainfreight bus.

If you are new to Mainfreight or need a polite reminder, there are endless opportunities for our team members across the globe, to learn who we are, where we are, what we are about and why we do the things we do. It's the small things at Mainfreight that matter.

The past few years have taught us some lessons, presented opportunities and confirmed our belief in investing in the future. Our global infrastructure and technology help us to achieve continued customer growth and new business opportunities, but it's our

culture and people that make the difference.

Our people will challenge what we do; how we do it, and our people will help us to be a great business around the world. Teach others so that our business will become better.

Over the past 12 months, our team and customers have had several challenges thrown at them - thank you to everyone for helping us get through it and making this a fun place to work.

For many warehousing customers, what is coming in currently supersedes what is going out. This area presents opportunities for our team over the next few months as we finalise new buildings in Hamilton, Auckland and extensions in Christchurch.

The focus on sales is capitalising on heightened enquiry for outsourcing and growing our pipeline. As we look ahead to early 2023, this will help support our new warehouse builds next year.

Peak season has arrived, and whilst our team are navigating their way through a challenging environment, the focus in the next few months is on delivering quality service to our customers and achieving a fair financial return.

There remains plenty to do across the business. Our focus continues to be on managing and balancing our risk, cash collection, recruitment and retention in a tough labour market, annual leave and overhead management whilst supporting our leaders and team with the tools to do the job.

Key Topics for The Year Ahead:

- Delivering on our Peak Season Plans by branch
- Recruitment and retention of team in a tough labour market
- Ensuring we deliver on our warehousing property growth strategy for the next 12, 24, and 36 months - plenty on here!
- Sales prospects/pipeline – with new warehouses opening
- Development and implementation of our dedicated Warehousing Sales Team
- Demurrage and detention risk for containers – ensuring we have processes and accountability for our customers
- Discussion with all branches to develop their Five Year Roadmaps - our approach here has been to work with our Branch Managers to help them to think ahead with their teams. Focus on topics including Financials, Network/Property, Operations, Customers, Brands/ Services/Products, Health & Safety and the Environment.
- Quality in all that we do – reviewing our recent audit results and areas highlighted for improvement with our team so we delight our customers.
- Working through some strategic reviews and contract extensions
- Health & Safety - working with the Training Team to collect and review revised information and statistics on near misses and incidents. Our team have also been reviewing areas of concern in monthly “Save a Life” PAT meetings, which have positive benefits.
- Working together with Transport and Air & Ocean to continue to grow our market share and service offering.

10 Goals for The Year:

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

1. Achieve profit pledge and agreed goals in each branch for 2023/24
2. Open more branches and grow the network
3. Successful implementation of a New Zealand Warehousing Sales Team
4. Improve communication – share more, let those closest to the customer decide
5. New customer and sales growth to support new warehouses
6. Improve Quality, and achieve consistency for our customers across all branches
7. Focus on recruitment and retention of people
8. Innovate and introduce new ideas - use technology for increased efficiency
9. Ensure we have a long-term approach to business - win-win partnerships
10. Revised approach to Service Level Agreements and risk management

Thank you to everyone in our Warehousing business for your commitment during the recent peak season and over the past 12 months. We appreciate all you do and the effort you make for our customers, business and each other. Have a wonderful Christmas season with friends and family. - Mitch

Things Happening in Warehousing:

Travel and Ideas

During the past few months, some senior Branch Managers have visited branches in Australia and Europe. Sharing ideas, opportunities and lessons with our larger-scale warehouses, viewing operational set-up and design, and an approach to customers through technology, automation and mechanisation.

With the Favona Road Warehouse facility quickly taking shape and plans

underway for a new Christchurch Warehouse within the next three years, Travis Hari and Brynley Riches were given the opportunity to visit Mainfreight's Warehousing sites based in the Netherlands and Belgium to understand what differentiates their operation from New Zealand – the key focus being on operational flow, warehouse design, mechanisation, and team.

Visiting recent additions to the

European operation - Zaltbommel, a 52,000sqm, 300 team facility; Meiland, a 28,000sqm, 150 team facility; and Born, a 26,000sqm, 115 team facility, provided a great insight into a modern warehouse environment, in comparison to the more established Warehouse facilities at s'Heerenberg and Ostend.

It was extremely valuable being able to see the warehouse layout, the use of truck docks for inbound and



Zaltbommel Warehouse



Meiland Warehouse



Born Warehouse



S'Heerenberg Warehouse

outbound, MHE Jiffy fork trucks, using roller beds for checking, additional VAS (Value Added Services), paper-free warehousing, low double checking rate, speed of pick path, and pick to light, to name a few key differences.

Property and Infrastructure

The key to continued growth and successful warehousing trend is that our building strategy programme accelerates. We plan on opening larger warehouses to gain efficiencies, introduce strategic aspects of

mechanisation to supplement our team/labour pressures, and attract more customers to support our freight network. "Never thought I would need a hard hat and gumboots in my car!"

Appreciation Week

Recently we held a series of Appreciation Weeks across the Transport, Warehousing and Air & Ocean teams. Traditionally it has been a week to appreciate our drivers. This year, it was important to also recognise the special people in our Warehousing and Air & Ocean teams.

It's good to recognise we are "ONE TEAM" and appreciate the efforts all our wonderful teams do every day to keep the business moving and deliver exceptional service outcomes to our customers.



Warehousing 12-Week Fitness Challenge

Following on from the New Zealand Branch Managers conference 'Match Fit for 2022', 34 participants from Auckland Warehousing decided it would be an ideal time to organise a 12-week weight loss challenge.

The idea was to ensure our teams were physically and mentally fit heading into peak season. With many different body shapes and sizes, to keep it fair, all participants completed a body scan. The measure was overall body composition change - a combination of muscle and fat.

The overall winner was Jeremy Williams (aka Vin Diesel), with 12kgs of fat loss, a 51.9% change in fat mass from the start, and a 12.9% change in body fat percentage. Overall % change in body composition of +55.2 points (muscle/fat mass). Special mentions go out to Colin McPherson for the highest weight loss of 16.1kgs and Jeremy Chin for the highest increase in muscle mass of 2.3kgs.

Overall the group had a combined weight loss of 102.2kgs and a combined fat loss of 56.7kgs. Most of the team have continued with the change in eating and exercising, and some have seen some real benefits to their daily living.



Jeremy Williams, aka Vin Diesel

After Every Storm, There is a Rainbow

Following a recent thunderstorm and deluge of rain in Christchurch, Taylor Chapman captured these wicked images from outside Braeburn Drive.



Property Updates

Hamilton Warehouse Stage 3

On track to open in early November, racking is currently being installed with signage and final changes on the project. Our team have a strong sales pipeline with some key customers lined up and a number looking to move in early 2023 post-peak season.



Enclosed all-weather canopy



New racking being installed (15,000 pallets)

Favona Road Warehouse

This new Auckland warehouse is progressing well. The concrete tilt slab, framing and roofing are starting to go up - delivery for Stage 1 is expected to be May 2023 and Stage 2, July 2023.



Recent drone shot of the Favona Road site

Beach Road - DG Warehouse

The 20,000m² major hazardous facility (dangerous goods warehouse) at Beach Road in Otahuhu is well underway, with ground consents now submitted. Our Property Team are working closely to help with building commencing early 2023 to achieve targeted completion in June 2024.

This purpose-built, high-specification facility will provide growth for a market with limited customer options, growing customer enquiry and increasing compliance requirements.

Artist Impression of our new Beach Road hazardous facility



Image is Everything

A clean warehouse is safer and more efficient - 107 Westney Road, Auckland before and after a good wash.



Before



After

New Sweepers Ready to Roll

Paul Freeman, our resident painter at Mainfreight Auckland, did a great job painting these Tennant sweeper machines. The sweepers are ready to be delivered to the new Hobsonville Transport Branch and the "under construction" Favona Road Warehouse.



Our new sweeper ready for action

Biosecurity

No such thing as a free ride – there is a reason for us to take biosecurity seriously at Mainfreight, as a recent container stow-away indicates.



"I think I hopped on the wrong boat..."

New Warehousing Sales Team

With Rob Croft's support, this year, we have embarked on investing in a dedicated New Zealand Warehousing Sales Team led by Hamish Woods. Initially, the goal is to have 10 team

members by early 2023 (including some younger Sales Cadets) working in our Warehousing business and selling our services in conjunction with Transport and Air & Ocean across the

country, which we are really excited about. This team will grow as new warehouses open.

Peak Season Branch Managers Meeting

We recently held a Peak Season Meeting for the Warehousing leadership team. Trudy Burt, our resident in-house health and fitness trainer, put the team through their paces. We are privileged to have Trudy as part of our Manu Street Warehousing Team. She runs regular boot camps and provides valuable support for health and nutrition across Mainfreight, New Zealand.



Warehousing Leadership team

New Zealand Air & Ocean - Paul Riethmaier

Another calendar year has raced past. We started the year with COVID lockdowns still on top of our minds, international sea and air rates approaching record highs and capacity on airlines and shipping lines difficult to access. We end the year with more normalised shipping schedules, improved access to capacity, freight rates falling on many trade lanes in line with what we expected, and a new set of challenges ahead for the New Year.

After almost three years of intense operations team *'hustle'* for shipping

and airline space over the pandemic years, the hustle now switches back to the sales area. We must move to grow our freight tonnages and find new business to take advantage of the opportunity an environment of increased capacity creates for us. Our Operations Appreciation week in November paid a timely tribute to the ongoing effort of our "space heroes" who continue to work tirelessly, thinking outside the square to find ways to make sure our customers' freight continues to connect regardless of capacity challenges.

Thanks again to our Ops teams for everything you do.

This reset in challenge and focus is refreshing. The opportunity to travel freely again and chase down new business opportunities face-to-face rather than from behind a screen is exciting and something we are all ready for.

Our consistent effort to keep growing our network and add more Mainfreight-to-Mainfreight (1MF) Less-than-Container-Load and Airfreight consolidation services

Outward Bound 2022 – Huria Watch

Warehousing leaders Rebecca Hayward, Rajiv Reddy and Kaleb Lockyer recently attended Outward Bound. Here's what Becs had to say:

Outward Bound was something I had been excited about and dreading all at the same time. I was so grateful for this amazing opportunity to grow and experience new things. Also, at the same time, I was very anxious about the whole experience. I am not an outdoorsy person.

All in all, I had an amazing time. Some of it was wonderful, and some of it was tough. A lot of it gave me

experiences I will call on in the future and taught me I am stronger than I think.

I had a lot of takeaways from this time, one I can share – you can be wet for a very long time and not die. I reckon we spent about 80% of our time wet – thanks, weather gods!

The team we spent time with are all fantastic people, and I am so happy I got to share my time with them all. I will not forget the bonds formed and experiences shared for a very long time.

between our branches this year means that we are well positioned to lead the market back to a *Just-In-Time*, rather than a *Just-In-Case* Ethos dominated by bulk Full-Container-Load (FCL) movements due to space challenges in recent years. The combined A&O NZ business now offers over 60 regular scheduled LCL and Airfreight services

between our branches. By this time next year, we will be offering over 80 and on track towards our goal of providing 100 LCL and Airfreight consolidation services in 2026. As we add new services, we must remain focussed on keeping freight volumes.

Lastly, team, thanks again for everything that you do for us. Without

your skills and dedication to our business, we would not be in the strong position we find ourselves in heading into the New Year. Enjoy the festive season, and for those taking time off, enjoy the break and the opportunity to spend quality time with family and friends.

Key Focus Areas for 2023:

- 1. Renewed Sales Focus** - Everyone must help our sales effort. Volume growth is critical to us at this time; please do everything you can to help our front-line sales team by asking customers what extra services we can provide them.
- 2. Rate Management** - We must stay vigilant to the constantly changing sea and airfreight rates at this time. Use our internal rate intelligence WebEx calls to keep on top of things and take action to talk to customers and be the first to update them. This is especially important when rates move downwards.
- 3. Process Improvement** - Work smarter and not harder. Use our technology to become more efficient. Commit fully to our Client Rates tool and get rates for every customer uploaded into our operating system to help speed up the billing process.
- 4. 1MF LCL & Airfreight** - Build your own knowledge of the ports we load to and from every week. Increased knowledge, together with an effort to hustle for freight, will help grow our tonnages.
- 5. Improved Customer Service** - Put yourself in the shoes of a customer and challenge yourself to communicate more, under promise and over deliver and show customers that every shipment is important to us.
- 6. Data Integrity** - Businesses are thirsty for accurate transit time information for inventory planning purposes. Shipment date and milestone accuracy is now a key measure of our quality. Improvements here will make our Mainchain visibility tool more effective and help us grow.

Operation Eagle

In August 2022, Operation Eagle was launched. Branch Managers from around the globe were coordinated with a plan to see them visit several branches over 2½ weeks. This was an opportunity to connect with our Mainfreight family around the world in person, and this was something that had not been possible while we all worked our way through the global COVID pandemic.

Shannon Hegan (MFAO Auckland), Amber Woodward (MFAO Hamilton) and Tony Martin (MFAO Christchurch), representing the New Zealand Air and Ocean business, arrived in Amsterdam early on a Sunday morning we had a great day walking about the city taking in some sites on what turned out to be the hottest day on record in Amsterdam, at over 40 degrees Celsius. The next morning, we all went to Rotterdam, where we met with the European National team and were taken on guided tours of a number of the warehouses in s'Heerenberg. From there, we all went our own separate ways, with Shannon visiting London, Chicago and Los Angeles, Amber travelling to Brussels, Milan, New York and Phoenix and Tony to Hamburg, Manchester, San Diego, and Portland.

Visiting these branches was a fantastic opportunity to meet with the teams to better understand the specific areas of strategic focus for their branch and to discuss how we could support that from New Zealand. The opportunity was taken to visit customers and suppliers in each region.

On the last day of the trip, all Branch Managers travelling met in Los Angeles to discuss operational procedures



L-R: Tony Martin, Shannon Hegan, Amber Woodward



L-R: Stijn Vligen, Elaine Wong, Amber Woodward, Kitt Taylor

needed to ensure efficiency across the global 1MF program. This program focuses on LCL consolidations directly between Mainfreight branches around the world.

Modular Housing Project

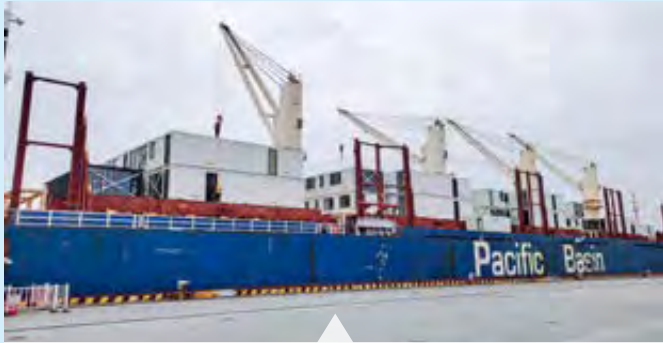
Mainfreight Air & Ocean Wellington were recently given the chance to charter a logging vessel, ex. Changshu, China, to Auckland to import 105 modular housing units for housing projects around New Zealand.

As the modules were over-dimensional, there were many

challenges involved for the Team. We spent countless hours in meetings planning the movement, which involved working with the Ports, Trucking, Maritime Pilots, and Cranes and dealing with Government agencies for exemptions to move the houses on New Zealand roads.

This project could also not of happened without the help of the Mainfreight Shanghai Team for their logistical support in China.

This was a great challenge; everyone stepped up and made it a success. Everyone involved should be very proud of themselves.



Modules ready to set sail from China



Modules on the port in China

Appreciation Week



MFAO Hamilton team showing their appreciation to MF Warehousing Team Hamilton
L-R: Travis Hari and Amber Woodward



L-R: Oliva Clark & Jordan Cox washing the team's cars



The Whangarei Transport team shouted lunch for the A&O team, who hosted two A&O training sessions with them as an introduction to Air & Ocean to explain what we do



Mainfreight Man and the Brooklyn Dogs Team
The CaroTrans team were surprised by the Auckland Metro and Owens team, who shouted them gourmet hotdogs for lunch



The Air & Ocean team out and about on a site tour to Northport
L-R: Chris Carmichael, Jamie Williams, Katrina Nathan, Jade O'Connor



Mainfreight Europe – Ben Fitts

It is our pleasure to share with you some of the exciting and interesting happenings from around our 10 European countries. There is plenty of energy, hard work, and fun amongst our Mainfreight family in Europe, and it is heartening to see so many of our teams also making time to help out in their local communities.

Your immense efforts are helping produce much improved results, in turn driving further network intensification. Four new branches will open this year in Verona, Madrid, Munich, and Waddinxveen (you might have to look that one up!).

Three of these are in relatively new countries to us, and we are so proud of the 'original' branch teams for the growth they have achieved to enable the next branch to launch. We look

forward to doing this many more times in each of the countries we have a presence.

Our network development plans for the next three years are ambitious as we further intensify with new branches, and replace some of our large, older branches in the Netherlands, Belgium, and France. Energy efficiency and environmental sustainability are front of our mind as we set about designing and constructing these.

Without quality none of the above is possible. These are challenging times, but our reputation is built on providing consistent quality. Our customers rely on us for this as they fight for every precious sale themselves. At a time of uncertainty in Europe, it is hard to predict what the next few months may

bring, and staying on top of operational processes in every branch is critical. Measure performance honestly using the tools available, to find ways to improve. If you were in your customer's shoes, would you recommend Mainfreight?

We have a target to earn at least 50% of our profit from outside the Netherlands by 2025 (while continuing to grow the Netherlands of course). Regional growth is key and we still have much to achieve in many of our smaller and newer branches. Keep the sales intensity up team - be bold, be cheeky, and be creative.

Team, thank you so much for your energy, commitment, and hard work, you are making wonderful progress and we are so very grateful. Well done, keep it going!

Wishing you and your family good health, happy experiences, plenty of learning, and every success in 2023!

Air & Ocean Europe - Brad Russell

As we reflect on the past 6 months, we can be proud of the continued improvements in our Air & Ocean business. We have made further progress in our financial results, quality, and team member development. Thank you to everyone within (and to those supporting) our 14 branches for your hard work and commitment to realize this growth. We will soon be 17 branches strong with Munich, Madrid, and Verona currently setting up operations. We are excited about this network development, as we are a stronger business when closer to our customers.

We have also been able to get closer to our global Mainfreight teams with international travel becoming (slightly) easier. We had some of our ocean freight Branch Managers together in August, in Europe and the Americas,

to further develop our LCL product and customer opportunities. Our TLS and Outward Bound leadership training were also back during the summer. This time together energized our teams, and the training remains an important part of our succession planning.

Alongside our external training, our Mainfreight Air & Ocean inductions have been a highlight for many of our newer team members. Not only are our teams strengthening relationships between our European branches during these days together, but we are learning what drives our quality and why our Mainfreight culture really differentiates us from our competitors. Our quality is also measured internally with our branch audits, and it is pleasing to see our results improve year after year.

The geopolitical and economic uncertainties across Europe affect everyone, however we remain focused on achieving our ambitious year-end targets. To borrow a sporting phrase, we should 'control the controllable', and for our European teams, as with all our regions, this includes growing our freight volumes with new and existing customers.



Areas of Focus

- Sustainability – share with our customers what we are doing to lessen our environmental impact, and how we can help them measure their carbon footprint.
- Team well-being – eat and sleep well, and find an exercise to enjoy. Check in with teammates even if it is just to ask how they are.
- Sales activity – prioritize getting in front of customers. Discussions are more meaningful when sitting together.
- Service quality – understand what individual customer's value in their partnership with us and how they perceive quality. This can often differ and should not be assumed.
- Air and LCL consolidations – we have a target for every branch to have import and export consolidations. Challenge our teams to start the next one.

Thank you, stay safe, and enjoy the festive season!

Joint Induction Air & Ocean, Warehousing and Transport

We are glad to share with you that this year we organized three Air and Ocean inductions together with the Warehouse and Transport induction teams!

The Air and Ocean induction is a three day course where we spend one day in 's- Heerenberg with the Warehouse and Transport induction

team. Together we walk through our warehouses, we eat lunch in the canteen and we spend the afternoon in our training centre where we engage with leaders from the Transport and Air and Ocean teams. We finish the day with a pitching exercise where groups are mixed and each team member shares their

knowledge and experience with the group. This allows our teams in the different business units to get to know each other better and have a better understanding of what we do in each of our divisions. We can't wait to continue to do this next year since we have many more team members to induct!



L-R: Kamil Gregier; Eliezel Medina Reyes; Gabriele Yocyte; Araya Jongpanich; Miguel Franco; Monika Sobczynska; Youri Bal; Serin Quandil; Thom Dijkslag; Mihai Udrea Catai; Adam Romejko; Simone Bartilomo; Pablo David Rodriguez Taltavull, Rianne Meersma, Neslihan Bekdemir; Amy Mulder; Alessandra Divina; Katie Bould; Nicola White; Francini Rosa Dandolini; Nicol Martinez

Relocation Russia Team – the Story of Konstantin

2022 hasn't ended yet, but we can already say that it has been very challenging and full of various events worldwide. Unfortunately, one of these events is the war between Russia and Ukraine, which had a very significant impact on our family. My wife Natalia and I decided to leave Russia and move to the Netherlands, Rotterdam.

Oksana and Evgeny from our Russian team moved together with their family to the Netherlands as well. We are all very grateful to the Mainfreight Rotterdam Ocean and National teams for all the help and support that they have provided us with throughout our journey.

The Training & Development team made an application to the local immigration authorities, which was confirmed faster than I packed my suitcase – so exciting!

Speaking of suitcases, we brought with us our three cats which we had rescued from the street: Mario,

Jaqueline, and Blanca. They were very afraid to travel but behaved very well, and now they are very happy to live in the Netherlands – so are we!

As you may know, there are no direct flights between Russia and the EU anymore, but there is nothing impossible for Mainfreight. It took us almost 24 hours to travel by bus to Estonia and take a flight from there to Amsterdam where we immediately received a very warm welcome from the Mainfreight team.

Rotterdam is a marvellous city, it has a vigorous nightlife and a unique architecture. It provides, along with neighbouring cities, a wide range of various attractions, so you are never bored here. In order to feel the local vibe more, we are already learning the Dutch language, although we have a long way to go. Currently, my wife is looking for a job. I quickly became a part of a dynamic, cheerful, and energetic Mainfreight Rotterdam Ocean team, and I'm proud to contribute to achieving those ambitious goals that this branch has set. I hope to stay here at least for one hundred years.



L-R: Konstantin Gichin, Oksana Kalashnikova and Evgeny Gvozdev

Serving our community - a barbeque to homeless members

You could feel the imminent change of season in the air as our Air Freight Amsterdam Team arrived in Amersfoort city at 7 am on a chilly late-summer morning.

One of our customers in the medical industry politely declined our offer to put on a BBQ for their logistics team, and instead suggested we could host one for homeless members in their local community. This customer puts significant value on contributing to the community, hence they have a close and active relationship with their town hall.

Two birds, one stone! As you all know, Mainfreight takes immense pride in the care and support we show to the community and the environment.

A slight miscommunication between the customer and the town hall meant that we were unable to manoeuvre our Mainfreight BBQ trailer into the enclosed courtyard at the site as they thought we were bringing BBQs on a trailer.

Not a problem. In true Ready, Fire, Aim fashion, we dusted off the rusted coal BBQ in the corner of the courtyard, as we rushed down to the local supermarket to grab the last of the summer's BBQ coals from the shelves.

We soon had the coals hot, and by 10 am the first of the homeless people were arriving for their breakfast. Serving up warm food and cool drinks, we were again reminded of just how fortunate most of us are. Here was a group of

people going through various hardships but continuing to fight adversity. It was extremely satisfying to watch our "customers" tuck into their morning breakfast and see their smiles. Most of all being able to help them forget the hard day-to-day reality for a moment.

A very fulfilling morning, and another successful Mainfreight barbeque!



Jeroen Geerdink serving the homeless members

Outward Bound 2022 – Stijn Vliegen

Mainfreighters who have been to Outward Bound generally agree that “what happens at Outward Bound, stays at Outward Bound” so that the people who are yet to go can enjoy their own experience. However, there is plenty to talk about when it comes to my own experience.

Together with Marshella Oosterbeek and Adam Romejko representing Europe, I was fortunate enough to be part of the first international Mainfreight Outward Bound group after 2 years of Covid lockdown.

Together with team members from other Mainfreight regions, we had a group of 14 people who all traveled to the South Island of New Zealand to be cut off from daily life for 8 days.

The nature of the place is inspiring, with bright sunrises, orange sunsets, and a sky full of stars at night. During the day, the color of the sea in



combination with the rocks and the hills is simply astonishing.

It's confronting to notice how clear the mind gets after a few days of early mornings, daily exercise, cold showers, and no phone or email distractions. Being in a bubble with people you barely know forces you to be honest with yourself and others. The group bond becomes stronger after every activity and every dinner. Knowing everybody is there to be the best

version of themselves made everybody cheer for one another while laughing about our own stupidities at the same time. It resulted in a unique week full of various activities and emotions, creating many friendships along the way.

Outward Bound is a great experience to enjoy and develop yourself further as a person, both professionally and personally. I think everybody should try to chase an opportunity like this.

Warehousing Europe - Liane Philipson

The first months of this financial year passed in the blink of an eye. Customer activity has been very high. Our existing warehouses are filling up quite nicely and our customers have high expectations regarding their sales. This perfect storm requires a lot of creativity from us as a team. It is finding the right balance between the availability of space and the response of the team. And let's not forget to inform our customers about this exciting journey.

In between the hard work, many of our Warehousing branches have been able to organize their yearly family day. It is so important to have fun together and show your family what we are all about at Mainfreight.

While dealing with today's challenges we are making sure that our eyes are on the horizon. We have a bright future ahead and need to prepare ourselves. Having our focus areas defined is important.

Focus area for us as a Warehousing team:

- Delight the customer: Extending our Warehousing network. Romania, Belgium, and the Netherlands are on the map!
- Feed the network: Work closely together with our brothers and sisters from Transport
- It's all about team: Support our talent scouts so our team can grow in quantity and quality to keep up with our growth ambitions

Sustainability is another topic that requires our creativity. Do not underestimate the impact that we as a team can have on the environment. For instance, discuss in your PAT meetings what improvements we can think of in regards to packaging. There are so many environmentally friendly alternatives and customers love it when we challenge them.

**Team, as usual, we never have a dull moment!
Thank you for all your efforts and enjoy your Christmas holidays. Wishing you a joyful and healthy 2023!**



Just in time, new blue equipment

In December 2021 we gained a new customer for our DG warehouse - Deborah in 's-Heerenberg. As the go-live was only on October 1st, it seemed there was plenty of time to get everything arranged. With quite some activity in this new operation, our fleet had to be extended, with pick

and load/unload electric pallet trucks and additional narrow-aisle trucks.

However, with delivery times being challenging lately, the tension was rising when the go-live approached and the equipment was still not in the warehouse.

Luckily, the day before the first inbound from the new customer arrived, all the equipment came in (in beautiful Mainfreight Blue) and we could unload all the pallets.

Let the real work begin, Team Deborah is ready for it!



Hans-Peter Bisseling on the brand new blue equipment



Warehousing Evergem Team educating and inspiring young minds

Giving back to our local communities is one of the things that makes our way of doing things unique. The warehousing team in Evergem did not hesitate when a local school reached out to see if they could visit our warehouse. These 18-year-olds had been studying the theory behind logistics all year long and were very eager and curious to see these principles in action.

The school had little or no budget to spend on a field trip and said they would be very happy with just a short tour. The Evergem team saw this as an opportunity to make an impact and really inspire these young individuals to pursue a career in logistics. In no time at all, our team put together an all-day program.

Firstly, the students were welcomed and then they received a full warehouse tour, guided by several of our team members. This was followed



Jules Branswyck showing his warehouse to young potentials from a local school.

by a classic Mainfreight family-style lunch after which they could put their skills to the test and engage in some real-life warehouse exercises that our team had put together. They picked orders, labelled boxes, and filled in the shipping documents.

The enthusiasm and energy of these students were the biggest "thank you" we could ask for. Education is a great equalizer, no matter your background you deserve equal opportunities.

Collaboration Mainfreight and MVVA

Long gone are the days when the worlds of football and logistics were just for men. For this reason, Mainfreight started sponsoring MVVA: a professional talent academy for girls, with high levels of training and competition based on continuous improvement.

We felt an instant connection. Both the Mainfreight team and MVVA share core values and are energetic, determined, hardworking, and dynamic. An “anything is possible” attitude links us both. We’re at the top together!

In the collaboration with MVVA, we can focus on local recruitment, sharing information and newsletters, and promoting the welcoming women into the supply chain. The girls of MVVA were also present at the Family Day at 's-Heerenberg, showing their skills and competing with the visitors in small football games. Vincent Schilp was presented with an official football tenue bearing the Mainfreight logo.



Vincent Schilp together with the girls of MVVA proudly presents the official soccer tenue.

10,000sqm Warehousing extension for Ploiesti

In Ploiesti, we're working at full capacity. Our customers' demands keep increasing at an extremely high rate. This is why we are excited to announce that the construction of our 10,000sqm has begun. It is going to be an A+ class warehouse and includes the installation of a huge number of solar panels.

We have around 20,000sqm warehouse space at present, fully occupied and we are already using a couple of external warehouses, as a temporary solution. However, with the demands of our current customers we should be able to fill around 75 - 80% of the future 10,000sqm so the

temporary solution may need to stay for a while.

The construction of the new cells of 5,000sqm each started in August and we are estimating the first pallet moving in to this brand-new warehouse by 1 June 2023



Europe Transport / Trucks & Drivers - Frans Zuidgeest

Our attitude towards moving freight is what makes the difference in the market in which we operate. Thank you for ensuring that the freight keeps moving despite capacity challenges. Our team in Ukraine is safe and providing services to our customers again.

The expansion of our European network is an ongoing activity. New linehubs are added to the network at a constant pace. We are also moving to larger facilities in Poland in Poznan and Katowice. Soon we will open a

new branch in Waddinxveen, The Netherlands.

With our ambitious road map, we continue to need people that find their passion in moving freight. A nice example of this passion you can find in the article about moving school classrooms. This year we also had the opportunity to organise a driver's day to celebrate the 'Drivers of the Years', catching up from the previous years when we were not able to meet due to Covid restrictions.

In this newsletter we also present to you our latest electric truck, enabling zero-emission pick-up and delivery in the Netherlands. Another step forward in reducing our carbon footprint. As an intermediate step in footprint reduction, we also offer the usage of renewable fuel in our network.

Another calendar year has gone by and it is time to acknowledge all your hard work and dedication to serving our customers. It is greatly appreciated. We continue our exciting journey together as a team with our customers.

I wish you Happy Holidays, enjoy the time together with your family and friends!

Children learn more when learning is fun ...

Learning is not limited to schools. However, schools and classrooms are essential for learning.

In July this year, it appeared that a local school was in urgent need of two classrooms. The school was growing and all available space was in use. Due to the summer holidays, the school would close for six weeks and would reopen at the end of August. During this time additional portable classrooms needed to be installed. Easy you would think ... However, there soon appeared to be a transport capacity problem with the first possibility of delivery in October. Good progress, but not that useful with lessons starting on 22 August.

That was until René Inkenhaag (team member at Transport 's-Heerenberg)

found out. It took just one phone call to him: "Yes we can do this, give me the details." This positive answer started a chain of events. The terrain was prepared, the transport was organised and the site inspected to ensure transport access. On Thursday 11 August, 7 units (each 7 by 3 meters) were dismantled, lifted, transported and installed at the new site. René was coordinating the whole move from his holiday address. One week later two classrooms were completely ready. Just in time for classes to start.

This is a great example of a can-do mentality. That 'yes' by René started the chain and ended with an excellent result. Something that the kids have thanked René for with special recognition!

Key attention points

- Information about shipment statuses remains key for all teams. Having this information available saves our customers (and us) a lot of time.
- Pick up the phone and talk face to face rather than via email and online meetings.
- Go out to visit our customers.
- Ensure you are up to date with our standards and keep to them.
- Set small targets, beat them, and complete actions that contribute to our overall performance and image.
- We should be paid on time for a job we have done, the same as we pay others. Invoice on time.
- The road map of your branch will tell you what freight we are looking for.



René Inkenhaag happy to show the thank you gift the kids made – a "Number 1 medal"



Drivers of the year

Every year, Mainfreight celebrates Drivers of the Year Day. On this special day, we bring attention to our drivers and put them in the spotlight. Due to Covid, we unfortunately could not celebrate this event over the two years. This left us with no option other than celebrating it twice as much this year. We didn't just celebrate one driver, but honoured three instead AND all drivers happened to be female! We congratulate Regina Riggeling (2020), Jamie van Andel (2021), and Marieke Vredegoor (2022) for being our Drivers of the year.

As a surprise, a pink limo picked them up in the morning and drove to 's-Heerenberg where every driver waited for them to enter the premises.

At Mainfreight, we are glad to see that more and more female drivers are joining our team. At our branches in 's-Heerenberg, we have 210 drivers, 11% of which are women. This means that we employ 23 female drivers as of today.

Again congratulations Regina, Jamie, and Marieke keep up the good work!



L-R: Our Drivers of the Year Jamie van Andel (2021), Marieke Vredegoor (2022), Regina Riggeling (2020)

We are Superheroes

Our Paris Transport Team created a new internal and external communication campaign published on social media and displayed on the branch walls. The goals of this campaign were to communicate the different career paths that exist within the company and to attract new talent that might not yet know the logistics industry and/or Mainfreight. Together with a young trainee (Anna-Chiara), we decided to invite our team members to participate in this campaign rather than use pictures from a marketing database.

Anna-Chiara worked with the photographer and along with Clemence, Isabelle, Christian, Melanie, Vincent, Julie, and Jacky obtained the best possible result and created the final drawings that turned our special people into superheroes.



Behind the scenes

Making this campaign was great fun for the whole team and it enabled us to get more than 50,000 views on LinkedIn in a very short period. We also benefit because these great pictures of our team members are on the company walls. We are already thinking of the next step: why not have those pictures on the back of some of our trucks?



The superheroes from our Transport Paris Team.
L-R: Clemence Prive, Julie Groell, Isabelle Denon, Melanie Planquais Perrot, Jacky Rupaire, Vincent Delpech

Go Live Mainmove Romania

Mainmove had its go-live in Poland in April. Implementation in Romania was next on the agenda. With all team members throughout our four Romanian transport branches trained over the summer, we had a successful go-live in the first week of October! The next phase will be the roll-out of the new transport branch in Rotterdam, two branches in France (Paris and Lyon), and 's-Heerenberg (Netherlands).



L-R: Bogdan Rascol, Gheorghe Ciobanu, Erik Dalenoord, Sergiu Suci, Nadya Stroomer

New Electric Trucks – 100% Electric, 0% Emissions

The European Transport Days have taken place, and our newest assets have been revealed... Zero-emission transport in 2025: we're preparing with two full electric trucks!

In the Dutch National Climate Agreement, the Dutch government announced their ambition to introduce 30 to 40 zero-emission zones in the Netherlands by 2025. Being industry initiators, we have purchased two electric trucks in preparedness for this. One of the two trucks has already arrived with the second in the pipeline being built.

These trucks have a range between 150 and 200 kilometers, which necessitates they be deployed on fixed routes. One each in the Arnhem and the Tilburg regions. You will be able to spot the trucks along these routes. Driver training will teach them to win back some of the energy when driving these trucks.

Currently, there are only nine electric trucks on the Netherlands' roads, two of which are ours! As one of our sayings states so beautifully: *Every accomplishment starts with the decision to try...*



With 32 team members from 7 European branches, Amsterdam, Antwerp, Brussels, Hamburg, Paris-CDG, Rotterdam and Warsaw, travelled to Rotterdam to participate the Harbour Run 2022. This 10KM run included 27 tough obstacles through the restricted port area. Everyone successfully managed to reach the finish line.



Mainfreight Asia – Cary Chung

Team, we are halfway through our current financial year. The unprecedented times we had with finding space and equipment a year ago is now filling those spaces and equipment with freight! It is interesting to see how “we” change our habits and interest as the world re-opens and how those changes directly influence the demands and impacts the world’s supply chain today.

Despite any crisis or uncertainties, we are very determined in this part of the world for growth! We recently celebrated the opening of our 10th Country in Jakarta, Indonesia. We have also opened an Airfreight branch inside the Kuala Lumpur International Airport and Johor branch between Malaysia and the Singapore border to cater for our cross-border growth. In Singapore, we are currently renovating our Singapore Airfreight Branch inside the Changi International Airport. In Thailand, we opened our Airfreight branch inside the Bangkok International Airport and our Regional Sales Branch in Laem Chabang and

Korea; we are also in Pusan!

From a warehousing growth perspective, we will expand into Malaysia 65,000 sq. ft, Thailand 46,000 sq. ft, and Singapore 25,000 sq. ft. All these warehouses will be operated 100% by Mainfreight team members with our software, MIMS, managing the inventory. By the end of the 2022/2023 Financial Year, we will have up to 300,000 sq. ft of space, including Hong Kong, Shenzhen and Shanghai!

Year-to-date, we have 518 strong Asian team members and growing!

As we continue to grow and build our service offering, we must remember our culture and mojo as part of our global network. Our quality, being closer to our customers, and building strong relationships with our service providers (warehouse partners, truckers, shipping lines and airlines) are all equally important to us as we continue growing.

Key Focus for us;

- Our Mojo
- Margins
- KPIs define our quality, always look for improvements
- Promoting from within
- Training and people development
- Network utilization
- Engage your Branch Managers and Sales Manager team in more sales calls and customer relationships
- In-Country sales
 - Imports
 - Cross-selling – Warehousing and Air & Ocean
 - Consolidations – LCL & Air
 - Sales pipelines
 - New Customer Calls

To conclude, I would like to take this opportunity to welcome all the new Mainfreighters across Asia and the network. We must all move forward as “One” during the good times and rally and inspire one another during the cloudy times!

Happy Holidays and Merry Christmas to all the wonderful team globally – from the Mainfreight Asia team!

Mainfreight Hong Kong

A Word from the Branch Manager – Jacky Lam

We are pleased to have the exciting news that the Hong Kong Government has lifted the compulsory quarantine requirement for inbound persons from overseas

places or Taiwan starting from the 26 September 2022, which means Hong Kong is beginning to open again to connect the world. How to support our business growth is going to be very tough, and we need to do our best in the areas we can control to

conquer these difficulties. From our point of view, unifying all team members’ together, delivering quality service to the customer, and working harder on our jobs are the keys to overcoming these challenges to keep our performance!

Branch Celebration & Team Member’s Service Achievement

The 1 September 2022 was Mainfreight and Carotrans Hong Kong’s 24th anniversary. We arranged a lunch gathering in our Hong Kong office with food, drink, and cake to celebrate with all our team members. This is another milestone and achievement for Mainfreight Hong Kong, as there are more to come in the future!



24th Anniversary Celebration for Mainfreight Hong Kong Branch (3)
L-R: Jouann Lee, Beryl Ng, Ida Cheung, Winnie Tong, Joe Cheng, Jerry Chan, Jacky Lam, Sherman Yuen, Jasmine Lam, Kurt Kwan

A Word from Sea Freight Operation Manager - Sherman Yuen

Our focus for the rest of the financial year is to continue to develop our 1MF service. In August, we started to build our own Mainfreight LCL consolidated container ex Taiwan to Hong Kong. To expand our Air & Ocean network, we need to continue to focus on selling our preferred trade lanes and supporting our Mainfreight branches ahead of other forwarders.

We must concentrate on the following areas for the team to keep moving forward:

1. Regular PAT meetings and use our PAT meetings as a communication tool and a tool to discuss improvements.
2. Meeting and exceeding all critical KPIs and profit targets without exception.
3. Remeasure as much of our freight as possible to ensure we are getting maximum revenue.

A Word from Airfreight Sales Manager - Noel Kong

Our airfreight sales team continue to improve revenue and gross profit by diversifying our customer base and customer retention.

We explore more opportunities in the pharmaceutical and perishable verticals, which are our core direction. By keeping good relationships with our existing customer base, we were able to extend our services to new trade lanes like Yantian to New York, Hong Kong to Singapore and Taipei.

Our team is always working hard to secure new customers, widening our customer base.



Carotrans Hong Kong

A Word from the Branch Manager – Jerry Chan

It is our first time to launch this service directly to Adelaide. Adelaide is not a big city, with a population of 1.3 million, making it the 5th most populated city in Australia. Most of Adelaide's LCL freight moves via Melbourne, an 8-hour drive away. With import volumes from Asia to Adelaide increasing, this service offers:

1. Fortnightly Sailings
2. 23 days Ocean Transit Time
3. Full visibility, reliable and economical
4. Avoids port congestion and double handling in Melbourne.

Our Sales team in Asia and Australia are pushing very hard for this new service, and we believe this product will be successful. We aim to make this service strong enough to be weekly loaded.

Michelle Yip, appointed as the General Manager of Warehousing Asia.

Michelle started her journey with Mainfreight in 2016 as the Hong Kong Logistics Solution Manager, developing our Hong Kong warehousing business. In the following years, she was involved with our warehousing operations in Shanghai, Qingdao, Shenzhen and Ningbo as Asia Supply Chain Manager. In 2018, she also took up the development of our Asia Business Solutions team, where we connect Air & Ocean customers who have additional supply chain requirements for value-added service. In 2020, Michelle moved to Singapore to help develop Mainfreight in Southeast Asia. This allowed her to learn and experience different parts of our business in Asia. These seven years provided Michelle with a solid

understanding of our Air & Ocean business and Warehousing standards.

We look forward to continuing to intensify our network by growing our Warehousing footprint across the ten countries we are in with stand-alone Warehousing capabilities.

This appointment is an excellent example of Mainfreight's culture of promoting from within and highlights our focus on developing the right people and providing long-term careers to our team.

With Michelle's leadership, we are confident that Mainfreight Asia Warehousing will see continuous growth. Congratulations Michelle.



Michelle Yip's promotion to GM Warehousing

Mainfreight Shenzhen

Introduction | Mainfreight Warehouse in Shenzhen

Our warehouse is strategically located in the Shenzhen Yantian Port area. The Yantian Port is a modernized international deep-water harbour and main South China container hub port - Yantian International Container Terminal. Connected to the Yantian Integrated Free Trade Zone, our Shenzhen warehouse is now completely operational and ready to support your business.



Shenzhen Warehouse

Mainfreight Qingdao

Qingdao 11th Anniversary & Mainfreight Van

We are so excited to share that we have a Mainfreight van in Qingdao. It not only promotes our brand in Qingdao but also celebrates Mainfreight Qingdao's 11th anniversary in July.

Message from the Qindao Team: A long way behind, and a long way ahead. We look forward to contributing more to our whole Mainfreight big family. We are proud to be a Mainfreighter with blue blood!

Join us in congratulating the Qingdao team on their anniversary.



Qingdao MFI van



Mainfreight Qingdao team

1st L-R: Eva Jiang, Tiger Li, Never Xu, Sunny Gao, Helena Li

2nd L-R: Cara Wang, Evelyn Wang, Jacinta Zhao, Suki Han, Vicky Zhao, Miki Yuan, Rex Gao, Lily Guo,

3RD L-R: Neil Li, Michael Li, Ryan Wang, Gary Hu

My time with Mainfreight so far – Never Xu

Hello, everyone! My name is Never Xu. This year I have been with Mainfreight Qingdao for five years. I oversee ocean import, FCL export to South America/South Africa, and our warehouse business.

I joined Mainfreight after graduating from university in August 2017. This is my first job ever, and I cherish every moment with the Mainfreight team! My communication and working abilities have greatly improved over this five-year journey, and I have grown from a new team member to a professional customer service.

I appreciate the Qingdao Team and Mainfreight for all the opportunities they have given me. I like our family culture and Friday afternoon tea very much



L-R: Neil Li, Vicky Zhao, Never Xu, Rex Gao

Mainfreight Ningbo

The Team Building Under the Tense Epidemic Situation – Rain Shen

Our Ningbo team enjoyed a relaxing team-building activity with Sea & Sky.

Out in nature, we all felt the broadness and purity of the blue waves and breathed the freshness and comfort from the blue sky. Everyone was filled with incomparable joy.

During this experience, we assisted and supported each other and conveyed happiness to each other. Looking at new directions and goals, our tired bodies and feet feel



Mainfreight Ningbo Team

L-R: Bruce Xu, Cindy Yang, Joice Xu, Selvin Lou, Vivi Chen, Cloud Chen, Rain Shan, Sunny Sun, Stella Zhang, Paul Ye, Carl Xu, Bobo Cai, Aimee Wang, Andy Sun

incredibly relaxed, and everyone is full of energy and motivation.

This is the culture & charm of the MAINFREIGHT FAMILY!

Mainfreight Shanghai

Joan Ji's Mainfreight Journey

Joan took her first step into the Mainfreight Shanghai Branch in 2002 as a Customer Service Representative. At the time, we only had a few team members for all of China. Now we have over 100 in our Shanghai team alone. In small branches, opportunities blink like stars, and everyone pitches in through their efforts, "an enduring company is built by many good people, not a few". In Mainfreight's "No job descriptions" culture, Joan was involved with Customer Service and part-time Sales. This is where Joan was able to cultivate and master her commercial skillset through daily communication with customers and by living and breathing the Mainfreight ethos of "Profit comes from hard work, not talk". After a successful trip to the US with CaroTrans, in 2005, Joan was promoted to Sales Manager for Mainfreight Shanghai, where she was responsible for looking after the business development for Northern China territories.

When the Mainfreight group decided they wanted to set up CaroTrans in Asia, Joan was the first to raise her hand to the challenge and successfully opened CaroTrans Shanghai with her optimistic spirit and passion in March 2009. This role enabled Joan to quickly learn all facets of the branch, from setup to the weekly financials, not just operations. After a few years working in the wholesale world, Joan moved back to Mainfreight to take on the Regional Product Manager Regional role in the



Joan Ji's 20-year service achievement Mainfreight Shanghai

Asia Regional Support Team. As the business grew, so did the opportunities. Joan's next role was the New Zealand and Australia Trade Lane Manager. As the Trade Lane Manager, Joan used all her knowledge to enhance efficiency and communication channels to help the Asia Region hit a new peak, especially for North Bound business development. This is a prime example of "Avoid mediocrity, maintain standards and beat them."

After her time in various commercial and management roles, Joan was ready to return to Mainfreight Shanghai, this time stepping into the Branch Manager position in 2017. Today, Mainfreight Shanghai Ocean is the biggest branch in Asia. Joan is passionate about building the team and sharing our special culture with every team member to achieve

remarkable progress. Her success has been proven repeatedly, with the Shanghai Branch winning "Branch of the year" 4 times. Meanwhile, Joan pioneered the sales office in Suzhou and Chongqing, increasing Mainfreight's network competitiveness in their local market. Mainfreight's Philosophy is about "Train successors, so that we may advance". This special culture of Mainfreight always encouraged Joan to build a solid foundation with a strong focus on the people, quality and culture. Mainfreight Shanghai has been committed to advancing Mainfreight Development Program to discover new and emerging talent.

We are so grateful for Joan's hard work and passion; she has been a crucial part of the family for 20 years. Joan's story is continuing, with more to come.

Mainfreight Shanghai BOTY 4 years in a row!

It brings us the time to celebrate our 4th Award of Branch of the Year in Asia. Thanks to the four years of honour from 2018 to 2021, a smile has appeared on everyone's face. These four-year consecutive honours are inseparable from the hard work of everyone. We gathered to share the success, the glory, and the effort contributed by every team member to achieve the moment. Give yourself a hand.



Mainfreight Shanghai Ocean Branch hosted the Asia Learning Session this term.
L-R: Caroline Ding, Joan Ji, Cindy Qi, Wind Zhu



Mainfreight Shanghai Ocean Branch team

Activities During the Lockdown

The lockdown in early April abruptly changed things for the Shanghai team. The shortage of food and living supplies also disconcerted the team working from home.

We immediately contacted people on all sides and confirmed two suppliers that were able to help. In the next two days, supplies were delivered to every Mainfreight member. What a warm family.

Mainfreight Thailand

Opening of our Sales Office in Laem Chabang, Thailand - Withanya Ceetantivech

We are pleased to announce that the Mainfreight Laem Chabang sales office officially opened on 9 August 2022.

With the importance of business development and strategic location for success, Mainfreight Thailand has opened the Sales Office in Laem Chabang to support our customers' business. The office is located on the 12th floor of Talay Thong Tower, the heart of Laem Chabang, with easy access to the port and shipping lines offices.

A key development in Laem Chabang is the Laem Chabang Industrial Estate. It is located in an area of 1,406 acres between the harbour and Sukhumvit Road. It's in the General Industrial Zone, Free Zone for the automotive and electronics industry. Many leading companies are in the area.



Laem Chabang Office Opening Team

L-R: Ying (Tanyaphat), Lek (Sommai), Tum (Jiradthadit), Mo (Withanya), Mai (Napaporn), Bew (Sawinee) Ann (Jinatta), Deaw (Chatchawan), Claire (Thanyaporn), Fon (Siriporn), An (Varita)

New Office – Bangkok Mainfreight Air

We are pleased to announce that we officially open our Bangkok Air Office on 9 Sept 2022.

The cargo terminal at Bangkok airport has 2 terminal operators. Thai Cargo (TG: Thai airways) & The BFS cargo (WFS PG Bangkok flight service) with full service and modern facilities. Another pride of Suvarnabhumi Airport lies in the significant advance of the Suvarnabhumi Airport Free Zone. The objective of Free Zone is to promote the overall picture of logistics in Thailand, where air cargo is gaining more prominence. Suvarnabhumi Airport Free Zone has been a welcomed addition to Thailand's desire to be a major Asian logistics hub and raise Thailand's



Airport Office Group

L-R: Ying (Jadapa), Mam (Piyanee), Mai (Peeyaporn), Wut (Wuttichai), A-Ngun (Chatlada), Mo (Withanya), Bas(Sarayuth), Mook (Chomanat), Aom (Jirunya), Meen (Sirawit)

competitiveness to its global counterparts.

We are looking forward to supporting your business in Thailand.

Mainfreight Japan

A Word from the Branch Manager – Motoko Murata

Thanks to the support of Paul and Daniel, we delivered the first Apple Bucket to our customers in Japan. This tradition was unique and eye-catching for the Japanese. Our customers were surprised and delighted, and it was an excellent opportunity to show them the spirit of Mainfreight.

Local team members also handed the Apple Bucket to customers who have believed in us for many years. We are confident that our relationship with our customers has been strengthened.



Daniel Plested



Apple bucket delivery in Japan



L-R: Paul Riethmaier, Daniel Plested

**Mainfreight Malaysia
 Malaysia Kuala Lumpur
 International Airport Office -
 Launched on 26 September
 2022**

We are delighted to announce the opening of our Malaysia Airport Office, an additional footprint located in Free Commercial Zone (FCZ) Airport Malaysia. Situated within 60km proximity to Kuala Lumpur City and Port Klang.

Mainfreight Malaysia obtained their IATA license in 2020, enabling us to have direct access to the airlines. Kuala Lumpur International Airport (KUL) is poised to become one of the main distributor gateways within ASEAN. The presence in KUL airport allows us to have better visibility and network coverage. KUL Airport can handle all ranges of cargo from all



Malaysia Kuala Lumpur International Team

L-R: Keong Lee, Thomson Teoh, Grace Chew, Janice Leong, Li Wen, Jean Ying, Jensce Tan, Penny Lim, Kee Lin, Jacelyn Lee, Jin Ang, Ian Liang, Buwana Baba, Irene Ng, Ravin Ramanaidu

walks of industries – from General goods, Dangerous Goods to sensitive

products of temperature control and perishable goods.

**Johor Branch –
 Southern Malaysia
 operating from
 3 October 2022**

Another new footprint for Mainfreight Malaysia is the opening of the Johor Bahru Office, strategically located in Southern Malaysia.

Johor Bahru has access to two main seaports, Pasir Gudang & Tanjung Pelepas Ports which is the vital gateway for connecting the global supply chain. Both seaports play an important role in both transshipments' cargo and distribution to many international manufacturers.



L-R: Vennie Yap, Ian Liang, Buwana Baba, Nadia Sharmila, Keong Lee, Alan Tang, Penny Lim, Jin Ang, Li Wen, Eong Kam, Thomson Teoh

**Mainfreight Indonesia
 Our first branch in Indonesia
 is open for business**

We are pleased to announce our first Mainfreight branch in Indonesia. The Mainfreight Jakarta Air & Ocean branch officially opened on 1st August.

Mainfreight Jakarta office address: Gedung Harton Tower Citi Hub, 8th Floor Suite B, Jalan Artha Gading Boulevard, Kelapa Gading, Jakarta Utara 14520, DKI, Indonesia.



Mainfreight Jakarta Team

L-R: Charles Sarayar, Ivan Pramono, Rebecca Vuksanovic, Paramita Dharma, Hendro Penggabean, Glen Sumar



Mainfreight Americas - Jason Braid

As we come to the end of yet another year, we are reminded of just how quickly time goes by, and as you look back on the last 12 months, we hope you do so with a sense of achievement and pride at what has been achieved. It was always going to be a big ask to improve on last year's record results; thus far, however, we are on track. Well done, and thank you all.

Whilst pleasing to be able to finish the year as we are, we are always looking towards the next 100 years, and this is no time to relax. Putting in the hard work now will ensure we hit the ground running in 2023/24; this comment could not be more relevant than when it comes to sales. As a team, we are responsible for spending more time on

the road, in front of customers and listening to what we can do better. After all, we are only as good as the customer perceives us to be.

For those of you in branches that are yet to hit their stride, please take a moment to reflect on what could have been done differently. If you are struggling with ideas on how to get your branch on the right track, please speak up and ask for help. Numerous team members throughout our business are only too willing to lend an ear and offer support. Make changes and do something different going forward.

There is a common theme coming from our leaders in this newsletter; culture, quality, supply chain sales,

investment in our people, and improving and growing our branch network. These are all things we are working on and essential to our continued success. Our focus on this will not change going forward; we get these things right, and the results take care of themselves.

The responsibility of getting our culture right sits with us all, so please, if you see something that is not right or think we can do better, speak up and act accordingly. We have many exciting things planned for the year ahead, but it will only be possible for us to get it all done if it is owned at the branch and by our teams. Delegation and empowerment are crucial to us being able to move with pace.

How Mainfreight Americas Participated in Global Wellness Day

It's easy to get caught up in the hustle and bustle of work, especially in these busy and stressful times.

This past quarter, our teams across the Americas have been staying active and putting wellness front of mind to create a more balanced and sustainable work life.

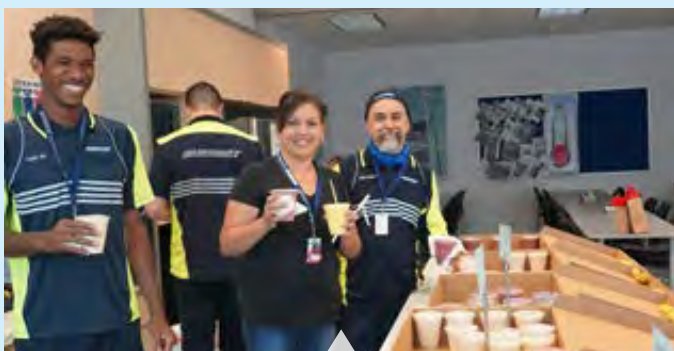
Our teams celebrated Global Wellness Day in many ways, including guided breathing and meditation, healthy group lunches, outdoor sports and activities, and a national webinar series for all Mainfreight Americas team members hosted by Canadian nutritionist and author Andrea Holwegner.



Healthy and delicious, the Seattle team made sushi in honour of wellness day. Daniel Kinoshita (Kino), Matteo Sironi and Jeffrey Vacharasovan



Tatiana Pineda and Valeria Alarcon participated in the big outdoor stretches on Wellness Day



Starting the day with a healthy smoothie; Gianni Uba, Christina Saldana and Jorge Velasquez.



Yoga on the Mainfreight blues. Branch Manager, Carla Leslie, scheduled a local yoga instructor for the team in Salt Lake City.

Mainfreight Canada Celebrates 10 Years - Caitlin Grice

We've been spreading the Mainfreight Blue in Canada since 2012! A huge thank you to our customers, partners and vendors for making the past ten years so memorable. All four business

units organized a party for the team and community to say thank you and enjoy one another's company. Take a look at all the attendees enjoying food, games, prizes and live music.

Team Canada has expansion and growth in mind, so we can't wait to share how much more we have grown this time next year!



Team Toronto – Air, Ocean, Transport and Warehousing.

Americas Transport - Shawn Roach

A very exciting year as we embrace significant changes to our market identity, branch building designs and technologies.

We have embarked upon our official Carrier status. It's the last step to remove us from our forwarding roots, allowing us to commercially open doors to our current and future customers that require transportation services to the retailers (as we become preferred carriers).

To be a carrier, we need to look like one too. We are well down the path for our new Dallas cross-dock, 88 doors, and 18.5 acres. Additionally, we are excited to announce land we have now identified for our next build that can fit a cross-dock for our Chicago team and future growth-proofing opportunities. Well done, team!

To support our Carrier journey, our new facilities must drive efficiencies.

We have had an outstanding first half of the year, where we have embraced our accountability for revenue, and we are on target for improved profits. This is our opportunity to improve our quality and find growth.

Let's continue executing and embracing our non-negotiables, our culture, and our market differentiator.

Well done to date, and as we say, "we haven't even found the surface, let alone scratched it for the opportunities that lie ahead".

National Truck Driver Appreciation Week 2022

National Truck Driver Appreciation Week is an important time for us to thank all of the professional truck drivers for their hard work and commitment. We wanted to make sure we raised the bar for our drivers. Every owner-driver in the US and Canada received a very special truck driver appreciation pack as a thank you for everything they do, including a duffel bag, cooler, tumbler, blanket and towel. Each Branch Manager personally handed out each appreciation pack to their drivers. One of our Branch Managers even reported that their driver got teary-eyed when he received his bag! He said he hadn't received anything like this in all the years he's worked in the industry. Our branches hosted their own special events for the drivers every day of the week, including healthy lunches, gifts, truck washes and tire blackening, and team barbecues.



Driver bags were presented to each driver out of Mainfreight Americas. We truly appreciate the heroes of the road. James Marquez, Branch Manager of San Francisco, delivered this to Johan Garcia.

Mainfreight Chicago respond to Hurricane Ian.

Mainfreight Chicago Transport has teamed up with their accounts to reduce the stress and provide much-needed relief for the people of Florida and South Carolina. The team worked tirelessly with Asmino, who provides emergency medical equipment and sterilized water to reduce dehydration

and medical emergencies in the most impacted areas. Further to this, many Floridians were without power in entire cities. We are happy to be a partner to Amperage Electrical to deliver many generators to the numerous American families coping with the effects of the hurricane.

We ensured adequate supplies and essentials were delivered to various locations thanks to flexibility, account management, and quality customer service.

Branch Barbecues

Dallas - Jay Patel

After much anticipation since our last BBQ all the way back in 2019 (what a long three years!), we were finally able to host our customers, prospects, team members and trusty stallion again at our facility in Dallas/Fort Worth! Over 150 guests joined our team in September to enjoy some food, games, and tours of our immaculate facilities. A true team effort by the sales teams of Air/Ocean, Transport, and Warehousing; we couldn't have put together this type of event without all hands on deck and the support of our Branch Managers. A special thank you to the Kitchen team for the hours in preparation, as the rest of us couldn't be trusted to run the grill for too long. With the success of this event, we hope to host another when it's a little cooler in Texas soon!



Team Dallas at the customer appreciation BBQ

Dallas Ocean Branch Manager Adam Renner and the team created Mainfreight Texas BBQ Sauce. Now taking orders!



Chicago - Greg Lux & Chris Michalak

In our continued efforts to promote one Mainfreight, on August 13th, the Mainfreight Group in Chicago got together for a family picnic. We had members from Carotrans, Warehousing, Transport & International all join in on the day; that included activities of face painting, games, a balloon artist and a magic show along with other games for children and adults. Fun was had amongst all while connecting with colleagues and their families.



Team Chicago – Summer picnic with family and friends

Americas Warehousing - René Van Houtum

Our Warehousing division is growing nicely, and we have achieved or are going to achieve a couple of significant milestones. With the opening of our Bolingbrook II branch, our second warehouse in the Chicago area, we have passed the 2 million sq.ft. warehouse footprint mark. Our revenue continues to grow, and we are confident that we will pass \$100 million in revenue for this year; another nice milestone! Our team continues to grow rapidly, and recently we have welcomed our 500th team member in the division.

It goes without saying that this wouldn't be possible without the unbridled commitment of the team. The passion and enthusiasm are contagious; thanks to the team for making this happen.

Whilst this is not new, we are putting more effort into supply chain sales. Our network is growing daily, and we strongly believe that our Warehousing customers and Mainfreight both benefit from using our Air, Ocean, and Transport services. Delivering high performance every day of the year is the key to success here. Since the beginning of this year, we have measured the number of pallets that enter or leave our Warehouse and how many of these are handled by our Air, Ocean or Transport division. Together with the teams of other divisions, we "target" the freight that is not in our network (yet)!



The LA Warehousing Team beach day!

We are currently looking at expanding our Warehouse footprint. Only a couple of years ago, we were proud to open a Warehouse of 150,000 sq.ft. While we still are proud of these achievements, we now believe that these are "small" Warehouses. The new "benchmark" are Warehouses of 500,000 sq.ft.

In the previous newsletter, we briefly spoke about Mainfreight's two unshakeable beliefs, which, in summary, tell us that our quality sets us apart from our competition and that the level of quality is determined by how our customers perceive this. With our continued growth, we must never forget that high performance, in combination with immaculate presentation, is the basis for "everything". We must keep this in the back of our minds with everything we do!

This brings us to the areas that we need to focus on for next year. Never a dull moment, never time to sit back and relax, but that is who we are.

1. Our performance. Whilst the vast majority of our customers are happy with our performance, there are areas where we can improve. We are not perfect, but we should aim to be! And remember, the quality is only as good as our customers perceive it.
2. Our culture is unique; our culture gives us a competitive advantage! Let's make sure we give our culture enough attention!
3. Our presentation. At all times, our buildings must be a "showcase"; both from the outside and inside. Our standards are high; let us maintain it at all times!
4. Our network. We have a strong network; let's support it.

Let's make sure we have some fun and enjoy what we have!

We wish you and your family a fantastic Christmas and all the best for 2023.

Growth in Mainfreight Warehousing LeHigh Valley

A lot can happen in a year! What started with four walls and dock doors has transformed into a full supply chain warehouse with twenty-three customers. We started with a smaller team of three in 2021 and remained tight-knit while expanding to over twenty team members.



Back row (behind yellow divider L-R): Robert Moser, Alejandro Quinones, Bruce Moyer, Sylvia Arroyo-Pazmino, Bryan Bruch, Eric Stockl, Maxime Menos, Seth Batcha, Jay Desarden, Karen Desarden

Front row L-R: Eliezer Fernandez, Andres Garcia, Xiomara Rivera, Margaret Dickey, Kathryn Wojcicki, Stephen Cacnio, Margarita Calderon

Warehousing Chicago

Mainfreight Warehousing is adding its 2nd branch within the Chicago area, which will be an exciting 302,000 sq.ft. The building opened its doors in January '22 to quickly begin operating due to the demand and overcapacity.

Over the last eight months, the team has done a tremendous job fulfilling orders while simultaneously setting up racking and moving new/existing customers into the new site.

The racking of the branch was officially completed in August '22, and

we will finish wrapping up the final projects of the shipping/dock offices, main office, and cantina by January '23. Once all is complete, there will be an official Grand Opening to follow at the start of 2023 shortly!

Americas Air & Ocean - Nathan Thomas

We are growing, and with growth comes the opportunity to extend our family. We are excited at what that growth brings, and with some big goals in front of us, there are plenty of opportunities to further your career.

For Air & Ocean in the Americas, we have welcomed over 70 new team members over the last twelve months across the four countries we operate in; welcome team!

Our induction program has stepped up to accommodate, with Regina and Desiree leading the charge with almost weekly inductions happening in Los Angeles. A significant BHAG to get to all our team members, new and existing, as we take the opportunity to deliver our history, culture and, most importantly, meet team members outside your branch and touch on where we are going. Thanks, Des and Regina.

According to some media outlets, our environment may have “softened”, but nonetheless, our roles are no less critical or challenging. Keeping our customers fluid with knowledge has once again proven to be our best attribute. The “on-shore” challenges still very much remain, with rail, drayage, airport wait times, and capacity all still challenging. We appreciate the hard work the team is putting in to keep customers abreast of information and on top of transit times.

Once again a good time to remind us of all the things that set us apart and to continue to do and focus on;

- Our Inductions, embrace these, give it everything and hold yourself accountable to what you have learned. Be the cultural ambassador for your branch!
- Our phones are our best tool in the toolbox. Too often we do not use enough, talk to our customers, teammates around the world, and vendors.

- Thank our Customers, we appreciate them and genuinely enjoy looking after them. Let them know!
- Don't forget to ask, “what else” – with our global network and local network's intensifying, we should be asking what else Mainfreight can do in the total supply chain. Don't forget about our team in the other parts of our business that could be helping these customers too.
- Smile - it goes a long way! (especially when answering the phone!)

We hope you all enjoyed Thanksgiving, a special time in North America. It's important to spend time with loved ones, friends and family. Whether it was Turkey and Football, as is the case in many homes, or another tradition, we hope you enjoyed yourself and had time to reflect and be thankful for the year that passed.

Thank you to all those extended Mainfreight families that support our team on the home front; it is so important to us. Happy Holidays to all.

Ragnar Running Challenge

Albany, Newark, Miami, Chicago, Dallas, San Diego and Los Angeles Branches.

In September, a group of Mainfreighters took on the Ragnar running challenge through the hills of Mount Ascutney, Vermont. Two teams, composed of Air & Ocean and Transport members, came together from across the country (Albany, Newark, Miami, Chicago, Dallas, San Diego and Los Angeles) to complete the combined 130-mile race in 24 and 27 hours. Both teams shared base camp where they would discuss current race details and previous Ragnar event experiences, dip into Mainfreight talk, and occasionally sip a post-race beverage. This was a great opportunity to blend cross-divisional team bonding with physical activity and an appreciation of nature!



The Teams included: Michael Benjamin, Andreu Planells, Nathan Thomas, Travis West, Sean Dingman, James Blok, Bryce Hicks, Krhystof Sutherland, Will Young, Georgina Shelton-agar, Andrea Chavez, Annalisa Marchiafava, Brianna Stein, Kit Taylor, Lauren Hiku, Matt Gustafson and Elaine Wong (as camp mom!)

Operation Fly formula: Bubs Formula Charters – Kody Ichinaga Warehousing, Air

In February, Abbott Nutrition, America's largest baby formula manufacturer, issued large recalls and was temporarily shut down, causing a mass shortage of baby formula in the USA. As a result, the FDA granted emergency registration to foreign baby formula producers in order to combat the shortage. One of our existing Americas Warehousing customers in Moreno Valley, CA, Bubs Australia, was the first to submit their application and be approved. Working with the White House and Bubs, Mainfreight Warehousing team members Kody Ichinaga, Amelia Williamson, Stephen Cacnio, and Ryan Betts, along with Air team members Harsh Dharamshi and Alvaro Fuerte, coordinated to bring six chartered



Alvaro Fuerte and Jorge Vasquez unpack a fresh air shipment from BUBS to reach our consumers

flights over to the US, de-consolidate PMC's onto pallets, and sent out as orders to larger retailers like Walmart and Kroeger over the course of 6 weeks. The team worked weekends and around the clock to help support

Bubs and, more importantly, millions of families worldwide. We are absolutely a special company with many special people!

Boston Transport Cross-Dock : Tom

Greetings to the Mainfreight Family around the world. We are proud to be part of the group and excited to share a few details about our branch, our team and our city!

We opened our doors on 21 February 2022, and quickly made our presence known in the Boston market. Boston is one of the oldest cities in the

United States and home to the very first college in the country! We are happy to add a little Mainfreight history to the site.

In true Mainfreight spirit, we took on a large facility with the exciting challenge of filling it with our ideal customers. We have fully branded trailers, straight trucks and our most

prized asset; owner drivers are uniformed and bilingual. One of our most exciting attributes is our daily linehaul connections linking our fellow branches in Boston, Philadelphia and Newark. Our unwavering focus on taking care of one another leaves the future of Mainfreight feeling big and bright.

Salt Lake City Air & Ocean Grand Opening

Air & Ocean has landed in Salt Lake City. The Americas team members were on hand to launch the grand opening for the community, vendors, partners and customers. The beautiful landscape is a great setting for food trucks, games and grand prizes! The site was also available for tours to showcase the hands-on customs brokerage, warehouse to handle transloads and cross-docks and the essential Mainfreight blue office.



Salt Lake City Opening

CaroTrans - Chris Wilson

2022 has been another strong year for CaroTrans USA. We are pleased to be on target. We opened our 15th branch this year in Salt Lake City, UT. We are the first and only neutral NVOCC to have an office in this growing region of America. In addition, we are the first to offer an export CFS in Salt Lake City with an overnight connection to Los Angeles. We are pleased with the Salt Lake City opening and have started reviewing options for our 16th and 17th branches to open next year. In addition, we have our sights on opening our first Canadian branch in 2023.

We finished the year with more salespeople and successfully made

sales visits in our outer markets, such as Nashville, Buffalo, Oklahoma, Arkansas, Kansas City and Connecticut, among others. Thankfully, overseas travel has opened up, and we were able to welcome visitors from Italy, Japan, Spain, Australia, Holland and Norway. This is such an important part of our business. Special thanks to the team for being gracious hosts and using the time properly to visit customers and learn more about our mutually beneficial business relationships.

Creating competitive advantages in our core export LCL product is critical to the long-term success of our business. Well done to our branches for making a commitment to launching

and loading new services such as Los Angeles to Santos, Seattle to Rotterdam, Chicago to Bangkok, Los Angeles to France, Houston to Spain, Shenzhen to Boston and Italy to Boston.

We could never have accomplished our goals without the effort and dedication of every single team member across the business. It has been a true team effort, and we are extremely grateful to be part of a very special company. Enjoy your holidays with friends and family, take some much-needed rest and look forward to seeing everyone in 2023.

CaroTrans Salt Lake City:

David Mashburn started his path with CaroTrans Houston as an account executive. He spent the last four years expanding the sales team and will use all his knowledge to open the newest branch in CaroTrans USA, Salt Lake City. Salt Lake is one of the fastest-growing cities in the U.S., and with that growth comes opportunities for new freight.

Boasting a recently expanded Inland Port, Salt Lake is a developing focal point for manufacturers and an important hub for distributing cargo to the interior of the country. Once the city was targeted, it was all Ready Fire Aim from there, and the new office opened within just a few months!



CaroTrans Salt Lake City Team - David Mashburn, Sheree Terrian and Michelle Juarez

Our CaroTrans USA Team ready to deliver our apple buckets

"Attitudes are contagious"



Technology – John Eshuis

Technology Delivers

Technology Delivers many things. It delivers freight, it delivers efficiency, it delivers actionable insight. Technology aligns with our strong team culture. The technology we create is designed to enable the team to make the right decisions, not to make the decisions for them.

Many projects and enhancements were delivered this year to support that, for example;

Project Real Time – continued enhancement of our global mobile solution for our drivers and team members handling freight. The application is designed to allow the team to move freight through all the steps in the network, keeping close tabs on the movements so that it is always clear where the freight is at. This in turn supports the dispatch, customer service, and linehaul planning teams with accurate and timely data.

Maintel – our analytics platform is now available directly to all customers through Mainchain, our customer portal. Mainchain already has a strong following and capability in Track & Trace, Transaction Entry, and Reporting. This is further strengthened by providing long-term graphical visibility over the customers' supply chain, supporting strategic decision-making.

Improving the functionality in Mainchain, the Air and Ocean division invested in their Order Management Solution, which delivered many improvements this year.



Maintel - Air & Ocean Dashboard

The product supports the Procurement and Purchase Order process with overseas suppliers. Designed to give greater control over the more complicated steps such as documentation requirements and managing exceptions in a complex and high volume freight environment.

Next year promises to be another exciting year with many new initiatives already well on their way.

IT teams around the world tackle the mountain of work with gusto and focus. We are proud of the work that gets done, and the dedication with which it gets done. Please continue to do so and keep pushing our core beliefs:

- Deploying solutions requires careful handover and thorough training. Continue to take that seriously and understand how the team can best

absorb the next new initiative.

- Spending time in the branches, with the team, is when you will find the most exciting opportunities.
- Mainfreight Ready Fire Aim. We are a special company that doesn't need to always follow standards. Let's be selective and a little bit rogue, we can do this our way. That is, after all, the best way.

For the Mainfreight team around the world:

- Technology is most useful if you understand it well. Learn, discuss and leverage every inch of the tools you have. There is much to be gained by using what we have, and it will put you in good stead to pick up the new things as they come out.

**Thank you all for another incredible year, delivering incredible projects.
Have a good break and be ready to go again in 2023.**

Cyber Security

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

A simple message:

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

The Cyber team continues to put a lot of effort into protecting and monitoring our environment.

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

Paperless – Warehousing Solutions New Zealand – Rahul Gordhan

Mainfreight is always looking to reduce our carbon footprint. The Warehousing leaders caught up earlier this year and agreed to focus on reducing paper in our Warehouses. We can produce over half a million pieces of paper in a week around the globe for our Warehousing customers, on packing slips, labels, and consignment notes.

With the big push in the Transport business on Project Real Time (their move towards paperless transactions) it was realised that with those changes, Warehousing could follow suit.

To begin we kicked this project off at Railway Lane Warehouse and Transport Sites.

We turned off connotes at a customer level at Railway Lane Warehousing, and quickly re-aligned processes with the end goal of reducing paper.



Rebecca Hayward – Branch Manager of Owens Warehousing in Christchurch

The team picked up the process quickly (thank you!), and we committed to turning off connotes for the full site. The business has since implemented this process across the country and the majority of the Warehousing sites no longer print consignment notes.

The impact of this project has been noticeable as the Warehousing branches are saving cost and time in their dispatch process and the team is now getting a more accurate view of when the freight was picked up and received!

Improving Visibility – Transport Solutions New Zealand - Henry Booth

Visibility between our Warehousing and Transport sites has often been in the form of emails, phone calls, and spreadsheets. Transport sites use historical information and estimates to plan pickup loads and linehauls.

The Control Tower initiative aims to give more transparency between the different areas of our business. A workshop with the team created clarity for the business: more information, earlier. Some of this information is stored for days within our Mainfreight systems, but not

visible to the Transport team until it's picked and finalised. That needed to change.

Key areas the team identified that Control Tower would assist with were:

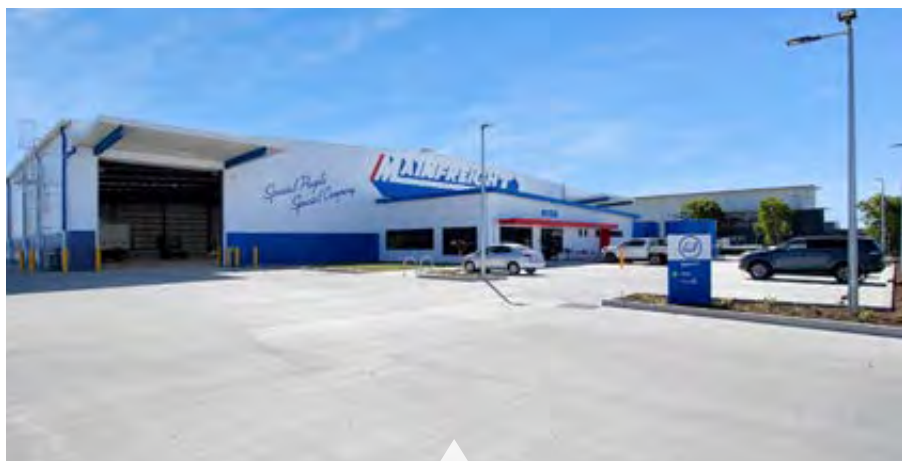
- Planning direct Metro loads
- Expected pick-up volumes
- Consolidating direct linehauls out of our Warehousing sites
- Giving early visibility of large consignments early

The final concept was designed as a page within Mainstreet that showed information only previously visible within our Warehouse system. Visualising the information in a consumable form with fields such as delivery branch, weight, volume, and expected delivery date. Flexibility was built into it to allow different teams to use it in different ways.

Control Tower is expected to be available for the wider team in early 2023.

So many new branches! Infrastructure Manager – David Hall

Another busy year across the globe with growth and expansion plans driving our investment in new sites across all our regions. Construction of new sites and leasing of new buildings is a huge undertaking for our Property Management and IT Teams. Our IT Teams are heavily involved in branch builds, deploying various technology platforms, including wired and wireless networks, automation and building



Our new Transport branch in Mackay, Australia

management systems, security access control, camera systems, facilities management, conferencing, telephony, computers, mobility, printers, scanners, and everything in between!

The table beside shows the 70 sites we have and will be supporting, by region, in the past 12 months, and scheduled new sites for the next 12 months.

	Complete in the past 12 months (moves and new)	Coming in the next 12 months (moves and new)
New Zealand	7 Branches	6 Branches
Australia	10 Branches	7 Branches
Asia	6 Branches	8 Branches
Americas	10 Branches	5 Branches
Europe	5 Branches	6 Branches
Total	38 Branches	32 Branches

Sometimes Branch changes happen at short notice! We are ready! European infrastructure manager – Jeroen Bruggeman

Our business is growing fast and the map is turning bluer by the year. To support this growth our IT systems and solutions need to be agile. This can be quite a challenge at times, forcing us to think out of the box by putting IT in a box.

We have developed an office in a box solution. An office in a box is a plug and play kit that contains everything that is needed to start up a branch, supporting up to five team members. This allows us to set up temporary and ad-hoc locations on the fly. So if things are going faster than anticipated, let's go, we are ready.



IT teams Office in a Box



Hobsonville Branch Opening – Transport Solutions New Zealand - Henry Booth

The opening of the new Hobsonville branch in New Zealand meant a new team and new processes. The Transport Solutions' (IT) team was on site for the Go Live week to help implement the latest software and process as part of Project Real Time.

This included:

- Inducting the freight into the network by using the new "Receive app"
- Having manifesting process built around the physical freight and labels rather than the paper consignment note

- Completing the loader checklist, dangerous goods load plan, and departing the units from the mobile devices
- Dispatch planning with dispatch runs, removing the paper delivery receipts
- All drivers switched to using Sign On Glass

Being present in the branch was crucial, to provide training sessions and for us to get feedback and make required adjustments on the spot.

The team has embraced the new technology and operates as the top large branch in NZ using Real Time. They are almost at 90% of all events updated (Picked-up, Delivered, Received, Manifested, Loader Checklist, Outturned) on the Real Time Mobile App. A big thanks to the team for taking on the challenge and carving out your own way of doing things.



Group Training & Development – Martin Devereux

The focus for our Training Teams across the globe has been getting back to basics. In part, this is due to the relative normality, which has returned to most regions, but it is also a reflection of our role in supporting our teams as we grow and extend our network.

The past few years have seen many new people enter the Mainfreight

family and enter branches picking more orders, shifting more tonnage, or moving more TEUs or kilograms than ever before. Whilst this means an exciting entrance into their time with Mainfreight, it often leads to several questions as to why we do things the way we do. It is this focus our training teams have had at the forefront of their efforts for most of this year and

will extend into next year.

The below contributions provide wonderful insight into the various challenges our business faces across the globe as well as the projects the training teams are committed to. Whilst not all will have global applications, all have the potential to form part of 'the way we do things round here.'

Europe – Courtney Bould

We have made a huge effort as a business to get our team members injected with our famous blue blood on the Induction Course. In Europe, we operate in many languages, English, of course, is the lingua franca, however, when you really want team members to deeply understand a concept, like our culture, it's more effective in the language they understand best. Having a training team that can speak 15 languages between them is a superpower in this

environment, one that we have been cultivating over the last few years. What does it look like in practice? We recently delivered our first Induction Courses in Polish for team members and drivers, we train the Induction Course every week in English and Dutch, we have trained the new transport management system in Romania to all Transport branches, and soon we will have just completed the Integrity training in French, Dutch, Romanian, English, and Polish.

The audits implemented for Transport, and Warehousing have started. The audits are highlighting common themes across branches, which enables us to tailor training and improvement projects. Coming up for Transport will be their quality boards! The audits will have questions added each year as the business develops and processes are standardised (Mainmove, health and safety pack...)



Erik provided his first induction course, together with Bogdan. Team members L-R - Bogdan Rascol, Alonso Aldair Canales Rios, Keihan Padeshah, Willen Van Besouw, Erik Dalenoord, Ana Molina Aragon, Bartlomiej Zaremba, Patricia Momcilova

For the first time in European history, our three products Warehousing, Transport, and Air & Ocean joined together as one on the Induction Course in Poland

The Americas – Andrew Hall

The pedal is to the metal in the Americas with training back in full swing, from inductions, MDP, leadership, and a multitude of other operationally focused courses. We are driving both culture and quality in a back-to-basics way.

Since our last update, we have completed 15 weeks of Inductions in Los Angeles. The feedback from all team (we have the BHAG of getting

all Americas team on an Induction - not just the newbies but everyone) has been overwhelmingly positive. Those who have been here a day or two love the experience as much as our newer team members do. We are excited to get multiple sites up and running over the next few months to increase the number of team going through our supply chain inductions in 2023. Next stop Dallas and then on to New Jersey.

We have also just completed Branch Manager Inductions where all our BMs went back to basics, in what we liked to call a practice session where our team focused on the fundamentals of who we are. It was a good chance to challenge what we are doing versus what we say we do. It opened healthy and robust debate. Solving problems in areas where we need to pick up our socks.

Our Mainfreight Development Program now has 260 active members across the three-year term. It shows no sign of slowing down as we hire smarter people than ourselves. We had our first MDP Year 2 in-person training recently. This is where we focus on some key Mainfreight behaviours: integrity, honesty, respect, listening, and making decisions. It was great to see our future leaders take on these behaviours so personally. Next year we will have over 14 MDP Y2 courses active. It is going to be busy!

Ready Fire Aim! We launched Maintrain (our learning portal) in April. Since then, we have been doing a lot of aiming and development. We now have a lot of our Health and Safety content and reporting going through Maintrain. It has really highlighted the focus on this area of our business. We have also rolled out sales and operational training. Aiming takes some time and some refinement. We have plans in 2023 to elevate the content, presentation, interaction, and knowledge of our team. We do not see this as a replacement for our focus on in-person training but as a



USA Team Induction Course held in Los Angeles

great way to scale knowledge and support our key in-person training initiatives.

As we dialled in on the Back to Basics focus, we took a deep dive into another cornerstone of the business – BM Manuals (The Blue Book). We revamped, edited, refreshed, and delivered all new BM manuals to our branches. This sounds easy but it was a big task. They are fundamental to

the quality and culture of our branches. BMs have also completed some follow up on Maintrain to make sure knowledge has been cemented.

There is a lot in the window screen for 2023, but our focus will remain on ensuring a better understanding of our culture and quality. They are as fundamental as Tom Brady's ability to pass or Tiger Woods to putt.

Australia – Shona Taylor

2022 had us training our business fundamentals - who we are through our induction courses, covering culture and the way we do things. We have also provided leadership training through various courses to support the continued development of our teams.

1. 44 Product Specific Four Day Inductions – delivered to 406 team
2. 27 One Day Inductions – delivered to 123 team
3. 17 Leadership courses inclusive of TLS, Outback Experience, and Team Leaders – delivered to 248 team

Inductions and leadership training will continue to be a focus as we support the business through the growth we are experiencing. The more knowledge we can impart, the better placed our team will be to support our customers and contribute to our business.



Induction Course with our team in Australia
L-R Troy Bennett (Trainer), Lachlan Perryman, Alex Odri, Sarah Siyavong, Denielle Aguirre, Lillian Spear, Alison Shepherd

Further to inductions and leadership training, our driver trainers have been supporting the branches with load restraint training, Chain of Responsibility, and driver assessments with over 500 team members and drivers trained face-to-face. With the growth of our operations, this has

been key to assisting branches in maintaining quality and understanding of expectations. Dangerous Goods training has also been a continued focus as new team members join our business and we refresh the current team's knowledge.

Although this is not all the training that we have supported the business with; the above has been key to the continual development of our team and places us in good position for our future growth.

In 2023, we will continue to focus on developing our team and drivers through inductions, leadership

programs, load restraint, dangerous goods, and health and safety training. We will be implementing a stronger Master Loader program to assist the branches with the development and quality of our team unloading and loading our trucks to ensure we provide the best quality service possible to our customers.



Lillian Walters behind the wheel of a big rig!

New Zealand – Lizzie Judd

Going Regional

This year we have moved our Supply Chain Induction course out of Auckland and Christchurch and into the regions, with trainers based in Tauranga and Wellington. This has given us the ability to run 35 courses in 6 months inducting approximately 360 Team Members.

The teams have enjoyed meeting and building connections with those they may interact with regularly in their region. It has also benefitted the Training Team, by being able to make closer connections with the new team in the regions; they feel it is easier to reach out if they have questions.

Getting back into the University Scene and Cracking the School Space

With fewer restrictions and more students on campus, it has been fantastic in the second half of this year to get back in front of university students at careers fairs, presentations, and networking events. While online presentations and expos had their place over the last 2.5 years, it has made a noticeable difference in engagement and ultimately application numbers, being able to connect with students face-to-face and spread the Mainfreight word!

As well as continuing our connection with universities, the team has been working hard to connect with secondary schools across the country. The aim is to create greater awareness of the career opportunities in the Supply Chain industry and identify Mainfreight as a preferred employer!

Developing the Team

We have finally been able to get back into the groove of face-to-face training, which has been fantastic. Most of the courses have focused on leadership and life skills, been well received and helped our team members with professional and personal development and growth.

This year, we were able to cover a few more courses, which included Branch Manager Leadership Training, Existing Team Leaders course, MDP/TLS Level 1 for those on the Mainfreight Development Programme, Manurewa High School Programme, Time Management, and Customer Care.

Keeping in line with our 100-year vision, our goal is to train our team continuously, so that they are ready to tackle future challenges, be proactive in our supply chain relationships, and provide the best quality in all that they do.

Health, Safety & Wellbeing

It has been an exciting couple of months in the Health, Safety & Wellbeing space! September saw us hold our first face-to-face training sessions with our Health & Safety Coordinators across the country in over 2 years. 68 team members attended a 2-day course held in Auckland, Wellington, and Christchurch.

The course covered topics from Pain & Discomfort to Nutrition and Managing Money. It was a great opportunity to expose our Health & Safety team to some of the resources that are available for them to facilitate in their branches.

We have continued to hold Save a Life meetings with Branch and General Managers to discuss openly some of our incident/events. The purpose of these meetings is to work together to understand the factors causing



Our team at the Auckland Careers Expo 2022
L-R Emma Bryant, Zierra Misaita, Sarah Mann & Taylor Tolson

workplace incidents and to help identify and implement robust corrective actions to ensure our teams and drivers go home safe, every day.

Some of the corrective action recommendations in New Zealand depots, sites and warehouses, are:

- Yellow metal barriers for ramps
- Grit paint on our depot floors
- Magnetic fork tine pads
- Mezzanine floor cameras

We are extremely proud of the Near Miss reporting by the team here in



Nutritionist and Mainfreight team member Trudy Burt sharing her knowledge with the team in Christchurch

New Zealand, which also feeds into the Save a Life meetings. It's great to see our team reporting those

moments, team please keep this up as it helps us to ensure controls are in place to keep all of us safe!

Asia – Winnie Tong Tour of Mainfreight Asia

When I joined the Mainfreight Asia family in June 2021, training looked very different. Fast forward to October 2022, and I feel so blessed to have been able to travel around to each of our offices across Asia (except China and Taiwan) to get to know our team members much better through our full 1-day intimate face-to-face Communication Workshops.

The goal of this workshop was to facilitate conversation and get teams practicing and thinking about what it really means to communicate and how we do it. In the workshop, we focused on the Mainfreight way of communication, what it means to be a 'special people, special company', old school practices of picking up the phone, asking quality questions, and learning from acting. Over 6 weeks (June/July 2022), we went to 6 countries, 12 branches and delivered 14 face-to-face workshops to over 70 team members. In addition to the face-to-face workshops, we also delivered 11 virtual courses with 128 team members in Taiwan and China.

Let's not forget about our newbies in lockdown

Although Shanghai was in complete lockdown earlier this year, this has not slowed down the branch's growth. The team grew with over 10 new people even during lockdowns. During the rough times in lockdown, the team could not experience the true Mainfreight culture of comradery, eating together, and spending quality time together. Consequently, when Shanghai started to reduce restrictions in June, our team delivered a special



Mainfreight Team in Singapore after completing our Communications Workshop



Team Induction Course in Shanghai

face-to-face Onboarding Induction Course for the Shanghai team only so they could truly experience true-blue Mainfreight TLC!

Onwards and Upwards

Our focus for the rest of this year is getting in front of the team and making sure branches are upholding the high standards that we set for ourselves at Mainfreight. This is the first internal audit held in the branch since the pandemic hit almost 3 years ago.

We want to guide and educate the team, always to strive for only the best quality in all areas of their branch.

We will also be planning for more in-person 3-Day Induction courses and TLS courses for the New Year, with the core focus on connecting our teams, getting our team to see other branches, building leadership skills, and understanding the true Mainfreight culture of quality relationships.

Bereavements

Laurens Schepers Trucks & Drivers 's-Heerenberg

On 11th of June Laurens Schepers passed away at the age of 56.

Laurens was a Truck Driver in our 's-Heerenberg team. He was with us from 2018 and during that time we got to know him as a passionate and hard working Team Member.

He was very proud on his job and his specialism was driving one of the EcoCombi's (extra long and Heavy vehicle) from Mainfreight.

Our thoughts and best wishes are with his family and the people close to him. - He will be missed!



Tony Cummings 2home Mainfreight Christchurch

Unfortunately in July this year we lost a very special member of our team - Tony (Big T) Cummings. Tony was a big fella with a big smile and big personality.

Tony left a big hole in our team and his memory will live on with us forever. Rest in peace big fella, we all miss you and think about you every day.

Ryk Ormsby – Mainfreight Timaru

Ryk began working for Mainfreight Timaru November 2007. He worked as a Night Shift storeman for many years but due to ill health, Ryk had to stop working in February 2021.

Ryk was a loving father of Matthew and Rawiri and a devoted Koro. He is missed by the Timaru Team



Mateo Tino Owens Warehousing Kahu Street

Beloved Husband, Father, Grandfather, and team member, Mat was always the first at work and forever doing the small things to make people happy. Mat could light up the room with his humour and memorable laugh – he will be sadly missed.

SERVICE ACHIEVEMENTS

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

Andrew Maxwell	20 years	Owens Warehousing Christchurch
Anthony Chadwick	20 years	Mainfreight Transport Tauranga
Chiel Hesselting	20 years	Mainfreight European Support
Chris Donaldson	20 years	Daily Freight / Chemcouriers Christchurch
Debbie Williams	20 years	Mainfreight National Support Admin
Denise Vitellaro	20 years	Mainfreight Transport Prestons
Fereniki Londy	20 years	Owens Brisbane
Fiona Trebilcock	20 years	Mainfreight Warehousing Larapinta
Gregory Prevot	20 years	Mainfreight Warehousing Belgium
Haedyn Wicks	20 years	Mainfreight Transport Wellington
Jackie Ganther	20 years	Mainfreight IT Americas
Joan Ji	20 years	Mainfreight Air & Ocean Shanghai
Joanne Warway	20 years	Mainfreight Air & Ocean Melbourne
John Eshuis	20 years	Mainfreight National Team
John Graham	20 years	Mainfreight Transport Hamilton
John Scandlyn	20 years	Mainfreight Transport Hamilton
Konelio Leone	20 years	Owens Warehousing Auckland
Max Muaulu	20 years	Mainfreight Transport Auckland
Michael McAlister	20 years	Mainfreight Transport Cromwell
Michael Tunnicliffe	20 years	Mainfreight Transport Palmerston North
Raju Vegesna	20 years	Mainfreight National Air & Ocean Support Auckland
Richard Cowper	20 years	Mainfreight Warehousing McAlpine Street
Rifet Gorovic	20 years	Mainfreight Metro Melbourne
Ron Satherley	20 years	Daily Freight Wellington
Ross Hawken	20 years	Daily Freight Christchurch
Ruth De Lautour	20 years	Mainfreight National Transport Support Melbourne
Scott Wilson	20 years	Mainfreight Transport Hobsonville
Srdan Vukovic	20 years	Mainfreight Transport Clayton
Sven Bronkhorst	20 years	Mainfreight Warehousing Born
Trevor Mitai	20 years	Chemcouriers Auckland
Andrea D'Cruz	25 years	Chemcouriers Clayton
Andrew Weiss	25 years	Carotrans National Team
Antonio Collings	25 years	Mainfreight Transport Auckland
Björn Visser	25 years	Mainfreight Trucks & Drivers 's-Heerenberg
Christine Douglas	25 years	Mainfreight Air & Ocean Wellington
Deborah Jackson	25 years	Mainfreight Warehousing 107 Westney Road
Debra May	25 years	Mainfreight Air & Ocean Sydney
Erwin Smitjes	25 years	Mainfreight Warehousing 's-Heerenberg
Frank Roelofzen	25 years	Mainfreight Trucks & Drivers 's-Heerenberg
Gerben Heymen	25 years	Mainfreight Crossdock 's-Heerenberg
Grace Polgar	25 years	Mainfreight Metro Melbourne
Grant Draper	25 years	Mainfreight National Air & Ocean Team Melbourne

SERVICE ACHIEVEMENTS

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

Jenny Payne	25 years	Mainfreight Transport Taupo
Jesse Gray-Morgan	25 years	Mainfreight Transport Perth
Leah Maxwell	25 years	Mainfreight Transport Dunedin
Lindsay Miller	25 years	Mainfreight FTL South Island
Marcel ter Heerd	25 years	Mainfreight Trucks & Drivers 's-Heerenberg
Nico Sewalt	25 years	Mainfreight Trucks & Drivers 's-Heerenberg
Osman Osman	25 years	Mainfreight Transport Clayton
Rebekah Lopau	25 years	Owens Transport Auckland
Roger Leckner	25 years	Daily Freight Auckland
Talia Lamiano	25 years	Mainfreight Albany Transport
Vanessa Carangelo	25 years	Mainfreight Air & Ocean Sydney
Wayne Busson	25 years	Mainfreight Warehousing McAlpine Street
Yves Scherpereel	25 years	Mainfreight Warehousing Belgium
Brendan Ryan	30 years	Mainfreight National Air & Ocean Team Melbourne
Cristina Lumby	30 years	Mainfreight Warehousing Railway Lane
Darryn Petricevich	30 years	Mainfreight IT Melbourne
Emil Ion	30 years	Mainfreight Warehousing Ploiesti
Iain Henderson	30 years	Chemcouriers Christchurch
Jeroen Lakwijk	30 years	Mainfreight Crossdock 's-Heerenberg
Paolina Tortora	30 years	Mainfreight Air & Ocean Melbourne
Peter Robert McNally	30 years	Mainfreight Warehousing Epping
Roslyn Meli	30 years	Mainfreight Air & Ocean Melbourne
Russell Barry	30 years	Daily Freight Auckland
Scott Collings	30 years	Mainfreight National transport Support Auckland
Wilma Kloosterboer - Bisselink	30 years	Mainfreight European Support
Edwin Nienhuis	35 years	Mainfreight Trucks & Drivers 's-Heerenberg
Gerard van Heeswijk	35 years	Mainfreight Trucks & Drivers 's-Heerenberg
Harold Bosch	35 years	Mainfreight Crossdock 's-Heerenberg
Herini Moeahu	35 years	Mainfreight Transport Wellington
Jacques van Uum	35 years	Mainfreight Trucks & Drivers 's-Heerenberg
Jos van der Zwet	35 years	Mainfreight Trucks & Drivers 's-Heerenberg
Koen Janssen	35 years	Mainfreight Transport 's-Heerenberg
Laurie McMahon	35 years	Mainfreight Transport Christchurch
Marcel Duvigneau	35 years	Mainfreight Transport 's-Heerenberg
Martin Essink	35 years	Mainfreight Trucks & Drivers 's-Heerenberg
Maurice Clarke	35 years	Owens Tankers
Murray Craig	35 years	Owens Transport Auckland
Ron Winters	35 years	Mainfreight Trucks & Drivers 's-Heerenberg
Lloyd Rivers-Smith	45 years	Daily Freight Auckland

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

Long Service Legends



20 year legend Michael Tunnicliffe
L-R: John Graham and Michael Tunnicliffe



20-year legend Koneilio Leone, Owens Warehousing Auckland

Mainfreight – 30 Years Scott Collings

Congratulations to Scott Collings, who celebrated his 30-year long service anniversary with Mainfreight in September.



L-R: Scotty Collings and Nic Kay



20-year legend Richard Cowper, McAlpine Warehousing Christchurch
L-R: Richard Cowper and Brynley Riches



25-year legend Wayne Busson, McAlpine Warehousing Christchurch
L-R: Wayne Busson and Mark Ritchie



20-year legend Srdan Vukovic, Mainfreight Transport Clayton
L-R: Riki Tipene, Srdan Vukovic

A&O Melbourne Sea – 30 Years Ros Meli

A wonderful opportunity to recognize 30 years with Mainfreight for Ros Meli. Ros joined her Team-mates at A&O Melbourne Sea Branch to celebrate 30 years as part of our Team. An amazing effort by Ros and fascinating to hear some of the ways moving freight globally has changed during that time. Ros looks set for another milestone ahead and we are certain Ros joined us straight from primary school!

Mainfreight Warehousing Railway Lane – 30 Years Cristina Lumby

Congratulations to Cristina Lumby, who celebrated her 30-year long service anniversary with Mainfreight.



20-year legend Jo Warway, A&O Melbourne Sea
L-R: Jo Warway and Dave Coughlin



L-R: Tony Capuano, Ros Meli, Dave Coughlin



L-R: Mitch Gregor and Cristina Lumby (our Italian Mum)

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



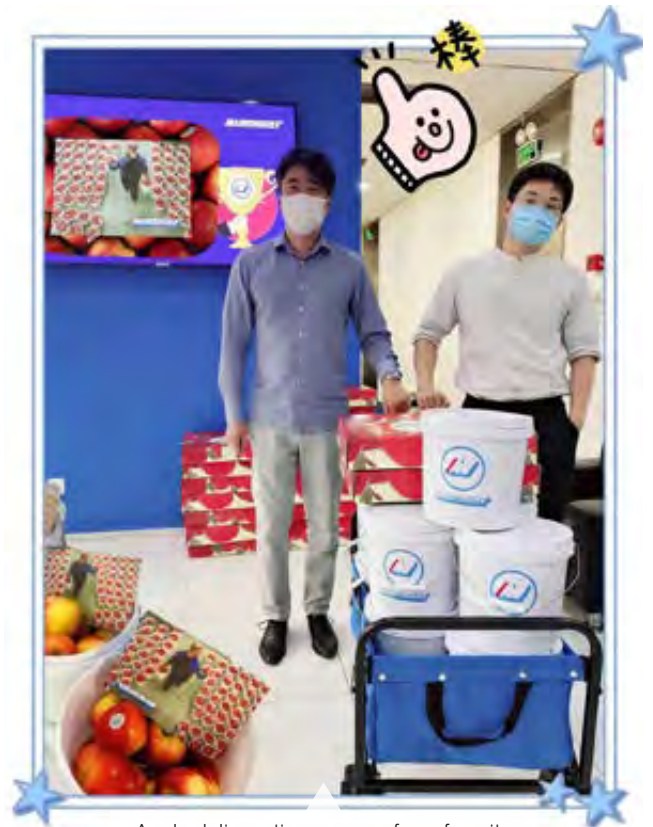
Mainfreight Air & Ocean Napier recently celebrated their 18th birthday with cake and morning tea shout for the team



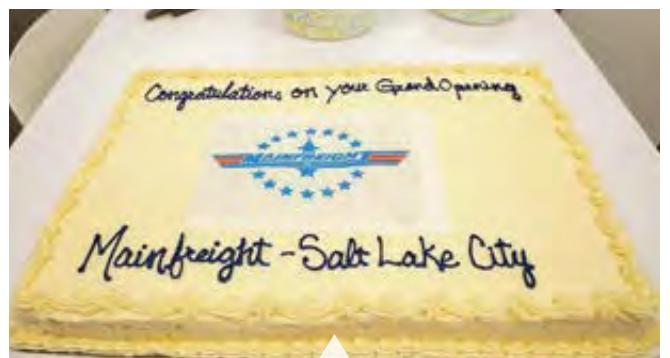
Team from around Queensland at FarmFest in Toowoomba – the largest primary industry event in Queensland



Jacob Harman and Brayden Smith from A&O Salt Lake City at the official opening



Apple delivery time – one of our favorite times of year



Not a celebration without cake! A&O Salt Lake City opening



In good spirit "Jigsaw" puts a smile on our faces while handing out "candy" to the team in Whangarei. We even had WOOOO's and BOO's



Apple Bake Off! Our Team at A&O Sydney putting their apples to good use



State of Origin Day in Rotorua
L-R Back: Kawana Hemara, Talya Macredie, Riki Bishop, Dave McGregor
L-R Front: Martin Searancke, Nikau Thompson



Our team in Wellington learning all about Health, Safety and Wellbeing

Tower Building, team building – Americas Team Induction Course



Is it a cake? Is it a container? Special Cake to celebrate our team in Hong Kong



New Jersey warehousing team with their customer enjoying tacos

Feedback

Good morning

I don't have a direct line of contact to Mainfreight other than through yourself. So I was just wondering if you could pass on some feedback about one of their drivers who does the main deliveries for us. His name is Youseff (not sure of his last name) driving truck rego 1CT9HQ and he is one of the best drivers I have come into contact with, he comes on time and is always super respectful for our rules and expectations here. As for the stock, he ensures he has all correct CP and invoice before he leaves his depot to make sure we are able to accept the goods. Youseff never misses a beat and I think he should be commended for this, if you could maybe pass this on to someone at Mainfreight for me. Thanks mate

Kind regards,
Cain

From: Sookie
Sent: Monday, 19 September 2022 9:39 AM
To: Louise Gallardo
Subject: RE: S04298340**URGENT**

Hi Louise,

Thank you so much for your help and update!

This is our first to ship a container, I think we learnt a lot and I am sure our compliance documentation will be much better and process will be smoother in the future.

I worked with different logistic teams before, and I must give compliment to you and your team that you and your team are the best and most supportive one I have ever been working with! We really appreciate all your help and patience. We look forward to the teamwork in the future 😊

Sookie

From: Frances
Sent: Thursday, 4 August 2022 8:47 PM
To: Liam Thompson; MFT Erskine Park CS
Subject: Appreciation Letter - Excellence in service : Manny, the truck driver
To Branch Manager - Mr Thompson,

We are writing to share our experience today and to praise our appreciation to your truck driver - Manny.

First of all, I have to stress that not all truck drivers jack pallets straight from their truck onto our dock platform. With all sorts of reasons, some drivers just dump pallets on the ground and leave us hand lifting all the boxes from pallets back onto our dock platform. With such experience... we urge all the delivery companies to call us to at least a day before to pre-arrange delivery. So that we can ensure we have enough staff to handle pallets.

It is sad that I had to push back Manny's Tuesday delivery due to short notice and we were short of hands that day and the next.

Today, Manny came as pre-arranged on Tuesday. He was calm, patient, cooperative, attended to safety and worked professionally.

Safety cautious and professionalism

Manny walked around his truck, making sure the area had enough room before reversing into the dock. He also came onto our dock platform to ensure the clearance before landing the tailgate.

Patient and cooperative

Manny listened and worked with our colleagues cooperatively and patiently. His calm and humble attitude helped the whole unloading process go smoothly and efficiently.

We are delighted to have his service. We wish him good health, stay passionate and happy everyday.

We are happy for Mainfreight to have a team member like Manny. We wish Mainfreight's business continue to grow and have more happy customers.

Regards,
Frances
General Manager

From: Rt Hon Jacinda Ardern
Sent: Monday, 22 August 2022 9:49 AM
To: NZ MFT Napier Despatch
Subject: Message from the Prime Minister, Jacinda Ardern

To All The Team at Mainfreight Napier

Two weeks ago I opened the new Aquatic Centre in Hawkes Bay (it's amazing) and heard that you had made a special effort to get the lifeguard safety equipment there on time.

I wanted to say thanks! It was a wonderful opening and it was so lovely to hear how your team went above and beyond to help ensure everything was ready.

Please pass on my thanks

Kindest regards

Jacinda Ardern
Prime Minister

From: Cayetana
Sent: Thursday, September 1, 2022 12:37 PM
To: Nicol Martinez
Subject: GRACIAS

Dear Nicol.

I'm Caye, from Seville, Spain.

I write to you just to tell you how grateful I am for what you have made me achieve.

You were my first impression of Mainfreight and if Mainfreight inspired and motivated me to fight for this opportunity it was because of you. You are the reflection of this family. "Special people, special company", I think nothing can define it better.

To be honest, the day you interviewed me was my first interview. That day I was a little nervous, but I trusted myself, even if I just wanted not to go blank and be able to express myself correctly. If that interview went well, it was the security, tranquility and closeness that you transmitted to me. For a moment I stopped feeling like I was being interviewed. Truly, thank you from the heart.

Now, I just finished talking to Erick, Lyon's branch manager. I still DON'T BELIEVE IT, and again, thanks to you. The day I found out that my career at Mainfreight would start in France, I was scared, not very much, very much. If going to work abroad was already a challenge, already in France I don't even tell you. I will never forget what you told me on the phone "Caye, I could have sent you to another place near here, where English is spoken, but I think you are a brave person capable of facing this opportunity."

Well, here I am, dreaming of arriving in Lyon and giving my best.

I'm sure we'll meet one day,

A huge hug from Seville
Cayetana.

From: Donna
Sent: Monday, 7 November 2022 3:04 p.m.
To: Julie Slessor
Subject: Thank you

Hello Julie,

On behalf of our Residents.

Thank you for the generous gift of the calendars for 2023.

Our Residents are suitably impressed by the art work and the colours are great for our Residents with limited sight.

Wishing you all at Mainfreight a safe and happy time for festive season.

With regards,

Donna
Receptionist - Hospital And Resthome



From: Shane
Sent: Monday, 5 September 2022 8:49 AM
To: Thomas Curtis; Mah Muulu
Cc: Alex Witteveen

Subject: FW: Mainfreight NZ Consignment FWM44105006 Booking Confirmation
Hi Team,

I am sending this to you as I do not have an email address for Sam.

I wanted to thank him for going above and beyond to get this platinum service shipment into Timaru on Friday. It was an extremely time sensitive shipment we had to have at the ports on Friday for a fishing vessel.

The way he handled himself in the face of a trying situation (I can understand how difficult it must be in the new branch with processes still being sorted) being bombarded from my end with endless calls and annoyance was a testament to himself and always handled himself with an air of calm, regardless of how agitated I was at the time. He thought outside the box and from what I could tell, pulled all the stops to make sure the shipment arrived in Timaru early evening.

Please let him know his outstanding work on this is very much appreciated by myself, our team here and my customer to get the job done and get it sorted as fast as he did.

Thanks again,

Regards,
Shane.

From: Anna
Sent: Tuesday, 1 November 2022 9:57 a.m.
To: Courtney Stevenson (MFT BHM)
Subject: Thank you

Hi Courtney

I write to let you know the fab job your staff are doing at the Blenheim Mainfreight branch.

John, Luke and Janet went the extra mile a few weeks ago organising a fridge and washing machine to be dropped to our new refugee family from Myanmar. Our Red Cross volunteer told us that there were a few complications which your team took time to support. Please pass on our thanks and let them know our families were delighted to meet them.

Ngā mihi



Dear Mainfreight team,
Dear Stephanie, Myckie and Kenneth,

After the exceptional growth of 25% of last year, we further aim strong sales growth during this financial year (April/22-March/23), across all business units.

The circumstances in the first half year were very challenging and especially in July & August, we were not able to fully realize our targets due to various reasons.

Thanks to the big efforts of the Mainfreight team (flexibility of all team members including over-time, work extra on 2 Saturday's...). We could partly recover sales during the month of September/22.

Especially in the last week of September, a huge amount of volume was realized:

- o 4.860 m³ of Direct Deliveries OUT
- o 11.500 m³ of outbound volume FU (Stock transfers and distributor sales)
- o 12.800 m³ of inbound volume FU

You can all be proud on these figures. We hereby want to express our big appreciation towards all involved colleagues. We encourage you to share this directly to all involved team members.

Our company remains on course to realize the ambitious targets of our 2025 plan and let's continue our cooperation in the months and years to come.

Met vriendelijke groeten / Kind regards
Harrie

From: Kevin
Sent: Wednesday, 14 September 2022 10:47 AM
To: David
Subject: Cody Watts - Mainfreight

Hi David - Following our convo at the ELT session last week, I just wanted to drop a short note about how helpful Cody Watts at Mainfreight has been during the past few months over a very busy conference season.

Now that COVID is more or less over, our conferences/ tradeshow are back in full swing and with Eliza gone it has been just me managing these events. We've had to order a huge amount of promo stock (coffee cups, notebooks, pens, etc.) to give away at these, and Cody has been key to our ability to support these events by making it super easy to pick and dispatch the promo items we need, when and where we need them.

All I needed to do was shoot an email, and Cody always ensured the right number of items were picked from the rack, got to where they needed to be on time and with tracking details. It was a massive help, and I doubt we would have been able to support the level of activity we've had these past few months without his assistance.

So, big thanks to Cody and the Mainfreight team for an outstanding job. I really appreciated it.

Cheers,
Kevin
Head of Marketing & Communications

From: Kelly
Sent: Wednesday, August 10, 2022 1:23 PM
To: Colin Crowhurst ; Matthew Kibbler ; John Lane
Subject: Just A quick Note
Hi Colin, Matthew and John,

I just wanted to fire over a quick email to say how much of a pleasure it is working with you.

The level of support and service you provide is second to none, I cannot thank you enough for your ongoing support and continuous hard work.

Whenever I have a query I know it will be dealt with in the most prompt and professional manner without fault and your Mainchain portal is a phenomenal system which offers so much information.

So just a quick thank you from me and the whole UK Transport team, we really value you and your level of service.

From: Bridget
Sent: Monday, 3 October 2022 6:23 PM
To: NZ National Support Team
Subject: Thanks to a good Samaritan

I wanted to send my thanks to a very good Samaritan from Mainfreight Auckland who works at the port. He wouldn't give me his name but he was driving a ute with the number plate JDR956. I had a flat tyre this evening on the northwestern motorway and he stopped and changed my tyre for me. He even waited for me to get safely back into traffic before he headed off. A very kind person who didn't hesitate to help a stranger in need. A real credit to Mainfreight and his family.

Thank you
Bridget

**Nice work Gerald Goff – Mainfreight
Auckland Port Operations**

Greenways Trust would like to acknowledge the support and assistance we have received from Mainfreight.





ASIA



AUSTRALIA



NEW ZEALAND



EUROPE



AMERICAS



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