

MAINFREIGHT TEAM REVIEW

NEWSLETTER DECEMBER 2023



MAINFREIGHT

DAILY FREIGHT

CHEMCOURIERS

OWENS CaroTrans

NOTE FROM DON

Welcome to our year-end Christmas edition of our Team Review – our newsletter written by our team for our team.

What a wonderful collection of the latest news and positive business stories about our business.

Our people around the world have experienced some of the most significant freight and logistics volume surges ever experienced in our industry – well certainly in the memory of some of us who have been around for a few years.

The congestion created by extraordinary volumes of freight across Air & Ocean trade lanes, in Warehouses, and across our Domestic freight networks during 2022 and 2023 placed everyone in a very difficult environment as we looked to meet and satisfy our customers logistics requirements.

Only on reflection do we now appreciate the enormity and affect it had on our network.

To the credit of every single Mainfreighter, we were able to deliver and therefore we have managed to grow a bigger and better business.

While we navigate our way through these last six months, the magnitude of our performance is no more evident when comparing our six month results this year compared to the same period last year. Whilst still with plenty on, our results saw Revenue decline 21.6% to NZ\$2.36 billion and Profit before Tax decline 42.1% to NZ\$124.55 million – a very credible effort considering the economic conditions we have faced.

No matter this decline, we continue to see further growth opportunities as we

continue to attract new customers to our network, and we are experiencing great support from our customers looking to extend their trading with us. This increased trading can be seen across more domestic and international trade lanes, and in a lot of circumstances, out-sourcing their warehousing requirements with us.

We continue to invest our hard-earned profits into increasing our capacity in new cross-docks and warehouses and expanding our network across the 27 countries where we are now located, or finding those new countries that will assist our geographical expansion. We have opened in Mumbai, India. Ajay and his team are confident of the opportunities that front us across India, and we look forward to seeing our growth to and from this exciting country and market.

We remain extremely proud of our ever-increasing global network and more importantly, the team of people using that network to deliver for our customers.

To our team, thank you for all you do on behalf of our customers.

We continue to be positive around the future for Mainfreight. Despite geo-political tensions and on-going economic malaise, our strong customer verticals provide us the opportunity to develop further. It is incumbent on all of us to delight our customers with high levels of customer service, great communication, and to be servicing new business opportunities at every encounter. New business sales, and developing business with our current customers, is the foundation for more growth and a stronger business.

Let us all be an ambitious bunch of so-and-so's. It will be a heap of fun for us all.

Have a great Christmas, take time for family, friends, and yourselves.

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AUSTRALIA



MAINFREIGHT AUSTRALIA

Rodd Morgan

Team,

One of our key guiding principles is that we always intend to have better financial performance this year compared to the same period last year. Most of the time, we manage to achieve this. This year, for the first time in many years, we were off at the half-year mark, with profits being behind by nearly 23% and sales down approximately 9%. Admittedly, we are comparing to an incredibly strong year. Still, nonetheless, this result is chastening and a reminder that we need to be ever-vigilant and guard against the complacency that can creep in when times are good.

Managing overhead costs is always critical, especially when things tighten up. This is when great businesses come to the fore. Our team's superior performance becomes the differentiating factor in our ability to weather tougher times because our people have proven to be the best at doing more with less.

In an unusual way, economic slowdowns are vital now and again to help us remain focused and hungry to keep on top of those things that would otherwise stop us from achieving our targets.

Our service performance from last Christmas improved significantly over the previous year due to much better planning for the peak season. Volumes for this year's peak season may spike less than in some past years, but it will still be massive. Again, this year, we have put an enormous amount of planning into ensuring that our peak season service performance is the best it can be. Irrespective of which part of our business you are in, we are judged heavily on how well we move our customers' freight on time and intact, and this remains our primary function. This is the reason we all come to work each day.

We have opened several new branches over the last few years as we continue to grow our network. Our challenge is ensuring those branches become profitable quickly and provide great services to the local areas they represent. Our regional branches can only be profitable if they are actively out and about winning outbound business, and we must all help them wherever possible to be able to grow. Our pace of network expansion will be crimped if we are too slow to build profitability in our newer branches.

FIVE THINGS TO DO BETTER IN 2024

01. Guard against hypocrisy. Hypocrites should be avoided and ignored at all costs.
02. Be good enough to take responsibility for your actions – good and bad.
03. Try to remain hungry and ambitious. Complacency will lead to mediocrity and rapidly ruin us.
04. Be aware of what you can do to help our regional branches grow and expand.
05. Demand breathtaking presentation from our business. We have no hope of long-term success without it.

These points above are particularly relevant at the moment because, as we predicted last year, 2023 has indeed seen a slowdown in our broader economic environment. This will likely continue well into 2024, but we hope our economy will show the resilience it has shown many times before. As we have often said, it is and always will be, about quality – only great quality will ensure we see off all challenges.

Thanks to those team members working through the Christmas and New Year period, and for those taking a break, have a great time.

Merry Christmas and enjoy your hams!

Best Wishes,

Rodd.

MAINFREIGHT TRANSPORT

Simon Hart

Thank you team for the great year. You should all be justifiably proud of your contribution towards delivering exceptional service for our customers. Together, we have made significant improvements to our service quality. Please remember that quality comes first. Quality to us means delivering the freight on time, in full, and in good condition. Quality means doing this while having an immaculate presentation. Our service will be better if our people, vehicles and facilities are presented brilliantly. Quality means safely doing this in our branches and on the roads. Finally, quality means looking for ways to do it better, and there is no better way to do this than an effective Positive Action Team meeting.

This year, we have moved into three new world-class, purpose-built facilities in Adelaide, Melbourne and Gold Coast. We built these sites to a high standard to give the team every opportunity to deliver exceptional quality for our customers. They all have substantial solar, battery and water capture facilities. Alongside our sustainable facilities, we have a growing number of electric trucks, forklifts, and hybrid and electric company cars.

We recognise team members who have passed in the bereavements within this newsletter. However, we all have several important lessons when talking about this team member. Ray Burgess sadly lost his battle with cancer. Ray was a Mainfreight legend who approached every day with passion and discipline. This could be seen in the immaculate way he presented himself, the forklift he drove (which was treated more like a company car), the customers he managed and the accuracy with which he carried out every task. He was a well-respected team member and a trusted advisor to our customers. Ray's contribution to Mainfreight Australia's success in the beverage sector cannot be overstated. We will miss you, Ray. You have inspired many of us throughout our careers and will not be forgotten.

We are looking forward to a busy peak season. We appreciate all the effort that goes into preparing for this. Your planning will pay dividends when freight volumes increase, and we can demonstrate our agility by maintaining our service quality.

CHALLENGE OURSELVES TO DO THE FOLLOWING BETTER

01.

Delivery performance. We are consistently achieving the expected level. This is a daily discipline. Please ensure that we have the capacity to deliver to this standard as freight volumes increase.

02.

Training. As the business has grown, so has the team. Ensure that our depot systems are understood. Time invested in good training upfront will avoid the time lost on managing challenges downstream.

03.

Presentation. Never walk past rubbish on the floor. The immaculate presentation of our vehicles, facilities and team is a non-negotiable (It is even more important when we get busy). If we look tidy, we will play tidy.

04.

Communication. We will inevitably encounter challenges early during this peak period. Give the bad news early. As time ticks away, so do the opportunities to fix the issue.

05.

Take ownership of every problem; don't just hand it off to someone else.

I hope you enjoy the below contributions from our Australian Transport team.

Thank you for a special year and your enthusiasm to make this one even better than the last!

CLAIMS PERFORMANCE

Outward Consignments Per Claim			
Branch	To Sep 2023	To Mar 2023	To Sep 2022
CCA DANDENONG SOUTH	28342	18545	14702
CCA ADELAIDE	9526	5789	3344
CCA EPPING	9515	14708	12101
MFT DUBBO	9070	0	0
CCA BRISBANE	6431	10689	16837
CCA PRESTONS	5039	4930	3841
MFT NARANGBA	4957	1788	2331
MFT DANDENONG SOUTH	4544	4094	3062
MFT TOWNSVILLE	4534	2845	2237
MFT ALBURY	4191	1899	3036
MFT NEWCASTLE	4058	3906	4769
MFT GEELONG	3808	9255	12346
MFT ADELAIDE	3331	3354	4932
CCA PERTH	2972	8133	8334
MFT CANBERRA	2930	2458	1802
MFT TOOWOOMBA	2662	1133	951
Total Company	2648	2243	2023
MFT TAMWORTH	2518	3328	2361
MFT BALLARAT	2487	2862	2902
MFT EPPING	2220	1828	1792
MFT BRISBANE	2134	1498	1547
MFT PRESTONS	1758	2007	1830
MFT MACKAY	1733	0	0
MFT GOLD COAST	1368	1108	988
MFT TRARALGON	1320	1473	1295
MFT PERTH	1097	741	774
MFT ERSKINE PARK	772	964	664
MFT WOLLONGONG	522	1321	1577
MFT ORANGE	505	3004	0
MFT BUNBURY	217	438	0
MFT BENDIGO	0	0	0

Inwards Consignments Per Claim			
Branch	To Sep 2023	To Mar 2023	To Sep 2022
MFT ALBURY	42960	4288	3739
CCA DANDENONG SOUTH	42866	26292	18314
CCA ADELAIDE	15971	16728	0
MFT GOLD COAST	7866	5192	3337
MFT CANBERRA	6595	3122	1836
MFT BRISBANE	6210	2141	1768
MFT PERTH	5966	3643	3987
MFT TOWNSVILLE	5920	8020	10216
MFT BUNBURY	5908	0	0
MFT BENDIGO	5636	5946	3943
CCA PRESTONS	5018	7831	6510
Total Company	5005	3761	3357
MFT DANDENONG SOUTH	4943	7573	5523
CCA BRISBANE	4890	4658	3691
MFT GEELONG	4464	10018	0
MFT EPPING	4329	2266	1752
CCA EPPING	4151	11092	11364
MFT NARANGBA	3958	2761	1610
CCA PERTH	3771	5492	6273
MFT MACKAY	3650	2672	0
MFT PRESTONS	3155	2149	1931
MFT DUBBO	2754	1455	0
MFT NEWCASTLE	2648	2993	3776
MFT ERSKINE PARK	2474	2449	2009
MFT ADELAIDE	2441	2410	3034
MFT WOLLONGONG	1920	5310	11141
MFT ORANGE	1433	5819	0
MFT TRARALGON	0	9943	9727
MFT BALLARAT	0	2722	1902
MFT TOOWOOMBA	0	0	0
MFT TAMWORTH		2643	4643

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.



Ray Burgess, Mainfreight Legend, 27 years

Tribute to Ray Burgess

Ray began his journey with us in October 1996. He was Prestons Warehousing's standing team member, having worked at Milperra and Prestons. Two of Ray's sons also worked here for a period, and it was clear he was proud to have them here working at the company he loved.

Ray worked on the Brown Forman account for many years until the warehouse expanded. Ray decided it was time to move out into the yard to load and unload daily. Here, he began to take great care of his forklift, painting and cleaning it weekly with his name proudly displayed on the side.

Ray still worked very closely with the account, always assisting with stocktakes, helping to pick the damages for destruction orders and labelling

inventory, which he did most Saturday mornings. This showed us his dedication to Mainfreight and the Brown Forman account by giving up part of his weekend to be here.

Ray was famously known for attending the gym daily, sometimes even twice. This was clear to us all when he would decide to start doing push-ups randomly throughout the day, sometimes even one-handed. Ray loved the beach, where he volunteered as a lifesaver on the weekend. One year, Ray dressed up in his life-saving attire for a Halloween celebration, much to the surprise of us all.

He put everything into Mainfreight, and anyone who crossed his path will forever be grateful they had.

– Riyaz Jordan.

CONVOY FOR THE CURE, TOWNSVILLE

Joel Nikeller, Branch Manager



Mainfreight Townsville participated in the Convoy for The Cure in May of this year.

A record 245 trucks and 85 motorbikes participated, with \$90,000 raised to help find a cure for paediatric brain cancer.

Thousands of people lined the streets along the route to wave and cheer, and in return, the truckies honked their horns to acknowledge the overwhelming support of the Townsville community.

Our very own Keith Abrahams taking out the prestigious 'Horniest Man in Townsville' award - I don't think he lifted his hand off the horn for the entire convoy!

They travelled a total of 19km during the convoy, which was the largest event in the North Queensland capital that day. It was estimated that the convoy was at least 5km long. Next year, we plan on doing it even bigger and better!



BREASTSCREEN NSW

Jayden Leigh Tasev,
Sales Manager, Transport Albury

In March, Transport Albury won the tender and was awarded the contract with the NSW Government for storing and transporting their two mobile mammography vans throughout regional NSW. BreastScreen NSW is part of the national BreastScreen Australia program, which the Commonwealth, State and Territory Governments jointly fund.

BreastScreen aims to improve the survival rates of women with breast cancer by providing free screening mammograms to women aged 40+. The objective of the service is to detect breast cancer early before it has a chance to spread. Early detection of cancer increases the treatment options available and improves the chance of survival.

These vans provide vital screening services to regional communities in NSW that would otherwise have no access to this kind of healthcare. Each van screens between 30 and 60 women per van per day. Seeing our Owner Driver with his brand new Mainfreight prime mover towing these trailers around these communities is quite a sight.



DRIVER APPRECIATION WEEK AROUND THE COUNTRY

Showing our drivers how much we appreciate them is something that our team really enjoys doing.

Branches nationwide came up with some inventive activities to celebrate our drivers and show our appreciation for all they do.

This time, we had lucky-dip games of chance, personalised hi-vis vests, plenty of tyres being shined, hair cuts and beard trims, special lunches, gift bags and coffee vans.



The Toowoomba team Stanley Grubb, Jason Tuautu and Jackson O'Brien presenting gift bags to drivers – Usama Ahmad, Richard Briel, Rahul Suresh and Anuj Murali



Driver Gurdeep Singh, Narangba, with his win from the Wheel of Fortune



Max Walker, Narangba, shining up some tyres



Driver Adam Khammo, Erskine Park, playing Pop the Balloon



Bobby, Willy, Phil & Yousef from Transport and Metro Epping enjoying the coffee van

WAREHOUSING

Riyaz Jordan

The most dangerous phrase in the language is “we’ve always done it this way” – Rear Admiral Grace Hooper.

As 2023 comes to a close, the supply chain network continues to experience challenges posed by global market fluctuations, increased e-commerce demands and unexpected disruptions. One particularly evident area was congestion within our warehouse operations. It’s pleasing to see the strength of our team as we worked collectively to address and mitigate this. By addressing the congestion challenges proactively, we have implemented solutions that address the current challenges and future-proof our operations against upcoming disruptions.

This year has been marked by numerous milestones and achievements that wouldn’t have been possible without the dedication of our team. 2023 saw the introduction of five new warehouses across five states. These state-of-the-art warehouses include sustainable infrastructure, technology and design that reduce our environmental impact and operational costs. These warehouses have bolstered our storage capacities and significantly improved our operations to ensure that our customer’s products are stored, handled and transported with the utmost quality and care. The integration of these new sites was seamless, thanks in large part to the dedication and commitment of our team.

“Delight customers with speed and quality”.

Quality has always been at the forefront of our operations; this year was no exception. This year, we took a significant leap by introducing Lean Six Sigma training and 5S organisational workshops to our team members. This training has amplified our operational efficiency and provided team members with invaluable tools to excel in their respective roles. This initiative also aims to refine our processes, minimise waste, and ensure that every facet of our operation is tuned to deliver the utmost value.

With the changing demands of our customers and the constantly moving dynamics of the supply chain, it was imperative that our communication processes remain clear and efficient. By emphasising improvement in the timeliness and clarity of our communication at every touchpoint, we have reduced errors and accelerated our response time. This has enhanced our service quality and further strengthened our trust with customers.

We want to thank each team member of the Mainfreight family and our valued customers for their contribution to making 2023 a success. We value your trust, support, and collaboration and are optimistic about our development for 2024.

GOALS FOR THE YEAR AHEAD

- 01. Never accept the status quo.
- 02. Understanding our customers – Knowing our customers is more than just a handshake. It is necessary to clearly understand their needs.
- 03. Take pride in our space – Taking a few moments each day to maintain our space allows us to take pride in our surroundings. This also allows us to work in a ready environment.
- 04. Better decision making – Manage by walking around (MBWA), be close to the front line, identify and address potential challenges before they escalate.
- 05. Environmental responsibility – Make eco-friendly choices in your daily life, such as reducing waste, conserving energy, and supporting sustainable practices.

Again, thank you for all your hard work and dedication throughout the year. We are incredibly fortunate to have you on our team. Wishing you all a Merry Christmas and a relaxing holiday season.

Thanks, Riyaz.

MOOREBANK INTERMODAL LOGISTICS PRECINCT – BENEFITS OF RAIL NETWORK

Karl Rutherford

Mainfreight is extremely excited to be at the forefront of achieving new benchmarks in sustainability for its customers through the utilisation of the Port Botany to Moorebank Rail connection. Our customers’ goods will travel directly from Port Botany via rail to the Moorebank Intermodal Logistics Precinct. Containers will then be transported from the ‘stack’ by straddle and positioned at our Mainfreight warehouse docks for unloading. Our team will have full visibility of incoming containers, allowing for efficient receipt of goods.

Rail freight transport is broadly acknowledged as cost-effective and environmentally sustainable, thanks to its capability of enabling economies of scale and reducing pollutant emissions. Moorebank Intermodal Precinct is Australia’s largest intermodal logistics precinct, offering unparalleled supply chain benefits. Rail freight produces 16 times lower emissions than road freight per tonne per kilometre. Besides emission reductions, the shift to rail will also ease road congestion, reduce wear and tear on our roads and reduce fuel consumption.



Our Dexter Drive Warehouse ready for the coming year

DEXTER DRIVE WAREHOUSE GETS A FACELIFT

As we approach the peak end of another busy year, we are excited to reflect on the incredible journey the team and the warehouse have been through. Our foremost priority has been restoring our branch’s presentation to its highest standards, allowing us to take pride in our workspace once more. Returning to the basics and giving attention to the finer details has yielded significant improvements in the quality of our work. This improvement has enhanced our customers’ perception and instilled a strong sense of commitment within our team to maintain and build upon this progress.

We want to thank our dedicated team for their hard work and commitment to this transformation. None of this would have been possible without their dedication.

As we look ahead to the coming year, we are excited about the possibilities that await us. We will continue to strive for excellence and work toward making Dexter Drive Warehouse the best it can be.



Moorebank Intermodal Precinct

MAINFREIGHT WAREHOUSING KENWICK

Nick Marshall

There have been some exciting times in Western Australia, none more so than receiving the keys in June to our new purpose-built facility in Kenwick. Our new facility, shared with our mates at Mainfreight Wharf and Air & Ocean, boasts a 21,000m2 warehouse, which includes 1,000 pallets spaces of temperature-controlled storage. Our food grade and dangerous goods capabilities, to name a few, will bring together our two warehousing teams from Kewdale and Perth Airport.

Other than now having our kitchen on site for the team to enjoy, the team and our customers will reap the benefits of the operational efficiencies we will gain – a prime example of this is the benefit of being on a shared site with our Wharf team, providing direct access and faster turnaround times on inbound containers.

As we approach our first peak period operating from our Kenwick warehouse, our focus on delivering quality service to our customers remains the top priority. A big thank you to all the team involved in moving over the past 3-4 months. Your efforts and commitment have been fantastic.



06 May 2022



22 December 2022 – Structure going up



24 July 2023 – Final Touches

AIR & OCEAN / CAROTRANS AUSTRALIA

Grant Draper

We are investing a lot of our hard-earned profit from last year into our business, enabling us to produce even better service quality for our new and existing customers in the years ahead. Many of our Air & Ocean branches around the country are so proud and grateful to have been able to move into new offices and depots recently. We were outgrowing some existing sites because of our solid growth over the last few years.

The list below indicates investment in the future for our team and customers.

- Air & Ocean Adelaide** - brand new office and canteen based in the new transport depot.
- Air & Ocean Perth** - brand new office and canteen based in the new warehouse depot.
- Brisbane Air and Perishables** - brand new office and purpose-built cool chain depot.
- Brisbane Sea Freight** - new, larger, temporary leased office and kitchen until Mainfreight Wharf site is built.
- CaroTrans Brisbane** - new, larger, temporary leased office and kitchen until Mainfreight Wharf site is built.
- Air & Ocean Gold Coast** - brand new office based in the new transport depot.
- Air & Ocean Geelong** - refurbished office based in the existing transport depot.
- Sydney Sea Freight** - refurbished office including new carpet and canteen added.
- Melbourne Sea Freight** - new carpet throughout.

Around the global Mainfreight network, our Air & Ocean teams have adopted the term 1MF to describe a regular LCL service of a consolidated export or import unit or container for sea freight or airfreight moving between two of our branches worldwide. Every week, our branches are searching for ways to grow our 1MFs with more and more countries and ports. This LCL freight feeds our global Air & Ocean, Transport and Warehousing network. FCL sea freight containers are always a very big part of our business. However, we see there are huge opportunities for us to grow much bigger in LCL for air and sea, so please do your best to use LCL and our 1MF services to help our new and existing customers in the cities and regional areas move their freight around the world quickly and easily.

As Christmas and the holiday period approaches us, I want to thank you, our team, for your hard work and effort during the last six months. We have been cautious and understanding of the uncertain economic environment in Australia and around the world, and we have pushed through this successfully due to your efforts.

THINGS TO FOCUS ON:

- 01. Find LCL opportunities to feed and grow our 1MF services.
- 02. Good presentation of ourselves and our branches is a visual sign of quality; we must have it.
- 03. Regular weekly airfreight enables better services and effective use of our sites. Do what you can to attract these customers to us.
- 04. Export air and sea feeds our network; please search out these exporters and show them how we can help them get their products easily into the international markets.
- 05. Communicate well and work closely with our fellow Mainfreighters here and overseas to provide a seamless service to customers. Warehousing, Wharf, LCL Transport and the global Air & Ocean teams.

I hope you all get a chance to relax and have a break over this time, that your Christmas and holiday period is a merry one, and we all have a happy and prosperous New Year.



NEWCASTLE 1MF

Luke Chance

2023 was our target to get our own 1MF Consol, 'Newyzealand Consol', from Newcastle to New Zealand, and we did it. We gathered the attention of Hunter, Central Coast, and Northern NSW customers with a market bulletin for our upcoming export pack to New Zealand, and it worked. We send a lot of LCL to New Zealand for our local customers; it is sent to Sydney and loaded there for export. From there, it was our time to shine and create our own FCL 1MF pack. All pallets are loaded here on site by our transport brothers and sisters, secured and strapped in. Then the container was trucked to Sydney, sailed across the Tasman and arrived in New Zealand unpacked and delivered to all receivers with no damages or shortfalls, which was a great outcome for our branch.

As Heath Ledger (The Joker) famously said, "If you are good at something, never do it for free", so we did it again; the second 'Newyconsol' was sent to Angola, Africa. Now we know how to do this, we want more of these export packs.

A superb effort by all involved. The 1MF Newconsol evolution is up and running. Now, for an import consol, where do we begin?



Newcastle team L-R: Ben King, Luke Chance, Clay Wilson-Halford, Julia Brogi



'Newyzealand Consol' packed and ready to go!



The Air & Ocean team outside their new home. (L) Vanessa Halim, Renee Duemmer, Sydney Stevenson, Raymond English, Jade Fogwell, Legan Nyabenda, Amber Scott, Clare Tunks, Grace Stewart

GOLD COAST AIR & OCEAN TEAM LOVING THEIR NEW DEPOT

Jade Fogwell

In the land of sun, surf, and sensational logistics, Gold Coast Air & Ocean and Transport are riding the wave of growth! Off the back of this growth, both teams moved into a bigger and better purpose-built depot in the Gold Coast.

Our growth has come from a simple formula: Sales, Sales, and MORE SALES!

Our winning strategy? Uniting our sales teams in a dynamic partnership between Air & Ocean and our Mainfreight Transport mates. We work hand in hand, capitalising on each other's strengths to drive growth and seize every opportunity that comes our way. And there are lots of them.



L-R: Jeremiah Phillip, Luke Belpatrone, Kristie Mckenna, Aidan Maxwell

BRISBANE SEA 1MF BANGKOK

Aiden Maxwell

The Brisbane Exports team is excited to announce the launch of our new fortnightly 1MF service to Bangkok, Thailand. This is a significant achievement for our team, and we are proud to have worked hard to make it happen.

The idea for this new service came about after extensive collaboration between our Brisbane team and Bangkok team. We saw an opportunity to provide our customers a more efficient and cost-effective way to ship goods between the two cities.

To ensure the success of this new service, we conducted a productive cold-calling session and ran a marketing campaign to increase visibility among our existing customers. Our cold-calling session targeted key sectors such as automotive accessories, electronic components, and food products. This proved a huge success, reiterating our three-pillar belief that “profit comes from hard work, not talk” is true. We also worked closely with our brothers and sisters in Bangkok to ensure all the necessary arrangements were in place.

We are proud of the success of this new service, and we are confident that it will continue to grow in the future. We are grateful to our customers for their support and look forward to continuing to provide them with the best possible shipping experience.

In true Mainfreight style, we celebrated this achievement by organising a Thai-themed lunch featuring authentic dishes like green curry, pad thai, and penang curry. We are excited to continue growing our business and expanding our services. We are confident that this new 1MF service to Bangkok is just the beginning of many more successes to come.

MAINFREIGHT WHARF AUSTRALIA

Mike Reid

As another year comes to a close, I would like to thank everyone in the Wharf team for their dedication over the past six months.

Financially, we have had a very slow start to our year. We need to ensure we continue to grow and that the sales team have a good pipeline to work on. The team is working hard to get the growth we desperately need and keep the momentum going, as we have seen a huge shift in the current market.

We continue building a great foundation amongst our team by having a good mix of experience, youth, and energy. In the past six months, we have seen many changes within our team structures, with team members leaving us to explore new ventures or welcoming new team members to the Wharf team. I believe we will continue to build a stronger team overall.

Education and cross-training will play a huge part in our success. We all need to understand each ‘cog in the wheel’ and the importance of doing each part of our job properly. It is important not to stay in our comfort zone and only do what we know. We are in an industry where we must ‘think outside the square’. Understanding what happens two steps before and three steps after! Your role is vital to our businesses continual growth and improvement. Our focus needs to be on quality and implementing a “do it right the first time”, “not taking shortcuts” and “getting back to doing it by the book”.

With many exciting developments around the country, we continue raising the bar for quality in the container transport sector.

By being at the forefront of innovation and quality, our competitors will lag. Our entire team needs to commit and contribute, not be a passenger. Without the whole team on board, we will be seen as just another container operator.

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

Thanks to our team and their families; we are grateful for your support and efforts as we look forward to the final part of 2023.

NATIONAL SALES MANAGER REVIEW

Jaan Ilhan

The road ahead is painted Mainfreight Blue, and our trucks are making waves on the streets. It's an electrifying sight!

I want to extend a massive shout-out to our Wharf sales team. Your dedication over the past six months has been truly commendable.

Let's dive into the nitty-gritty. Financially, this year started on a slow note, but we're not the type to let this break us. It's all about growth, and our sales team is on point, relentlessly building a robust sales pipeline. With the current market throwing us curveballs, we need our game faces on, adapting and hustling like never before.

We're not settling for the ordinary; we're here to challenge the status quo. Our team embodies a dynamic blend of experience, youthful drive, and unbridled determination. Over these past six months, we've witnessed shifts in our team dynamics and welcomed fresh faces into our sales teams who have hit the ground running.

Continue to remember that we're not passengers on this journey. We're the ones to drive, hustle, and make things happen. It's about pushing boundaries and overcoming challenges.

As we gear up for 2024, we're excited about the changes and challenges ahead. It's all about staying in control, being adaptable and expanding.

To the Wharf Sales team, you're the heroes of this story. To our Owner Drivers, Operations, Customer Service, Warehouse, and Administration teams, you're the backbone of our success. Together, we're not just another container operator; we're a force to be reckoned with. Hustle on!



Rebranded Mainfreight Wharf Trucks - Sydney



Our team values: #Courage #Teamwork #Humility

OUTWARD BOUND EXPERIENCE IN NEW ZEALAND

Jaimie Collyer

The nerves had started to set in from the day I saw my name on the list of team members nominated for Outward Bound. The nerves intensified after hearing rumours of past trips and the fact that I am not the most active candidate, on top of the outdoors being outside of my comfort zone. With only a few weeks to prepare, plus a few injury concerns, I wasn't sure if this was something I could do. However, when nominated for Outward Bound, you shouldn't say no to a life-changing experience! To prepare myself for this adventure, I joined my local gym and went crazy shopping for all the supplies I would need. Saying goodbye to my family wasn't easy when you know you are about to embark on a big journey all on your own without any idea what's ahead.

The night before the adventure began, the Outward Bound group had dinner together, getting to know one another and helping each other calm the nerves. What I will say is what was probably one of the most challenging weeks of my life was probably the most rewarding. Our group (we were called Huria) became family – we laughed together, supported one another, and grew stronger as a team. My personal growth has surprised me, from keeping up with my fitness regime to giving myself more confidence to take on new experiences.

Since my return from the trip, my mind has been clearer about how to grow my branch and become the best possible leader for them. Thank you to Mike Reid for believing in me by placing my name forward along with everyone else in the team to back me up. I encourage anyone that gets nominated in the future – to take on this challenge. It is not very often we get the opportunity to spend so much time working on ourselves with zero distractions – it really is an opportunity of a lifetime.

NEW ZEALAND



MAINFREIGHT NEW ZEALAND

Carl George

As we head into our traditional Christmas season, firstly, a big thank you to everyone for all of your efforts in what was another year full of opportunities and challenges, and as per usual, the teams throughout the country have stepped up. It is pleasing to see the planning that has taken place across all teams for this coming peak season, and as we always do, being over-prepared for what the silly season may bring has always served us well, ensuring that the experience for our customers and teams is positive. This year, we have seen an ongoing reset across the network in New Zealand, with the teams focusing on adjusting every day as supply chains have continued to settle in this current economic environment. As we have seen many times before, our teams are the best at playing what is in front of them, pulling the necessary levers throughout the branch network, working closely with the other divisions, and showing we are truly One Team working together.

The teams have focused on cross-training this year, developing their skill sets to allow us to pivot where necessary within the branches and across divisions. This year, there have been many examples where branches have shared resources where possible, both administratively and operationally, including our Owner Driver teams going 'On Tour' and working at other branches requiring additional resources. This is what we are all about and shows the strength of our culture.

It has been pleasing to see the energy from across the network with the Sales teams and Branch Managers focused on being out in the marketplace, in front of new and existing customers, ensuring we are delivering what we say we will, and onboarding new customers to our Warehousing, Air & Ocean and Transport teams. We are fortunate to have an ever-growing global network where our customers in New Zealand and afar enjoy the experience and consistency of dealing with Mainfreight teams in 27 countries and more than 300 branches. The ability to provide our local customers with origin and destination solutions continues to be a focus.

We have continued network development, with our new Cambridge Transport cross-dock (south of Hamilton in the Waikato) due to open before Christmas and new properties in Auckland due for completion in the first quarter of 2024. We will also see the expansion of our New Plymouth transport

facility, with existing sites under design in the Hawke's Bay, Blenheim, Nelson and Warehousing facilities in Christchurch. We cannot underestimate the commitment of the business to provide our customers and teams world-class facilities to ensure ongoing quality.

To our teams, Owner Drivers, and our very loyal customers, thank you for all the support again this year. Our Whanau at home plays a big role in allowing us to do what we do – thank you. We wish everyone a wonderful Christmas and hope you see the New Year in style.

A FEW THOUGHTS

01.

Standards and presentation are all our responsibility, even if it is not directly associated to your branch. Don't be shy to speak up if something needs addressing.

02.

In challenging times, always focus on getting the basics right first. Doing this consistently has always served us well.

03.

Always have projects to do outside of the normal day-to-day stuff, and get the team on board to help improve and grow what you do in your branch.

04.

Whilst we are all responsible for bringing new customers on board, we must continue to delight and grow our offerings with our loyal existing customers.

05.

Make sure you are developing and challenging your team every day – they are the future, and we must provide a great environment for everyone to grow.

06.

Take the time to celebrate the wins when they happen. There are plenty of great things every day which happen and we should acknowledge.

FAVONA ROAD WAREHOUSE OPENING

We were recently privileged to have blessed Favona Road, our largest Warehouse facility in New Zealand. Traditionally, we bless all our new branches in New Zealand before we start operating. The blessing is intended to provide spiritual guidance and create a positive and safe space for our team working there and the operations taking place within the walls of the facility.

We had Jeff Lee from Te Aakaitai Waiohau come and facilitate the blessing, in conjunction with our own Kaumatua Branch Manager Travis Hari and his recently assembled team, welcoming all involved in this fantastic development.



L-R: Stuart Renata and Jeff Lee (Te Aakaitai Waiohau)



L-R: Tara Sargent and Mandy Waldin (Goodman), Travis Hari, Julie Slessor, Kirk Simpson



Favona Road team

NEW ZEALAND FORWARDING

Nic Kay

Another 12 months have absolutely flown by. It's hard to believe we are heading into another Christmas and a New Year! Before we launch into another year, it's great to quickly reflect on what has happened in another action-packed year.

The start of this year certainly tested the resolve and resilience of the network and our teams, with adverse weather and road closures disrupting services daily. Our drivers and teams had to deal with many road closures, flooding, and cyclones across the network, particularly Gisborne, Hawkes Bay, Coromandel, Northland, and Auckland. The way our network pulled together to find solutions and support was extremely humbling to be a part of. The teamwork and support offered through these times were amazing – thank you all. The year has also introduced many factors we don't have much control or influence over (economic factors, climatic conditions, and global market conditions). While we need to adapt and acknowledge these, it also presents a great opportunity for our business to flourish and hustle solutions.

We have had a catch phrase of 'control the controllable' across the Transport business – basically, everything we can influence/control we must do better. We have introduced weekly quality transport dashboards to create Above/Below the line branch targets to lift the quality across key performance indicators across operations, transport, and financials for every branch. 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 through quality loading, communication, and freight flow management will provide our customers with the best service and experience.

We have introduced some great new disciplines and improvements to the business over the past 12 months. We will be an even stronger, fitter business if we hold onto these along with the sales intensity and hustle. We continue to find exciting opportunities to expand our offering to customers across many industry verticals.

Whatever team, brand, or service you are a part of, we all need to understand the influence you have over our customers experience and perception.

- Mainfreight - LCL, Port Operations, Metro, Mainfreight 2Home, FTL
- Chemcouriers
- Daily Freight - LCL, Agriculture Services
- Owens - LCL, Tankers
- Specialty Services - Cross-dock, Driver Academy, and Chilled Freight

With the vast amount of transport services and the network continuing to grow, this creates many career developments to challenge yourself in 2024, expanding 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. We celebrate our service legends in the business throughout the year across our team and drivers. Every year, the number of legends we acknowledge across the business amazes me. We appreciate the commitment, loyalty, and passion they have contributed to the business. It's important that all legends share knowledge, stories, and learnings and mentor our newer team to set them up to be the successors and the service legends of the future.

A big thank you to all Owner Drivers, a massive part of our team and service offering. We appreciate the investment you have made into the business, along with the professionalism, presentation, and work ethic you bring every day. As we continue to grow our market share in our Warehouse and Air & Ocean divisions, the support and freight volumes you provide our domestic branches and drivers are greatly appreciated. We wish you all a well-earned break.

Team, thank you for the commitment, passion, and energy you bring daily to ensure our service and customer experience are delivered! We thank you for making a difference and the support that you and your families provide. Wishing everyone a great Christmas and New Year.

Best wishes for 2024,

Nic.

NEW CAMBRIDGE FACILITY

Cambridge's new 4,500m2 warehouse and freight depot is purpose-built for our customers in Cambridge and the wider region of the Waikato. A large Mainfreight style open plan office area, full amenities, and a fully equipped kitchen will have the team feeling right at home.

THINGS TO THINK ABOUT:

01.
- Customer Experience – honesty, integrity, and consistency across all services.
02.
- Network Business – lift quality across every branch. “Don’t be the weakest link.”
03.
- Sales – we are a growth-focused business where everyone is a salesperson.
04.
- Take opportunities – step up and take the opportunity to develop your career.
05.
- 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.



Our newest branch in the Waikato region – Mainfreight Cambridge

Some of the unique features we have at our new facility:

- Ninety thousand litres of rain harvesting water storage onsite, with both non-potable for grey water/truck wash functions and potable water for drinking.
- A solar power grid on the roof with a 100 KW inverter with the capacity to power a variety of loads, including lighting, HVAC, and machinery. A continuing increase in Mainfreight's energy independence will reduce our carbon footprint and create a greener future for New Zealand.

Mainfreight Cambridge will increase network intensification, placing us closer to customers and reducing our reliance on congested arterial routes.

CLAIMS PERFORMANCE

Outward Consignments Per Claim			
Branch	To Sep 2023	To Mar 2023	To Sep 2022
Metro Christchurch	41,343	7,316	5,410
Metro Auckland	8,039	7,416	11,163
FTL South Island	6,685	0	0
Gore	3,371	693	1,078
Hastings	3,165	714	968
Chem Auckland	2,364	2,534	2,178
Seaview	1,997	1,134	909
Oamaru	1,314	887	1,596
Neilson Street	1,230	118	121
Masterton	1,135	1,048	801
Greymouth	1,120	609	796
Rotorua	1,106	1,068	1,064
2Home Christchurch	1,090	1,343	1,240
Timaru	1,068	699	592
Whanganui	1,063	553	537
2Home Auckland	1,056	1,193	1,335
Levin	991	872	1,847
Invercargill	884	565	645
Hamilton	852	609	705
Gisborne	765	787	1,697
Dunedin	762	782	963
Napier	749	680	721
Mobile Hire	730	897	0
Tauranga	721	657	710
Owens Auckland	718	440	375
2Home Hastings	713	3,917	0
New Plymouth	674	737	1,022
Total Company	666	603	636
Hobsonville	628	534	0
Wellington	618	623	780
Auckland	581	584	603
Whangarei	564	556	584
Palmerston North	551	833	874
2Home Levin	521	0	0
DF Christchurch	507	496	490
Christchurch	504	548	639
Owens Christchurch	504	510	608
Blenheim	489	470	557
Thames	460	431	461
Nelson	448	306	403
Whakatane	438	375	3,330
Kaitaia	434	196	389
Ashburton	424	634	1,249
Taupo	363	280	222
2Home Wellington	348	211	385
DF Auckland	298	338	343
Cromwell	0	513	1,069
FTL North Island	0	14	5
Metro Wellington	0	0	0
Mobile Auckland	0	510	768

Inwards Consignments Per Claim			
Branch	To Sep 2023	To Mar 2023	To Sep 2022
Hastings	15,473	1,544	1,503
Masterton	13,114	8,450	9,075
Chem Auckland	4,353	2,406	3,336
Metro Auckland	4,289	4,563	4,721
Whakatane	3,732	3,701	7,086
Whanganui	3,235	2,125	1,886
Levin	3,058	1,865	2,735
Christchurch	2,935	2,692	2,772
Oamaru	2,636	2,525	3,901
Rotorua	2,420	1,689	1,673
Wellington	2,139	1,613	1,403
Metro Christchurch	2,109	3,708	4,016
2Home Auckland	2,018	2,762	3,457
Auckland	1,773	1,013	932
New Plymouth	1,732	1,426	1,566
Gore	1,718	2,422	2,103
Seaview	1,618	2,657	2,323
Thames	1,601	899	734
Greymouth	1,560	701	1,092
Hamilton	1,560	1,009	944
Ashburton	1,535	1,391	3,004
Timaru	1,533	1,599	2,006
Dunedin	1,501	1,516	1,501
Napier	1,441	1,228	1,149
2Home Christchurch	1,433	961	757
Owens Auckland	1,409	1,366	1,193
Total Company	1,408	1,178	1,200
Hobsonville	1,399	864	0
Taupo	1,398	1,756	1,458
2Home Levin	1,318	0	0
Palmerston North	1,316	943	716
2Home Wellington	1,262	416	391
Tauranga	1,256	1,404	1,609
Invercargill	1,247	988	1,226
2Home Hastings	973	3,875	0
Blenheim	960	821	906
Owens Christchurch	918	913	1,187
DF Auckland	868	937	1,110
DF Christchurch	849	778	707
FTL South Island	781	7,420	0
Whangarei	605	859	906
Gisborne	565	710	813
Nelson	539	370	398
Kaitaia	521	536	934
Mobile Hire	140	100	0
Neilson Street	78	106	133
FTL North Island	3	11	0
Cromwell	0	1,648	2,044
Metro Wellington	0	2,139	0
Mobile Auckland	0	164	386

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



Our new B-Train skeleton trailer running between Tauranga, Hamilton and Auckland

SPECIALISED 40'/20' B-TRAIN SKELETON TRAILER

The Tauranga Port Ops division has recently taken delivery of a specialised 40'/20' B-Train Skeleton trailer, which Hardeep Singh of Massif Transport operates.

This combination is permitted to run at 60T gross and can carry a combination of 20', 25' and 40' containers up to a gross combined weight of 44T.

Hardeep will primarily be running this unit in a 'Golden Triangle' loop between Tauranga, Hamilton and Auckland, but the team can

also utilise it for local container movements.

The primary purpose of this unit is to add efficiency to our operation by moving more freight with fewer trucks. Do more with less!



CHEMCOURIERS ELECTRIC TRUCK ARRIVAL

The first 100% electric truck in our Chemcouriers Auckland fleet arrived in February 2023. It has been a learning curve, with our driver now factoring in Fast Charge stations into his run to ensure he can make it back to the depot! For us, the eCanter represents both an immediate GHG reduction and the opportunity to test and learn how best to manage the low-emission fleets of the future.

FARM AGRICULTURAL DELIVERY SOUTHLAND

Our Owens-branded 6-wheeler truck, driven by Gurinder Singh, aka Gavvi, delivers agricultural products to our rural destinations in Southland, New Zealand. This was an Antarctic polar blast that swept through the country in July 2023, which made deliveries on the farm particularly challenging. However, in true Mainfreight fashion, our Owner Drivers went the extra mile to get freight delivered, come snow or sun.



Nothing stopping our drivers in Southland making deliveries to our customers!

CYCLONE GABRIELLE – AWATOTO BRIDGE

After Cyclone Gabrielle destroyed the Awatoto bridge, cutting off the rail link to the Port of Napier, we were presented with an exciting challenge.

We received a call from Shayne Porter, who was enjoying a well-deserved retirement holiday in Canada, asking if we could help with a challenge presented to him by a potential customer due to the cyclone. Shayne just happened to be on holiday in the same place as a senior member of this customer and, in typical "Shayne" fashion, jumped on the phone to get the wheels moving, still flying the Mainfreight flag even after he retired!

After linking us to the customer and the local team in Ohakune, the plan was set in place. In conjunction with the Port of Napier who brokered a deal with Heinz Wattie's to utilise their rail siding in Hastings as a base to road bridge the 900 tonnes that travelled over by rail daily, reinstating the supply chain so the large export volumes could continue.

The train would arrive at around 9.00 pm in Hastings, and we would have until 5.00 am to empty the train before the link would be used again by the team at Heinz, which meant we needed to unload and move 36 truckloads in 8 hours.

This enabled the customer to continue manufacturing high-end pulp and avoid a shutdown. It kept the volume flowing through the port and the team on the port working, which is so important as these businesses are significant employers in both regions. It is a great example of New Zealand businesses working together through tough times to get the result across the line and one we take pride in playing our part.

We started the project at the end of May, and the bridge was completed by September 2023.

Well done, team, fantastic job!!



Bridge washout caused by Cyclone Gabrielle



Loading on the barge in Whatakane ready for delivery

OHIWA BARGE (WHAKATANE)

In August, our Whakatane branch took on a new customer with a very bright future ahead!

Tio Ohiwa was recently sold and brought by the new owners, Simon and Wini Geddes from the Ngāti Awa Whanau, making this establishment 100% Māori owned.

Simon first approached us requesting a quote for a barge sent from Mahurangi, just out of Warkworth to Ohiwa Harbour. Our team met with Simon and Wini to learn more about their requirements and to work through the logistics of working with them.

We arranged with Metro in Auckland to bring the barge down to our depot in Whakatane, which we would then have our local Hiab deliver for us.

On the day of the delivery, we had their Kaumatua and Whanau come along to our site to do a Karakia as our team loaded the barge onto the Hiab and then followed the convoy down to the delivery destination. The Kaumatua concluded another Karakia as the barge touched the water, and Simon launched the barge to their final destination.

This was a very special moment we were proud to be part of. The Whanau were incredible to work with, and we cannot wait to see what the future holds for their company.



Our trucks lined up ready to be loaded

NEW ZEALAND
WAREHOUSING

Brynley Riches

“Everyone wants to live on top of the mountain, but all the happiness and growth occurs while you’re climbing it” - Andy Rooney, Journalist.

Embracing the opportunity to grow oneself and leave the comfort of your current situation gives you energy and focus. Fantastic opportunities exist right before you; sometimes, what we seek is much closer than we think.

Don’t be afraid to step outside your bubble to explore possibilities. Mainfreight offers so many opportunities to those who dare. Challenge yourself, be active, be inquisitive, extend yourself to learn new skills, hunt out responsibility and create your own personal value through effort.

Invest in yourself and develop your career!

Over the past 12 months, our team and customers have had a number of challenges thrown at them – thank you to everyone for helping us navigate through and making this a fun place to work.

Our continued emphasis is on our sales pipeline, enabling us to capitalise on increased interest in outsourcing warehouses, allowing further investment in warehousing facilities and career growth for our team.

Early peak season volume has arrived across several of our warehouses, albeit at lower forecast volumes. Our concentration remains on delivering quality service to our customers.

KEY FOCUS FOR THE YEAR

01.

Growth – sales pipelines are concentrated on areas of capacity, in line with property development at Beach Road and Savill South.

02.

Overhead management and costs – especially labour, materials handling equipment.

03.

Team development – engagement across our team, Power Hour seminars.

04.

Health & Safety – review of SEEN software initiative, with the expectation of full roll-out within the warehousing forklift fleet.

05.

Quality – developing the habitual habits, re-auditing those who failed to reach our base standard, highlighting areas for improvement and engagement with our team.

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.

Brynley.

TECHNOLOGY AND
MECHANISATION
PAPERLESS PROJECT

Phase One

Removal of ‘Out of Town Connotes’, taking away 320,420 A4 sheets of paper in our operation, savings as to the right top right diagram.

Phase Two

Metro Notes/Packing Slips. We are working through this initiative now and will start in early 2024.

Transport and Warehousing Visibility

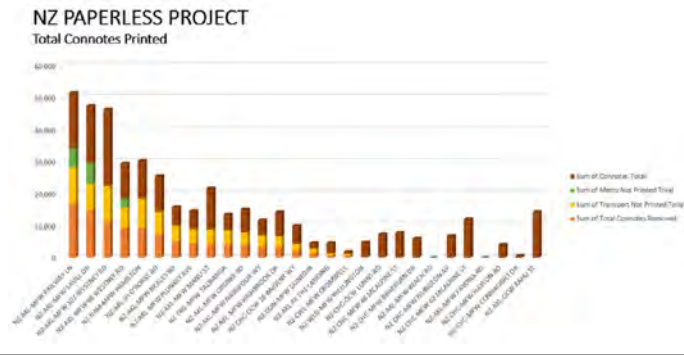
Currently implementing a change allowing more visibility between the two divisions, will start showing visual milestones from Mainstreet; Picked Up / on Truck / Delivered. Also planned for next year, MIMS to hold information getting sent back from Mainstreet:

- Delivery Estimates
- Delivery Site Areas (Smart Picking to show what orders can be delivered by Metro/Transport)

Print By Area – MIMS+

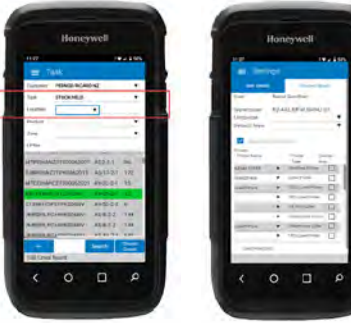
Allows the team to allocate warehousing “Areas” that have printers assigned to them (huge time saver). Also, a function in MIMS+ allows the team to choose printers on the fly.

Reducing by 320,420 pieces of paper would save: 4,999 kg CO2e emissions, the equivalent of:



MIMS+
Warehousing
Efficiency

Stock Held by Transaction on The Gun - allows the team to investigate stock a lot easier on the fly, clearing stock held and creating counts.



MAUNGATAUTARI
MOUNTAIN
SANCTUARY
CLEAN UP

Our Hamilton Warehousing team volunteered to help DOC replace the trackway finders and clear overgrown branches and bushes to maintain the walking tracks.

The sanctuary is a 3,400-hectare reserve and one of the world’s largest ‘pest-proof’ conservation areas in the world. It is home to many native New Zealand species, including Kiwi, Tuatara and Kakapo.



Back Row L-R: Melanie Greenbank, Olly Bosworth, Dylan Bartels, Archie Hazlett, Jai Stockley, Dane Gannaway, Matthew Clarkin, Ethan Slater, Zane Polley
Front Row L-R: Connor Campbell, Anthony Leaumoana



Front to Back: Ethan Slater, Melanie Greenbank, Dylan Bartels

CHRISTCHURCH
COMMUNITY DAY
– STYX MILL
RESERVE

Thank you to the team who could attend the combined Warehousing Community Day – over 600 shrubs were successfully planted in the Styx Mill Reserve.

A huge thank you to Emily Fowler (Owens Warehousing Christchurch) and Andrew Christie (CCC Parks Ranger) for organising this event – hopefully, this will become an annual fixture!



Christchurch Warehousing team and family



Beach Road construction

NETWORK/ PROPERTY

Beach Road

Currently under construction, the main office has the steel structure in place, full-height concrete walls also up, and structural steel on the carpark is underway. The bunker capacity is being redesigned to provide a cost-effective solution for hazardous goods storage. Completion date has been revised to November 2024.

Favona Road Move - In Day, Tom Haliday

Move-in day was a very exciting time for our team at Favona Road. The space we are operating in has allowed us better to manage our existing customer's highly variable product profile. We have consolidated our Neales Road and Plunket Ave sites into the East Shed and are taking on cross-dock volume to fill our bulk floor. We moved across a total of 22,000 pallets and 5,000 SKUs, taking 12 weeks to complete both moves.

We have organised the forever expanding product profile into 27 aisles. The pick face layout was designed to pick like-sized products onto the same pallet, making it safer and easier to pick. We are also sending out

more 'transport-friendly' freight, which has been a historical issue with this account. There are currently around 3,000 level 1 pick faces, which encourages the use of picking on MPCs, as opposed to man-ups. We have seen significant cost savings on machine hire, faster picking times, and a safer experience for our team.

Bringing the team together under one roof has resulted in a joint effort to overcome the start of the peak season. The team has worked tirelessly seven days a week for the past few months to get Favona Road operational.

Moving in has truly been a 'Ready, Fire, Aim' moment for our team, and I am really proud of how we've come together to get it done. Even though a big, shiny shed solves a few



challenges for us, we still have a hectic summer season to rip into!

Thank you to all involved in helping us move in so successfully. It's been another massive Mainfreight team effort to get to this point.

Savill South

This build is moving along nicely - groundworks and drainage are nearly complete. The team are currently working through signage designs.



Savill South concept



Savill South construction

NEW ZEALAND AIR & OCEAN

Paul Riethmaier

With another calendar year drawing to a close, it is a good time to reflect on what has been a difficult but exciting year. 2023 has posed many challenges for us. A reset in international air and sea freight rates, a global recession, putting pressure on international freight volumes, and flooding and cyclone events disrupting our local network. Despite these challenges, we have performed exceptionally well, working hard as a team to grow our consolidated freight volume and total shipment numbers versus last year.

Thanks for the hard work and energy you have all put into what has been a tough year. Keeping on top of the changes that continue to come at us in this resetting market has been difficult, but we have stood up to the challenge. Our growth in shipment numbers is something we can all be very proud of, showing that we have stayed in the fight and continued to grow our market share despite the global downturn in international freight volumes.

Looking ahead to next year, we must remain focused on the sales disciplines that have served us well in 2023. We need to continue to search for those first-time new business calls and try as much as possible to introduce new accounts to our customer base. While we have made great inroads in joint selling with our Warehousing and Transport teams, we can still do better and must actively try to get more customers trading across all three divisions.

Less-than-Container-Load (LCL) and airfreight growth will also remain critically important to us due to the higher margins we earn from these products. Cheaper Full-Container-Load (FCL) rates have put pressure on our LCL volumes, so heading into the New Year, we must pay close attention to utilisation and ensure we keep hustling for freight right up until cut off to keep our containers full and loaded "high and tight".

Our Mainfreight to Mainfreight (1MF) programmes continue to grow towards our goal of running 100 weekly LCL and Air consolidation services to and from New Zealand to other Mainfreight branches in our network by 2026. At the time of writing, we have 41 LCL services running within our network and 27 airfreight services. We want to add more early in 2024 with the launch of Barcelona and Bangkok services, in addition to Mumbai, India, which recently became the newest country in our Mainfreight network.

Quality must also step up. Quality is remembered long after the price is forgotten, so keeping our service quality high will help in this extremely competitive market. We are all the gatekeepers of our 100-year vision, and we must strive to do more for our customers each and every day. Don't underestimate the part you play in influencing our

quality with fast responses to customer enquiries and maintaining tidy self, office, car, truck, and freight handling depot presentation. We also need to ensure the quality of the data entered into our operating systems is up-to-date and accurate.

Thank you again for the continued effort and dedication you have all poured into our business this year. Your willingness to block out things beyond our control, adapt and get stuck in has been inspirational. I feel privileged to be part of this amazing team and can't thank you and your families enough for your support. Have a safe and happy Christmas and New Year, team!

CHALLENGE OURSELVES TO DO THE FOLLOWING BETTER:

01. Operations Efficiency – Support each other more, standardise our daily process disciplines across all branches and use our technology tools to their full potential.
02. Increased Sales Focus – We all must support sales. Help out by calling customers and asking them for their bookings rather than waiting for the phone to ring.
03. Sales Call Numbers – We want as many face-to-face first-time new business calls as possible in 2024.
04. Data Integrity – The data we put into our systems must be accurate and timely. This will help us extract more value from Mainchain and Maintel and help our efforts to work smarter with automation capability around LCL and airfreight schedules now available.
05. Rate Management – Be the first to pass rate change information to our customers. Don't get exposed by a competitor doing it first.
06. Automate our Bookings Process – Understand and promote the benefits of Shipment Centre 2.0, our online bookings portal in Mainchain, to all our customers.
07. Debtor Collection – The world has seen many business liquidations, and we must keep up our discipline around cash collection and ensuring we get paid on time.
08. Core Carrier Partnerships – Hit our volume targets with partner shipping and airlines. Being true to our word will help us grow and be remembered when shipping and airline space tightens again.



Sandvik Machine Down

SANDVIK MACHINE DOWN

In a testament to outstanding teamwork and swift action, a remarkable sequence of events unfolded recently, highlighting the incredible results that effective coordination and communication can yield. The catalyst was a call from one of our customers. The situation became critical as an order notification demanded the collection of freight from Sandvik by Saturday and its expedited delivery to Auckland before the weekend's end.

Nadia from our Tauranga team, with a clear plan in mind, contacted Ayasha from our Brisbane team and was promptly informed of the urgency, while a contingency email was also sent to the Brisbane Airfreight team. At the same time, Chaya at our Auckland Airfreight team was alerted to the urgent shipment. The shipment was swiftly created, and its number was shared with both Brisbane and Auckland, with the Brisbane team confirming late on Friday that the collection would happen before the flight cut-off on Saturday.

Murray, our Customs Broker, was also looped in to handle clearance and returned to the office at 7.30 pm on Friday to clear the goods once the documentation was created.

Nadia kept the client and the team informed throughout the weekend. Chaya confirmed the freight had arrived and was ready for the customer to pick up on Sunday morning. Our customer was informed that their shipment was ready for collection from Westney Road, Auckland. A flat deck was arranged to move the hefty cargo.

Sometimes, the universe aligns in our favour, and it all worked out according to plan, adding a touch of Mainfreight luck to our accomplishments.

THE FIRST EVER ELECTRIC TRACTOR ARRIVES IN CROMWELL, CENTRAL OTAGO

Back in November 2022, Forest Lodge Orchard, contacted us regarding arranging the shipping of an electric tractor from the USA – this was to be the first of its kind to be imported to New Zealand.

Forest Lodge Orchard is the world's first 100% electric, zero fossil fuel orchard, based in the beautiful Cromwell, Central Otago. Their values of sustainability align with Mainfreight's 100-year vision, and we were very excited to be part of such a milestone shipment.

Being just the 66th tractor ever made and the first to be exported out of California, shipping arrangements were challenging. Almost a year later, after working through a complex shipping line Dangerous Good approval process, we landed the Monarch Electric Tractor at Lyttelton Port.

Delivery to Forest Lodge Orchard was made by our Cromwell Transport Team using an electric truck.



First imported electric tractor in New Zealand

The process was a fantastic team effort with close collaboration between Mainfreight Air and Ocean Dunedin, Cromwell Transport and Mainfreight Air and Ocean San Francisco.



Solar Farms in New Zealand

WETA WORKSHOP

Mainfreight Wellington was proud to support the New Zealand Liberation Museum in moving their museum exhibition created by Weta Workshop to Le Quesnoy, France.

Careful planning for over a year in conjunction with the Museum Trust and Weta Workshop resulted in the sea freight and airfreight shipments arriving exactly on time for the Weta Workshop team in France to install for the opening.



Weta Workshop shipment to France

RENEWABLE ENERGY SOLUTIONS PROVIDER

The Wellington Air & Ocean team have had the privilege of working with a customer this past year on several import, export, and domestic movements.

Our customer is a renewable energy solutions provider that assists with the sustainable development of power generation facilities across New Zealand, the Pacific, and Southeast Asia.

With their support, Mainfreight has imported over 1,000 TEU containing solar panels and accessories, unpacking at our warehouses domestically and coordinating final deliveries to their sites, directly supporting the construction of solar farms nationwide. Our collaboration has demonstrated the versatility and reliability of our supply chain. This has contributed to the establishment of solar farms in Kaitaia, Dargaville, Edgecumbe, Gisborne, and Blenheim. These projects have been especially rewarding, as they helped establish New Zealand's two largest solar farms in Kaitaia and Edgecumbe, respectively.

Mainfreight and our customer have also worked on exports this past year to develop their Tonga solar projects. We have had the pleasure to export a wide range of equipment, vehicles, and solar panels to assist Tonga in meeting its goal of 70% renewable energy by 2025. This project has been highly rewarding, as with this new equipment, Tonga's remote islands can run off-diesel for the first time.

The team in Wellington look forward to continuing our partnership, helping to develop Mainfreight's 100-year vision and our global commitment to sustainability.

EUROPE

MAINFREIGHT EUROPE

Ben Fitts

Life would be boring if every day were the same! Quieter economic times have emerged as expected, bringing with them a fresh set of challenges for our team to tackle, and tackle them we will!

Reduced volumes through our network reflect the pressures that many of our customers may be feeling. Magnifying the importance of the role we play to ensure that their goods are delivered on time, every time, complete, and damage-free. This is our bread and butter, so we must do it well. Our responsibility is to be in front of our customers, manage relationships, and contribute ideas that will genuinely help improve their business.

Every week, more customers trust us to deliver their goods locally and around the world. Our sales team do not work in isolation; there is no time like the present for us to all recognise our role in sales. With our special culture of “no job descriptions”, we all must keep a sales mindset always. All of us are encouraged to find new customers and pass leads on to your sales team, no matter your role. When you're out and about, look for products you have not seen in our network and pass the leads on to your sales team. Think of the combined power of 3,242 inquisitive Mainfreight minds channelling leads through to our local sales team. Together, we'll grow faster.

We have intensified our European network, opening branches in Poland, Germany, and the Netherlands and extending to Romania. Our three Transport branches in Poland – Poznań, Katowice, and Warsaw celebrated their new buildings, each with cross-docks. This reflects the progress made to date and the confidence we have in this market as we seek to pump more Polish freight through our European network.

We opened the doors of our newest Warehousing branch in Utrecht - the centre of the Netherlands, and the 10,000sqm extension of our Ploiești warehouse is complete, giving us 30,000sqm of warehousing capacity in Romania.

Our third German Air & Ocean branch is now open in Munich, serving our Bavarian customers and the global network. Our third Dutch branch is underway in Born, covering the south of the Netherlands, sitting with our local Warehousing team.



We have completed a full “Easy to Deal With” roll-out for all team members in Europe. A timely reminder that, above all else, we are here to delight our customers. Our team are encouraged to reflect on ‘above the line and below the line’ behaviour, the importance of attitude, and what excellent customer service is, both externally to customers and internally to one another. The training was delivered in French, Dutch, English, Spanish, Romanian and Polish, thanks to our multilingual Training and Development team! The training is just one part of it; your Easy To Deal With actions are what counts.

We have focused energy on our people, network, and technology. Our customers now have more visibility on their supply chain thanks to our valuable tools in Mainchain. In Mainchain, they regularly book shipments and access spend and transit reports, and we provide them with transparent carbon emission data from which they drive supply chain decisions. Mainchain is a powerful platform and one of the reasons customers choose us. I encourage you to familiarise yourself with Mainchain and why it's valuable to your customers.

We are in a challenging market and reducing costs and having a “doing more with less” mindset is vital; we are all accountable for this. Thank you for your efforts to trim costs in your branches; continue to be frugal, review your P&L's line by line, and act quickly to fix areas that need fixing.

Thank you for your energy and commitment to building a stronger Mainfreight. We are one team; we'll win when we face these challenges together. Your efforts are genuinely appreciated; We wish you a safe and happy holidays.



TRANSPORT AND TRUCKS & DRIVERS EUROPE

Frans Zuidgeest

Team,

Another calendar year is passing by. Again, a year full of challenges. Thank you for staying committed to our promise to delight our customers.

The Mainmove roll-out is now complete, including the connection with Maintel reporting and our other technology. We are ready to maximise the benefit from it. Make sure you stay up-to-date with the latest developments, whether you are in sales, customer service, on the dock or any other role. Correctly using these tools will enable us to spend more time serving our customers.

In this newsletter, we are excited to announce the opening of three Polish branches in one week. A great job done by all involved in this, Dziękuję Calemu Zespołowi (thank you to the entire team!) These branches are well connected to the other Mainfreight branches and our European network. Congratulations to the teams, and good luck on your journey. The opportunities are there; we are confident that, with these new locations, we can expand our network further.

All team members should be focusing on moving freight in a cost-efficient manner. Keep to our standards, familiarise yourself with them if needed, and support and coach your fellow team members. We are a bottom-up company, stay close to our customers and understand the service they require from us. Together with the appointed transport solution champs in the branches, we will accelerate on knowledge transfer as we continue to develop our tools and services.

Developments on reducing our carbon footprint continue. We will further invest in electric trucks and apply renewable fuel. In this newsletter, you can also read about solar panels on trucks. Having branches close to our customers combined with dense distribution routes, a result of local sales, we will be able to reduce our footprint further.

Every one of you has an important role in developing our Transport network. Continue to challenge the environment that you are working in by making it better every day. ‘If it is broken, fix it’; find the root causes and work on solutions. We need to keep on reinventing ourselves to adapt to the changing environment whilst not losing our standards out of sight. Communicate, work closely together, and continue to develop yourself. There is plenty of room for this!

Team, thank you very much for your passion, energy and efforts made. Let's work smart and enjoy being easy to deal with!

We wish you Happy Holidays, and enjoy your time with family and friends.

KEY ATTENTION POINTS

01. Go out to visit customers. We have a global supply chain to offer.
02. Drive quality of service and information. Identify areas of improvement with root cause analyses.
03. Look after our branding and immaculate image of our assets and teams. Do not walk right past it without noticing.
04. Check freight on the dock. Ensure dimensions are correct, charged accordingly and packed properly to reduce damage. Fix it and report it.
05. Initiate and implement ideas on how we can become better at reducing costs and increasing quality.
06. We should be paid on time for a job done. Same as we pay others. Invoice on time.
07. We are a people's business. Avoid e-mail; pick up the phone and talk face to face.
08. Keep up-to-date with the latest developments. Speak with the transport solution champs in your branch.



(Back, L-R): Britt Mennink, Anne Westerveld, Marjel Rutgers, Marloes Wissink, Maaïke Schellevis, Lenny van der Ent, Marion Boere (Front, L-R): Stephanie Giesen, Maren van Uhm, Corine Evers, Margo van Kooten, Inge Colenbrander, Sylvana Verheijen, Regina Riggeling

EMPOWERING FEMALE DRIVERS IN OUR TRUCKS & DRIVERS TEAM

As of today, our Trucks & Drivers team in the Netherlands has 238 drivers. If we told you that more than 10% of these dedicated drivers are women who deliver shipments to our valued customers, would you be surprised? This remarkable team of female drivers not only shatter stereotypes but exemplifies the diverse and inclusive workforce we have cultivated at Mainfreight. We are incredibly proud to have them as an integral part of our Trucks & Drivers team.



Adam Romejko (left) and Frans Zuidgeest (right) revealing the rock



Our Warsaw team celebrating the official opening of their branch

OPENING OF OUR TRANSPORT WARSAW BRANCH, POLAND

We are excited to announce the opening of our new Transport branch in the bustling city of Warsaw. Our new branch offers a gateway to the European transportation network via various line-hauls. Located close to the city, the branch plays an important role in supplying it with everyday freight. With the new facility and motivated and dedicated team, we can support our customers to optimise their operations.

We are proud and thankful for our team's hard work and dedication that made this branch opening possible. We celebrated this opening with the local team, our Polish drivers, and customers. The Polish Trucks and Drivers team made sure that the opening of the three branches was celebrated with all the Polish drivers on the road in Europe as well.

You are all invited to explore our new Transport branch in Warsaw.

CELEBRATING THE OFFICIAL OPENING OF OUR KATOWICE BRANCH IN POLAND

Recently, we've celebrated our official branch opening of Mainfreight Transport Katowice.

We have moved to a new 2,300sqm cross-dock in Sosnowiec. We have seven loading ramps and one ground zero ramp at our disposal. It is a milestone in Mainfreight's development in this part of Europe.

Thanks to the new cross-dock, we can respond even better to our customers' needs and lift the standards for our team members.

A major advantage of the new location is the proximity of the Katowice metropolitan area and direct connection to the S1 highway, the connection with the north of Poland and easy access to highway Berlin (Germany) – Lviv (Ukraine). The new facility will significantly improve the handling of line-hauls leaving daily for Romania, Spain, France, Portugal and the Benelux. In addition, Mainfreight's new cross-dock is distinguished by pro-environmental energy-saving solutions and has been built in accordance with BREEAM standards at the 'Very Good' level.



L-R: Rafał Maciaszek, Jakub Warda, Paweł Skrzek, Sebastian Łonak, Agnieszka Ratajczak, Patrycja Lach, Kamil Giza, Magda Andrzejczak, Filip Wolanowski, Julita Kopeć, Ola Mandel, Aleksander Foik, Dominika Kluczwajd



The Traditional Mainfreight rock on display at our new Transport branch on Poznań

DELIGHTING OUR CUSTOMERS FROM THIS BRAND NEW BRANCH

We are thrilled to announce the opening of our brand-new cross-dock facility of Mainfreight Poznań! This expansion represents a significant milestone for us, and we can't wait to deliver excellent quality for our customers from the new location.

The new cross-dock facility of 2,700sqm with three docks and one drive-in, and 400sqm office space. Located in Dąbrówka, Poznań's metropolitan area, with direct access to the highway S11 (connection with the north of Poland), highway A2 Berlin-Warsaw and to the city of Poznań. Our decision to establish a presence here is based on our dedication to improving our service network and offering our customers more efficient solutions. The strategic location of this branch allows us to better meet the needs of our customers in the Poznań area and enables smoother connections to other important regions.

To our customers, this means:

- Quicker access: Proximity to Poznań means quicker access to transportation routes and a speedier delivery process.
- Enhanced Services: We'll offer an extended range of supply chain services to cater to your evolving business requirements.
- Personalised Support: Our dedicated team is ready to provide customers with expert guidance and support tailored to their needs.

Mainfreight has always been committed to delivering excellence, and our new location proves that commitment. We will continue to develop our tradition of reliability, innovation, and customer satisfaction from our new branch.

SOLAR-POWERED DAF XG+ TRUCKS

Our Trucks & Drivers Team 's-Heerenberg recently started a pilot with ten new DAF XG+ trucks equipped with solar panels on top of the cabin. These trucks are not to be confused with Battery Electric Vehicles (BEV) but are regular diesel trucks meeting the highest EURO 6 E emission standards. These new vehicles have fridges, stationary heating and cooling systems and GPS tracking devices. All of this equipment consumes a lot of power and is putting a massive strain on the batteries.

A JOURNEY TO THE NORTH CAPE

"What do you think about a trip to the North Cape for a month?" This question came from Mainfreight Transport Paris back in January. Naturally, our Trucks and Drivers Team 's-Heerenberg is always up for such adventures, and this trip spanned over 3,700 kilometres in total.

Our special truck driver, René, who went on a journey to Iceland previously, was enthusiastic about this unique trip, which led him to cancel his scheduled holiday plans. Before hitting the road, René and Antoine from Mainfreight Paris sat down with the customer to cover everything and to make sure all expectations were clear. After the meeting, we prepared the necessary equipment in our workshop to accommodate everything needed for the North Cape adventure. The items needed were for a very special cycling event, "The Arctic Race".

End of July, we started this fantastic journey departing from the Netherlands via France to the North Cape. René's dedication to supporting the customer was exceptional; it almost felt like he was one of the company's team members. By the end of August, René returned to 's-Heerenberg, having completed this memorable trip. The customer expressed his gratitude for our outstanding service.



We put solar panels on our buildings and our trucks now in Europe



Arriving at North Cape...

To prevent a flat or damaged battery during waiting or resting hours, engine idling is necessary to ensure continuous battery charging.

When our Truck & Trailer workshop team raised the alarm about truck batteries falling short of their expected lifespan, we looked for a solution and discovered the GreenEnergy solar panels. By keeping the batteries charged with green solar energy, we not only reduce fuel consumption but also minimise CO2 emissions by eliminating the need for idling. Additionally, this sustainable approach extends the batteries' lifespan, meaning fewer batteries will be replaced.

Our drivers have expressed their enthusiasm about this solution, and the first results are very promising, with an average decrease in idling hours by 78.26 % compared to the rest of our DAF XG+ fleet. In the upcoming period, we will continue to collect data, and if these results continue, we intend to expand the use of solar panels on more of our trucks!

EMBRACING THE RUGBY WORLD CUP 2023 IN FRANCE

We have been aware for some time now that the Rugby World Cup 2023 will be hosted in France, and of course, we want to make it a special occasion.

As the proud host of this event, even though we support our blue team, we strongly desired to honour the All Blacks and our New Zealand origins. To do this, we decided to personalise

two of our trucks in the colours of the Kiwi team.

This unique event allowed us to share our appreciation for rugby, our roots and our core values. As a gesture of our gratitude to our customers, we sent all our customers the official World Cup keychains, not only as a reminder of our origins but also as a symbol of our shared values, which are very similar to those of rugby itself: dedication, commitment, the quest for excellence through precision, and the importance of teamwork. In addition to this, our two trucks delivered

equipment to the All Blacks throughout the World Cup.



Special "All Black" Mainfreight truck out on the streets of France during the Rugby World Cup



L-R: Jeremy Le Texier, Thibault Detrousselle, Antonin Frayssinet, Laurent Janniaud, Raphael Pidecyian

WAREHOUSING EUROPE

Liane Philipsen

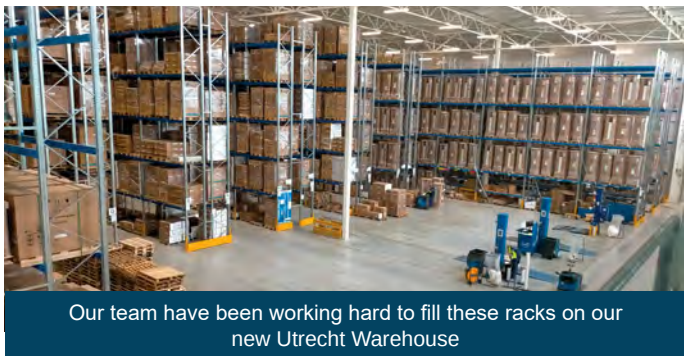
The great thing about working in the supply chain is that you never get bored. After times of shortages, peaks, and uncertainties, it seems that our customers' business is returning to 'normal'. Supply chains are slowing down, which allows us to focus on where we can make a difference for our customers.

Providing transparency is more important than ever. In the next couple of months, we will need to ensure that our reporting and customer facings are at the level you can expect in 2024. Supporting our customers in further optimising their supply chain by means of our transparency is a big asset. Understanding our customers' expectations can only be achieved by proper account management. We need to get so close to our customers that we tell them what they need before they even realise it (quote Steve Jobs). QBRs that have an emphasis on the future are a vital tool. Let's delight our customers! Quality always comes first. We have been working on solutions to improve our picking quality further. The pick-by-weight solution, incorporated in our equipment, improves quality results for our Fast Moving Consumer Goods customers. Especially in this industry, customers expect a quality level of 99,9999%.

We continue to invest in our Warehousing network. This year we opened two new branches. One warehouse of 20,000sqm in Utrecht (NL) and one in Ploiești (RO) of 10,000sqm. This is exciting for the sales team, as they like the challenge to fill these warehouses as soon as possible.



Europe's largest insect hotel ready for guests



Our team have been working hard to fill these racks on our new Utrecht Warehouse

GOALS FOR THE YEAR AHEAD:

01.

Customer facings: whether it is reporting or QBR meetings. Use technology that is in line with what a customer can expect nowadays.

02.

Account management: get as close to your customer as you can. We only want surprises on Christmas Eve.

03.

Pipeline: we continue to sell as if our warehouses do not have any walls.

04.

Culture: with many relatively new team members, it's important to refresh and remind everyone of our great culture.

Thanks, team and looking forward to 2024.

OUR NEW WAREHOUSING BRANCH IN UTRECHT, THE NETHERLANDS

We are thrilled to announce the opening of our new Warehousing branch in Utrecht, the Netherlands. Our brand new 20,000sqm warehouse is centrally located in the Netherlands. At Mainfreight, we value sustainability, which shows in our Utrecht warehouse. Not only does the building have the BREEAM score of 'very good', but the sprinkler installation outside has been turned into Europe's largest permanent insect hotel. We need to have a little patience before all the plants are fully grown, but once matured, it will also visually be a beautiful green warehouse (of course, combined with our beautiful Mainfreight blue).

Opening a new warehouse within a few months is impressive and shows the strong Mainfreight team spirit! Everyone was excited about the opportunity, and we got overwhelming support from many other branches by sharing their expertise, team and even (IT) resources. There were plenty of challenges along the way, but the 'can-do' attitude, flexibility and willingness of everyone to think outside of the box made the 'impossible' possible.

As with all new branches, for Utrecht, our main focus is to create a solid Mainfreight team and generate sales, sales, sales!

Next spring, after further Mainfreightizing the building, we will officially open the branch and celebrate this milestone together!



Looking good!

A NEW BORN WAREHOUSE

To some, this picture is possibly familiar. Space has been one of our main challenges in recent times. From finding space to fit business coming in from our brothers and sisters across Mainfreight to more recent customers rapidly outgrowing their footprint. In September this year, we expanded our branch in Born, the Netherlands, by approximately 5,000sqm to support our growth. This was achieved by adding the third building from the original footprint. This building is on the same plot as our main building and matches the Mainfreight standards.

The first month has had a high focus on getting the outside of the building to reflect our immaculate image and the inside functional for our first operation to be moved in by the first two weeks of October. The building is now in a functional state, but we still have a lot of smaller things to do in the coming period.

Besides offering warehousing operations, the new building will also offer office space for our Air & Ocean colleagues, providing a short line between our branches, especially when it comes to ocean freight destined for our operations offloaded at the barge terminal across the street. We look forward to being able to continue our service to our customers and their growing operations.



He shoots, he scores!

MAINFREIGHT OOSTENDE'S FAMILY DAY

Our latest Family Day at the Warehousing branch in Oostende, Belgium, was a great and sunny success! For the first time, we organised #theMainfreightChallenge: a forklift basketball challenge!

CUSTOMER AWARENESS WITH IMPACT

We proudly announce one of our newest customers in Born, the Netherlands. This customer, active in the medical industry, provides solutions for cancer diagnosis in laboratories to ensure that tissue analysis can be done as fast and efficiently as possible. Presently, the existing solutions are often time-intensive, and our newest customer is providing a revolution in this area with innovative solutions that can reduce the lead time of this investigation from two to three weeks to just one week.

We are already storing and transporting their dangerous goods and starting from mid-November, we handle their consumables and spare parts. Because this is not a 'common' product, we felt it was even more important to ensure the team is well-informed about what they are working with. Therefore, we decided to invite the supply chain director of our customer to visit our warehouse and provide a presentation on their product to all team members involved in serving this customer.

At the end of the supply chain, someone is waiting for the results of their tests. Time plays a critical role in saving lives in such cases, and the sooner the proper treatment can be started, the better the chances are. Hence, we are responsible for delivering completely, qualitatively, and on time. By doing so, we actively enhance the medical industry, which we can be proud of.



Team members: Damian Hejmanowski, Adrian Czarnecki, Kristaps Groms, Hicham Chemlali, Spyros Papas, Edwin Geerman, Bjorn Hendrikx, Nico Wuyts, Anna Karnicki, Mike Lemmens

With a team of skilled forklift drivers, we transformed a corner of our branch into a mini basketball court. The challenge was simple yet difficult: shot three different basketballs as quickly as possible.

Team members showcased their precision and agility while family cheered from the sideline. The result was a day of friendly competition and pure fun, what an energy!

Our operations managers took the first shots at the challenge, clocking in at a time of 1:45. But quickly it became clear that our warehouse team were much better. In the end, our top 5 scored below the remarkable 1-minute and 15-second mark. Congratulations to Nick, Khalid, Musa, Singh and Ghennadi.

AIR & OCEAN EUROPE

Brad Russell

Welcome to our December newsletter, and we hope you enjoy the updates from our European Air & Ocean team. This year's well-publicised freight rate reduction and global volume decrease have motivated our 18 Air & Ocean branches to continue growing our business and attracting new customers to Mainfreight in Europe. Even though we are spread widely over eight countries, this desire to keep improving brings us together to help and support each other.

Our network continues to develop, and we were pleased to open our Munich branch in June this year. The branch is located next to Munich Airport and provides Air & Ocean services to southern Germany's large commercial, industrial, and manufacturing markets. France remains key to our European growth, and in line with improving our quality, our Paris team also relocated to a new home close to Charles de Gaulle Airport.

We now have six branches with GDP accreditation (Good Distribution Practice), and we understand the importance of extending our capabilities in the Pharmaceutical and Healthcare vertical in order to grow our global airfreight volumes. We have handled some large shipments on behalf of our regional teams, as highlighted in this newsletter, and it is now up to us to grow our European customer base. In addition, we have started seven new 1MF airfreight consolidations this year on the back of increasing volumes, including London to Perth, Toronto to London, and Frankfurt to Houston.

Enjoy time with your family over the holiday season, and wishing you a happy and healthy 2024!

GOALS FOR THE YEAR AHEAD:

01.

Sales – we are all in sales and must be in front of customers daily.

02.

Sustainability – understand how we are reducing our CO2 emissions and how we can help reduce for our customers.

03.

Technology – to keep developing our customer-facing technology, we need greater usage of our existing products.

04.

Network strength – speak regularly with our global teams, as our network is our competitive advantage.



L-R: Katie Bould, Giulia Delibori, Sebastian Markowicz, Timo García Aranda, Phoebe Churchman, Megan Scurrall, Danijela Schmidt-Baumann

10K ALSTER-RUN HAMBURG, GERMANY

The Alster is a beautiful sea in the middle of Hamburg and one of the biggest tourist magnets in our city. Usually, you would spend your time there on a small boat or having a drink with friends, but once a year, sports fanatics participate in the 10K Alster-run. For the first time, Mainfreight also participated and showed some blue colour!

ON THE ROAD IN LONDON WITH THE NEW MAINFREIGHT BBQ

Mainfreight London took to the road with our new BBQ and treated some of our customers this summer. That's right, we fired up the grill and let them indulge in some mouthwatering barbecue delights. There's something truly special about the smoky aroma, the sizzling sounds and the tender, juicy flavours that come with a good barbecue feast.

Putting all that aside, as you know, it is also our way to thank ALL our

customers and team members that we might not get to see or talk to throughout the year basically, a BIG thank you to our extended family. As you can see from the picture and the below feedback, they all went down with great success.

"What a great idea; you really have made my team happy."

"Just like your logistic service, your BBQ skills are just as good."

"Thank you to all involved with the BBQ today; it was a great success."



Louie Skerman firing up the grill

BIG PHARMA SHIPMENT FROM AMSTERDAM TO MELBOURNE

In other exciting news, August saw Mainfreight Amsterdam collaborate with our team in Melbourne to move another GDP pharma shipment from Amsterdam to Melbourne. The cargo comprised of 6 RKNs and required another huge team effort to make sure things ran seamlessly. Thanks to some long hours put in both here and in Melbourne, the cargo cleared customs smoothly and was delivered complete and on time - another great example of the Mainfreight service we constantly strive for!



Gideon Lioe-ATjam checking the shipment one last time at the local screening facility here in Schiphol

PARIS AIR & OCEAN'S EXCITING OFFICE RELOCATION

As of May 2023, the Paris Air & Ocean team moved to its new 350sqm office space. This new office is strategically located near Charles de Gaulle Airport and close to our brothers and sisters of our Paris Transport branch. We are located in an area surrounded by trees whilst still being able to see the planes crossing the sky.

Even though we share the building with financial and IT companies, you can be sure they are all staring at our office! With two meeting rooms, a large kitchen, a spacious terrace, standing desks, and a cozy lounge area, we now have plenty of space to expand, invite customers and guests, cook delicious meals, and make our everyday life even more enjoyable and healthier. As we like the vibrant atmosphere of a freight area with all those warehouses, trucks and containers as much as the charm of the downtown city of light, we decided to bring Hausmann buildings and other Parisian jewels right into our office to provide our team with a view of the iconic Eiffel Tower.

So, if you share our love for Paris, the world of freight and cannot live without a blue carpet, you are welcomed here with open arms!



L-R: Guillaume Thonet, Véronique Sabatier, Xueyu Zhao, William Frenaison, Amy Mulder, Jean-Baptiste Frateur, David Uchenna



Meet our Munich team!
On the Chair: Kaan Karaca and Matea Lazeta
Back row from L-R: Andrej Dlouhi, Omar Aurora, Sina Haider, Nicole Höfler

OPENING OF OUR BRANCH IN MUNICH, GERMANY

In May, we moved into our new office alongside our dedicated team, and just three weeks later, we welcomed our latest team member, Nicole Höfler, to join our Munich team.

Since then, our journey has started, and we are experiencing remarkable and challenging times. We gained a couple of exciting customers and established a strong network of handling partners that help us provide the best possible service to our customers. Today, we proudly represent Mainfreight in southern Germany and are sure to make a difference in front of our competitors.

Looking back on the day I started, it's truly remarkable how far we've come. Transforming from a small sales office to a fully operational office that handles Air & Ocean, including five operation team members and one sales representative.

This is just the beginning of our adventure, where we get better and more successful than yesterday. Our journey is ongoing, and we're excited to see where it takes us next.

ASIA



MAINFREIGHT ASIA

Cary Chung

Hustle, Hustle, Hustle! has been our approach for the last six months as volumes and bookings across all major trade lanes in the USA, Europe, Australia, and New Zealand continue to down trade. I want to take this opportunity to acknowledge and thank our commercial team across Asia, who are doing everything they can to find new business opportunities and our customer service and operations teams for maintaining existing business.

In the current business environment, it is important that our customers are kept up-to-date with market information with pricing transparency. As I have travelled across all the Asian countries doing sales calls, it becomes evident that customers are fed up with what happened during the pandemic, where many carriers were increasing prices. So, we must keep our customers from having the same perception of Mainfreight and our culture, be on the front foot, and proactively communicate with our customers is of the utmost importance.

Growing our Asia network;

Our Chongqing Sales office has become a fully functional Air & Ocean branch with Shirley Mao, our Sales Manager now our Branch Manager. This is another great example of promoting from within and growing our Air & Ocean network, with sales offices first to grow our foundations to open a stand-alone branch.

Our first branch in India, located in Mumbai, is now open. This makes India the 27th country in our global network.

CaroTrans China – new branches in Qingdao, Tianjin, Xiamen and Ningbo.



THINGS TO FOCUS ON;

01. Cybersecurity – be aware and always stay alert. You are our best defence.
02. Margin – A healthy margin is important, and understand where we can lift our margins.
03. Consolidations – pick up the phone with your sisters and brothers across the network to grow our 1MFs. If one is full, start the second one!
04. Debtors – we work hard across our branches and must ensure we get paid on time for the work we do!
05. Commercial
 - During the low times when our bookings have dropped, we need our customer service & operations teams to make calls to all customers and proactively work with our sales team to ensure we are aware of any missing bookings so we can react immediately!
 - All our sales team must be out making new business calls, focusing on imports, airfreight, 1MFs and selling the network!
 - Training and people development – we must continue investing in training and developing our own DNA.

While challenging, it is always very rewarding as we grow across Asian countries. One team member once said we are yet to scratch the surface! We have so much room to expand across Asia; if we just look at the population across the countries we are in, it is 1/3 of the world's population. We need to focus and drive our own destiny and control more freight!

Team, enjoy your holidays, enjoy the season with loved ones, and appreciate everything everyone has done so far, above and beyond! Merry Christmas!

BUSINESS DEVELOPMENT

Jacky Lam, Mainfreight Hong Kong

Multi-Country Consolidation (MCC) initiative ex Asian to UK via HKG

Discussions have officially commenced with our London branch to develop another Multi-Country Consolidation (MCC) route from Asian origins to Felixstowe via Hong Kong. The 1st trial departed Hong Kong in October. This service opens up many possibilities to expand our operations and enhance services to meet the evolving needs of our customers – By tapping into this route; we can cater to the diverse demands of our customers across various countries in Asia, which also allows us to strengthen our foothold in the market and further solidifying our position.

Sales Training (PSS) in Hong Kong

As a business, we must set our sales team up for success with the right tools. We care for our team members. That's why we always seek to improve training to ensure it's suitable and leads to our people's development.

Last month, we got all the Sales Managers in Asia together in Hong Kong for two full days of Professional Selling Skills training. It included sales skills, problem-solving scenarios, opening questions, and more.

We look forward to building a powerful Asia sales team that can be the best possible partner for our customers!



PSS Training Asia in Hong Kong
1st L-R: Semina Qin, Noel Kong, Tracy Xu, Rain Shan, PSS instructor, Winnie Tong, Shirley Mao, Vennie Yap
2nd L-R: Michael Li, Will Li, Ajay Shukla, Nonika Mo, Adrian He, Dylan Ji, Duncan Tang, Eric Peng, Thomson Teoh, Perry Lau
3rd L-R: Billy Zhang, David Zhao, Aaron Wu, Bruce Song, Dustin Kim, Wind Zhu, SommaiT Lek, Ryan To



PSS Training Asia Group
L-R: Tracy Xu, Michael Li, David Zhao, Will Li

HONG KONG TEAM BUILDING - DRAGON BOAT ACTIVITY

Our Hong Kong team had an exciting and joyful day during a team-building activity - dragon boat racing. Dragon boat racing began more than 2000 years ago on the banks of the life-sustaining rivers in the valleys of Southern China as a fertility ritual thought to bring good luck to the coming crop season.

During the team-building day, we built up our team spirit, trust, and leadership, enhanced our physical and mental well-being, and created a cohesive team. This activity united teams together to have great collaboration and communication.



Hong Kong 25 Anniversary Dragon Boat
L-R: Mapy Chow, Fannie Tsang, Winnie Huen, Noel Kong, Grand Chow, Cyan Leung, Sherman Yuen, Ambrose So, Cathy Lau, Femy Sulistya, William Lai, Henry So, Alan Li, Ricky Tong, Miki Cheung, Winnie Tong, Elly Fung, Duncan Tang, Clement Chong, Ming Pang, Nelson Cheng, Tony Lau, Dan Tsui, Kiev Wong, Sofia Wong, Jacky Lam, Franklin Hui



Hong Kong team celebrating 25th anniversary

HONG KONG TEAM 25TH ANNIVERSARY

We had an excellent celebration for the 25th Anniversary of our Hong Kong branches! A celebratory dinner was organised to mark this significant milestone. Reflecting on our achievements, we aspire to carve out a future as a centenary company. We are committed to building upon our legacy, creating enduring historical narratives, and establishing a renowned presence in the industry.



MALAYSIA SALES TEAM BUILDING

This is a special year for Malaysia because we are taking the challenge to split the country into five separate branches. Meanwhile, our sales team has been divided into Airfreight and Sea Freight teams with two Sales Managers – Vennie Yap (Sea Freight) and Thomson Teoh (Airfreight). They took this opportunity to conduct brainstorming sessions and set targets and goals with the sales team for the new financial year.

The agenda included branch pledge presentations, strategy discussions, games, and enjoying meals together. The quality bonding time is a booster to enhance team spirit and momentum.



Malaysia Sales Team Building

GLOBAL TALENT FAIR, KOREA

Our team in Korea participated in the 2023 Global Talent Fair. The fair was hosted by the Ministry of Trade, Industry and Energy and the Ministry of Employment and Labor and organised by KOTRA, the Korea Industrial Manpower Corporation, and the National Institute of International Education.

We were thrilled to have the chance to meet and introduce our company to numerous talented individuals during the fair.



Mainfreight Korea - Global Talent Fair
L-R: Chris Jeong, Edward Son, Tei Kwak



Singapore Team Photo

SINGAPORE WAREHOUSE OPENING

We are delighted to announce the opening of our Singapore Warehouse in September 2023.

Our 55,000sqft warehouse is located in District 22 of Singapore, putting us in close proximity to the new Singapore Tuas Mega Port. The Tuas Port development plays a crucial role in creating a world-leading maritime hub. As the biggest port infrastructure in the world, it will provide a competitive edge to the region. The Tuas Mega Port is still under construction and, upon completion in 2040, will be the world's largest seaport, with the capacity to handle 65 million TEUs per year. It will also be the world's first intelligent port, with advanced robotics for container handling.

Our warehouse features:

- Temperature-controlled area
- Ambient temperature area
- Staging Area
- Racking area
- Six dedicated loading bays
- Own in-house WMS systems(MIMS) with EDI integration
- 24-hour CCTV Monitoring systems
- 24-hour security

Service:

- Value Added Service
- Complex Pick & pack solutions for all requirements, from single units to pallets
- Production Process Planning
- Inventory Storage and Management
- In-house IT EDI and System Integration



NUS EMBA Team Photo

2023 SINGAPORE WAREHOUSE WORKSHOP | NATIONAL UNIVERSITY SINGAPORE (NUS)

Lucas Juay

This year, we are pleased to host a warehouse workshop for National University Singapore (NUS) Executive MBA alums. The workshop aims to bridge theory and practice in supply chain strategy and management. Diverse alumni explored Mainfreight culture and values, end-to-end operations, inventory strategies, and the role of technology.

The positive and valuable feedback we received suggests potential for future learning-focused events, which will enhance the development and networking of our team and guests. The input from EMBA alumni is insightful as we consider continuous business improvement and industry-specific workshops and collaborative sessions.

We truly appreciate the contribution of the NUS EMBA group and the Singapore team to the success of this event. Stay tuned for more enriching experiences.

LAZADA RUN

Most of our team in Southeast Asia joined the running race called Lazada Run, organised by an e-commerce platform across Southeast Asia. We were very excited and proud of our team's accomplishment in completing this challenge. Participating in this activity and running as a team improved team spirit and built everyone's courage to conquer all challenges. The team enjoyed exercising together, improving their health, getting some work-life balance, and getting closer to getting up their steps for our Mainfreight Asia weekly step challenge!



Lazada Run - Indonesia Team



Lazada Run - Thailand Team



Lazada Run - Malaysia Team



Lazada Run - Vietnam Team



Drone shots of our new warehouse in Thailand



MAINFREIGHT THAILAND WAREHOUSE OPENING

In line with our strategic business expansion in Southeast Asia, we are pleased to announce the grand opening of our first Mainfreight-operated Thailand Warehouse, KM.19 Warehouse, in July 2023.

Our Thailand Warehouse is strategically located along the KM.19 Highway in Bangna Trad, one of the best logistical locations in Thailand. It is very close to two seaports, two airports in Thailand, and six industrial estates.

The warehouse is 4,352sqm and is fully equipped with racking systems.

Key Facilities include:

- Ambient storage
- Air Con storage
- 4 Dock levelers
- Co-packing area
- Staging area
- Own in-house WMS systems (MIMS) with EDI integration
- RF scanners
- Sprinkler system
- 24-hour security guard and CCTV monitoring systems



Mainfreight Thailand Warehouse Opening, Team Photo



Ribbon cutting at the official opening of our new warehouse in Thailand
L-R: Cary Chung, (New Zealand Ambassador to Thailand) Mr. Jonathan King, Withanya Ceetantivech, Jiradthadit Kitthisirichareon



Our team working hard at our new warehouse in Guangzhou

MAINFREIGHT GUANGZHOU WAREHOUSE

This year, we expanded our Guangzhou warehouse space from 1,800sqm to 3,700sqm and is now operated solely by the Mainfreight team. It could carry around 1,000 pallets and 2,016 racking locations. We are located in Zengcheng, Guangzhou, a 40-minute drive to

Guangzhou airport and 50 minutes to Huangpu seaport.

We have appointed our own dedicated business development managers, Bell Cui and Tim Hou. With many years of industry experience between them, we trust they will create more and more business opportunities for our new warehouse.

THAILAND TEAM COMMUNITY ACTIVITY

"The Child Watch Phuket Foundation" is a humanitarian non-profit organisation in Thailand fighting against child abuse and exploitation. The organisation aims to help vulnerable children in Phuket from being abused, to live a normal and healthy life and find the way out from exploitation.

Mainfreight Thailand is pleased to assist these children during these difficult times. We delivered food, medicine, and sterilisation equipment to the Child Watch Phuket Foundation and donated additional cash of 70,000 Baht.

This project is ongoing, and Mainfreight Thailand wishes to thank everyone on our team and associates who have helped make this a memorable and long-lasting occasion. Thank you for making this happen.



Our team with the Child Watch Phuket Foundation

NEW CHONGQING AIR & OCEAN OFFICE

We are thrilled to announce that our highly anticipated Chongqing branch officially opened in August 2023. Heading our new branch is Branch Manager, Shirley Mao. Shirley joined Mainfreight in June 2021 as Sales Manager of the Chongqing Sales Office and has demonstrated unwavering tenacity in setting up the sales office from scratch. She has successfully onboarded a sales team in Chongqing, and our business now covers Chongqing and Sichuan province. This marks our first Air & Ocean branch and only sales office in Western China, a significant milestone for Mainfreight.

Chongqing, situated in the Mid-Western Region of China, is a unique municipality directly under the Central Government. This inland area is renowned for its traditional transportation modes, such as River-Ocean, Air, and Road-Ocean, which remain popular. The introduction of new modes such as Rail-Rail and Rail-Ocean has further enhanced the efficiency of moving cargo to and from Europe, Asia, and other continents. Like Chongqing, Sichuan province presents opportunities in traditional manufacturing, hi-tech, aerospace, and agriculture industries. Our prospects are rooted in leveraging these industries, unlocking their potential to drive growth and innovation.



Our team in Thailand celebrating their 10th anniversary in Phuket

2023 ANNUAL DINNER IN SHANGHAI

The 2023 Annual Dinner for China was held in Shanghai in May. The whole team from China came to Shanghai to attend this big celebration. Inviting our Asia regional support team and Branch Managers to join this event was also our honour.



Annual team dinner held in Shanghai



THAILAND BRANCH 10TH ANNIVERSARY

Our company is commemorating its tenth year with friends and family. We can't thank you enough for helping us create such an incredible journey.

This year, we celebrated in Phuket, and our team had an unforgettable experience.

RELOCATION OF MAINFREIGHT TOKYO BRANCH

Motoko Murata

In August this year, Mainfreight Tokyo moved to a new location close to Tokyo and Haneda ports. Our brand is so important to us, and our new office has a lot of Mainfreight attractions. The design of the new office is a manifestation of Mainfreight's transparency, and the space has been transformed into a comfortable workplace for the team. This is a big step for our team in Japan, allowing us to spread our wings even further.

We want to take this opportunity to thank our customers for their continued support and loyalty. We are looking forward to future business opportunities with you.



Our team in our new Mainfreight Tokyo office.
L-R: Yohei Negishi, Ryosuke Tohma, Motoko Murata, Mami Konishi, Nana Kaneko

GDP UPDATE

GDP is a globally recognised certification within the pharmaceutical industry that illustrates a logistics company has a high level of quality in everything that they do. We are incredibly excited to announce that Mainfreight Korea, Guangzhou & Shenzhen teams are now certified GDP (Good Distribution Practices).



L-R: Sanghyun Baek, Edward Son, Tei Kwak - Mainfreight Korea



L-R: Vincent Sun, Rolla Liu, Vincent Lee - Mainfreight Shenzhen



Ben Chen - Mainfreight Guangzhou

AMERICAS



MAINFREIGHT AMERICAS

Jason Braid

Team,

As we quickly approach the end of another year, we want to thank you for the hard work you've all put into building a bigger and better business over the past 12 months. We are a people business, and we could not do what we do without you, from all of our leadership team to every single one of you – thank you.

Although current results have been below expectations, there remains much to be optimistic about. Our business has an energy and renewed focus that excites us about where we are heading and what lies ahead. Although current results might not reflect this, our hard work is beginning to pay off beneath the surface.

Volumes across our business are beginning to trend up and, in some instances, are well up on last year, especially for our Transport business. Whilst freight rates continue to have an impact on revenue, we know that much of this is out of our control and staying focused on growing our customer base, gaining additional shipments and volumes, and having our customers use us across our supply chain offering, will bring about the results we need.

In amongst all the noise out there of a slowing economy and an impending recession, we should remember that we are lucky enough to be building a business in the largest freight market in the world. We control our destiny and our ability to thrive, both in good times and bad times, and an improving sales performance from our sales team should give everyone confidence that we can compete and win.

These new customers are assisting in improving utilization levels in our warehouses, domestic line-hauls, and Air & Ocean consolidations. With a foundation of line-hauls and consolidations already in place, this new business can significantly, positively, and immediately impact our bottom line. This is why getting our strategy right and focusing on gaining the right customers is crucial to our long-term success.

We've talked about the need to focus on our basics, in keeping things simple, and in delighting our customers with quality, which has always been synonymous with Mainfreight. In saying this, and although it is essential to bring on new customers, we'd like everyone to emphasize delighting our current customers and ensuring they are receiving a level of service and quality that we can all be proud of.

This year, we've done a good job of getting on top of our costs and bringing these back under control. Thank you. Let's stay vigilant here and not take our eyes off the ball. At the same time, however, not allow this to negatively impact our customers, as our quality sets us apart from our competition.

As you will read in the following pages, a lot of great stuff is happening amongst our teams and around our business. What's exciting to see is that there is consistency in what everyone is focused on and where our attention is being given. Whether we're moving freight via planes, ships, and trucks or having it in warehouses, the things that make us special hold true right across our supply chain business.

As we approach the festive season, it's an opportune time to take some much-needed time off, get away from work, and spend this time with your loved ones. It's been a big year, and the year ahead will be just as busy, given the amount of work ahead of us. If you're taking time off this holiday season, please do exactly that – disconnect from work and be present with your friends and family. It's important.

Stay positive, stay focused, and trust the process – it works. Thank you again for all you do for us, and Merry Christmas and Happy New Year.

POINTS TO FOCUS ON;

01. Quality sets us apart from the competition. Let's ask ourselves whether our quality is up to scratch or not. If not, then let's make the necessary changes
02. Keep things simple and focus on the basics of our business; there is no need to overcomplicate things
03. Move with pace in all that we do. If we need to make a change or do something different, then let's get on with it. Remember – Ready, Fire, Aim
04. We are all in sales, and we should all be in front of our customers regularly. It's fun, and we always learn a lot from a sales call – enjoy it!
05. We're a team – set your teammates up for success. What goes around comes around
06. Return on Revenue (ROR) – This is our measure of profit performance
07. Our work on deepening our culture will never be done. Please keep turning the flywheel.

AMERICAS TRANSPORT

Mitch Gregor

Quality is everyone's responsibility.

At Mainfreight, it's essential that we never underestimate the importance of the small details and doing the extra work; the difference between success and failure can often be found in the small stuff.

The direction of our USA Transport is changing. How we look, our expectations and our standards will all be driven in a new direction of an uncompromising approach toward quality. And we won't apologize for it.

No one will carry you; we will help and show you the way, but you must walk yourself.

Make your branch stand out for the right reasons.

The recipe at Mainfreight is proven. Our focus must be on quality, developing our people and culture, getting the right people in the right seats, and delighting our customers.

Think about what makes a successful team; everyone must contribute their skills and effort. And the best news is we don't care about the past. The secret of change is to work together and to focus all of our energy not on fighting the old but on building the new.

Yes, this will take time. But let's move forward; we challenge you all to get involved and be part of it. It's time to form a solid foundation for our future.

Bring your energy, have fun, and help our team and customers achieve the results we all deserve.

Let's look ahead to early 2024, where our sales focus should be on growing our pipeline. Whilst our team is still navigating their way through a challenging environment, everyone needs to understand the vital role they play in delighting our customers, attracting new ones, supporting existing ones, getting paid on time, and making a fair return for our effort. And if we have challenges, which we will, follow up and fix them.

There remains plenty to do across the business, managing and balancing risk, revenue growth, overhead management, operational performance, cash collection, and finding profitability in some branches not performing whilst supporting our leaders and team with the tools to do the job.



Expectations of our leaders – Branch Managers – Top 10 things

01. Quality – get it right, no excuses, just results. This sets the foundation.
02. Culture – it's what people do when you're not watching; it takes time, and it's high maintenance.
03. Profit (achieving and exceeding your Financial Targets set) – understand and be accountable for all your financials, capitalism with ethics and social responsibility.
04. Manage and know your costs for everything.
05. Audit Score minimum 80% overall plus 100% critical.
06. Accounts Receivables 6 weeks and over <10%.
07. Sales growth of 15% per annum; delight our customers.
08. Contribution towards the growth of the supply chain.
09. Build great relationships with our Team – Warehousing, Air & Ocean, Transport and CaroTrans.
10. Look after your team and provide for them and their families a future.



Getting the right people in the right seats on our bus and ensuring they know our standards and expectations is a key part of our strategy

Key Topics across the Transport business for the next 3-6 months:

- Reflect, review, listen and learn = get your head in the game.
- Get your branch right first, then get the network right.
- Work together = everyone needs to contribute.
- Increase communication = manage by walking around (MBWA).
- Ensure we have the right approach to being a LTL Motor Carrier.
- Get close to your key customers, and set clear expectations.
- Don't be busy fools; get the right return.
- Quality focus. Image. KPIs and your branch stats.
- Look after yourselves and your team.
- Plan Ahead – be flexible and positive.
- Financials and Accounts Receivables.
- Health and Safety – get everyone home safe and sound.
- Make sales a focus for everyone.
- Quality in all that we do. Review our recent audit results and areas highlighted for improvement with our team so we delight our customers.
- Work together with Warehousing and Air & Ocean to continue growing our market share and service offering worldwide.

Thank you to everyone in our USA Transport business for your commitment over the past 12 months – especially our Drivers; we cannot do this without you!

Thanks for being the face of Mainfreight to so many. 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.

RECENT BRANCH MANAGERS CATCH-UP

We recently got our leadership team together from across the country in Chicago; the plan was to have a reset, draw a line in the sand across the network, align our strategy for quality and agree on a simple back-to-basics plan.

There was plenty covered, and a real commitment was made to each other to improve our results.

Key topics for our Branch Managers Agenda

- Setting the scene for the leadership team.
- A Day in the Life of a Branch Manager.
- Quality and Depot Systems.
- Finance.
- Projects and Business updates.
- Our Owner Drivers and Gear – Motor Carrier LTL.
- Sales and Customers.
- Our People.

10 GOALS FOR THE YEAR:

Some simple goals for the year ahead. Key areas of focus include;

01. Improve quality and achieve consistency for our customers across all branches.
02. Achieve our profit pledge and agreed goals in each branch for 2024/25.
03. Improve communication, share more, and let those closest to the customer decide.
04. New customer and sales growth.
05. Open more branches and grow the network.
06. Focus on training and retention of our people.
07. Innovate and introduce new ideas – use technology to increase efficiency.
08. Ensure we have a long-term approach to business – win-win partnerships.
09. Revise our approach to commercial partnerships, margins and risk.
10. Have fun and get the results we deserve.



USA Transport Leadership Team 2023 – Chicago, Illinois
– Business in front and party in the back



Ride along in Charlotte – Michael Thornton and Anthony Ripepi for Drivers Appreciation Week



NATIONAL DRIVERS APPRECIATION WEEK

September 11th - 15th 2023

Across the USA on September 11th-15th, our team helped celebrate National Truck Driver Appreciation Week (NTDAW), and all business units were encouraged to show support and participate in making this week special. It is an opportunity to highlight the vital role our drivers play in our success. Some ideas the team organized across our Branches were:

- Hiring a barber or masseur.
- Planning a BBQ or breakfast.
- Arrange for free to-go lunches to be assembled - with a special driver's kit.
- Washing their truck/blackening their tires.
- Arranging for a coffee/smoothie truck.
- Planning a family appreciation night at our depot to show support for their families.
- Ride along with them and help with a delivery or pickup.
- Hosting driver PAT meetings and listen to/action their feedback.

Overall, the week was a fantastic success and appreciated by all.



Texas Cross Dock – Haslet is about to commence

Texas Cross-Dock – Haslet, Dallas Fort Worth

Our first purpose-built LTL cross-dock is progressing in Texas, with expected completion of December 2024. This site will be equipped with 80+ dock doors, 20+ tractor parking stalls with future capability for electric charging stations, over 270 trailer stalls for both 70' & 53' trailers, an on-site truck wash and weigh station, solar farm installation with battery energy storage system which can power electric fork lift chargers as well as other uses. We also want to install a building management system, a full commercial-grade kitchen on-site with a chef, and a garden for farm-to-table produce. We also intend to have a water harvesting system with a greywater reclamation infrastructure.

TAKE PRIDE IN YOUR RIDE!

New Trucks Ready to Roll in Orlando

Luke Percasky and the team in Orlando have set themselves a goal to deliver everything into Orlando, Florida, in a blue truck, and you can see already the progress they have made in recent times with their gear. This will not only improve our quality, but it will help our financial results by keeping freight in-house.

Thanks so much to our local team of owner drivers, Oneimar Ceron, Jaquil Cambell, Daniel Johnson and Nunzio Guadagni in Orlando, who have invested in new gear, uniforms and are doing such a great job. You guys look fantastic!

NETWORK/ PROPERTY

Illinois Cross-dock – Carol Stream, West Chicago

Our Illinois Cross-dock, which will follow Texas, is on track for April 2025. Like our Texas site, we intend to include the same approach to the environment and infrastructure. Chicago will be slightly larger given the market, and it will also be our home base for the USA business, similar to Mainfreight Lane in New Zealand.

We are also investing in new technology and opportunities to introduce improved handling in these facilities; the focus here will be ensuring freight is inducted, clearly labelled, and does not sit around on our docks. It will require us to review and improve our current operational processes. This is being helped with special visits to other operators in our industry sites.



Owner Drivers - Jaquil Campbell



Owner Drivers - Daniel Johnson



Owner Drivers - Nunzio Guadagni



Owner Drivers - Oneimar Ceron

AMERICAS WAREHOUSING

Andrew Coulton

We are in the process of building a bigger and better business that will thrive in the years ahead and continue to see opportunities around every corner. For us, it is about positioning our business to capitalize and continue to drive sustained growth. Our focus remains simple by getting back to the basics of what makes Mainfreight unique; the small but important details matter and ensuring we do those things very well.

Quality, quality, quality.

A refreshing reminder is that we are a service-based business, and quality is the driving factor of success to ensure our customers receive a world-class experience. We have a 100-year vision, which means we do not take shortcuts at Mainfreight. Our branches are set up in a decentralized way where we have the ability to address any challenges quickly and, of course, set the foundation to scale with increased volumes. We are establishing branches like a small business in all markets; sales, WMS support, account management, and operations all working as one. Our ability to make decisions locally is a unique point of difference that our customers love!

We are taking stock of our current branch network and seeing what opportunities are at our feet. Maximizing our existing footprint in pursuit of increased return on revenue is the objective. So far this year, we have added 20,000 locations in racking expansions and plan to add a further 27,000 rack locations over the next few months.

In August, our Branch Managers got together in Chicago to set the scene for the second half of the year, a time to draw a line in the sand and ensure we are working together as one.



Branch Manager's group photo during our Mid-Year Branch Manager catch-up

KEY THEMES AND TAKEAWAYS WERE:

- 01. We control our destiny; if we say we will do something, we do it with pace!
- 02. Consistency in our business is who we are: our team, buildings, and service need consistency for success.
- 03. Quality comes from our team; we will continue investing in our people to ensure we promote from within.
- 04. We manage our branches with a 100% Mainfreight team, including a decentralized approach, with no exceptions!
- 05. No corners cut; we follow the Mainfreight playbook in all we do, making long-term decisions for the right reasons.
- 06. Let's remember to have fun and enjoy the ride; this includes celebrating our success with the team.

Lunchrooms are a special place where we “break bread” with our team and sit together each day. Often, some of the best ideas come from our lunchrooms! It is exciting to announce we have launched kitchens with our own “in-house” chefs in Bolingbrook, IL, and Lehigh Valley, PA, that will be cooking warm meals for over 100 team members. It is wonderful to provide extra support for our team, who are going above and beyond.

Our sales pipelines remain strong as we look ahead to next year and 2025. Our team is excited about the opportunities that will bring as Mainfreight continues to expand our footprint and onboard new customers into our global network.

Thank you to our Warehousing team in North America; whilst there are always things to do, we continue to make progress in the right direction. Your commitment to our business, our branches, and our customers is what makes us special. Thank you for your continued passion and drive in moving our business forward.



AROUND THE BRANCHES



Pictured CJ Williams (Left) and Marcus

Northlake Warehouse

Due to excessive heat and our food-grade customers, the team implemented an HVAC area in the warehouse during the summer months! This is important for storing food products, ensuring the temperature does not exceed 70 degrees. Seeing continuous improvements roll out and providing our customers with unique solutions is excellent.

We have also had some changes to our kitchen. The team has also grown to three serving over 120 meals daily.

Bolingbrook II Warehouse

Bolingbrook II has invested in a smarter and more efficient way to clean our facility. With Neo, we can keep up productivity while allowing it to do the floor cleaning. Neo is a fully autonomous floor-scrubbing robot that requires very little human interaction. It is programmed exclusively for our facility and knows where to go. All we do is move it to its necessary location, power it on, and let Neo do the cleaning!



Hands-free cleaning: Leave the mess to Neo

Seattle Warehouse

The Seattle team started their 22-mile hike up Tolmie Peak with the famous Rainier in the background. The team is making an effort to get to know each other outside of their branches, and there is no better place than connecting over some of the most remarkable hikes in the world.



Rainier and all its beauty!

Newark Warehouse

We now have our own in-house embroidery machine! New team members will have their uniform arrive to the branches with their names on them ready to go. Ensuring our team is equipped with our correct team uniform is an integral part of our culture, and now we can make this happen even faster for our growing business.



Maria Rios is keeping busy using our in-house name embroidery machine



Andy Herrera, Sandra Narvaez, Evelio Monegro, Efraín Martínez, Jessica Gallego, Edmundo Flores.

Our operation team works as one pushing down the line, completing another value-added project, a common theme in Newark. Thankfully, we were able to pull in team members from across the country to ensure we completed a project on time for a key customer.

Our Sales team is reflecting on another successful customer meeting in Dumbo, Brooklyn. Working with our other business units is critical in delivering supply chain solutions to the market. A prime example is the Newark team taking a moment to reflect and debrief on our performance in front of a customer to ensure we continue improving.



Team working as one!
Angelo Mendez, Jose Melendez, Luis Valencia, Kenneth Mattei, Krhystof Sutherland

AMERICAS AIR & OCEAN

Matt Gustafson

Hi team,

We find ourselves faced again with challenges, however different from the ones we have been through. Rather than having an excess of freight to book and not enough capacity to move it, we are faced with the opposite. In these times, our sales efforts are as important as ever. There have been changes to the sales KPIs we track to ensure our efforts are being focused in the proper manner. We have also seen success in our High-Value Pipeline management, albeit not all have started to show through in the results yet. Positives are beginning to show; however, we must maintain the focus and urgency to keep up our sales efforts.

Our team and business in the Americas for Air & Ocean continue to mature and take shape. Most recently, we have started recognizing positive results from our Perishables facility in Los Angeles. In a very short time frame, we have gone from being non-existent to being a significant operation in the Los Angeles perishable market. We have also begun to see our sales force take shape as more and more team members have moved into sales roles from the operation.

I hope you enjoy some of the contributions included from our team.

With a great foundation, a terrific team, and almost endless opportunities, it's an exciting time to be part of Air & Ocean in the Americas.

Thank you to everyone who invested time and effort to get our business right. The results are coming.

THINGS TO FOCUS ON:

Live by our pillars – You may be tempted to go outside our core values in tough times. By reflecting on who we are and what we are built on, we will undoubtedly return to good times. Please don't go for the quick, short-term wins that do not support our 100-year vision.

Continue to push and support the network – We have made progress with keeping freight in the network as we have seen recently committing to Los Angeles Port Operations. Los Angeles Port Operations is now our #1 drayage provider in the local area.

No loss-making branches – Our access to existing and potential customers is as robust as anywhere else in the world. We cannot accept anything below a profitable business.

Stay hungry in our sales efforts – There has been moderate progress on our call activity, yet there is still an opportunity to achieve our minimum expectations of 20 calls per week.

Quality has been and will remain our difference maker – Put an intense focus on getting our quality right.

Continue to develop our culture in the Americas.

Increase our consolidation utilization – The costs to run our consolidations are already being recognized. Each and every kilogram or cubic meter helps us achieve a better result.

Have some fun! We are in a great time to keep growing our business.

01.

02.

03.

04.

05.

06.

07.

08.

CHARLOTTE AIR & OCEAN TEAM – ADOPT A STREAM

The second year of our Adopt a Stream initiative proved to be a resounding success! The adoption sign is proudly displayed and visible from the main road. Our team was divided into two groups to maximize our efforts: one concentrated on collecting trash along the roadside, and the other ventured to the stream to gather any debris they could find. Both teams made impressive hauls of garbage, sparking a friendly competition between the street and stream groups to see who could collect the most. After the clean-up, the team gathered for a well-deserved lunch to reward themselves for their hard work.



The Charlotte team doing their part in keeping our planet green



Outward Bound Huria 701 Watch team

LOS ANGELES PERISHABLES

James Blok

G'day everyone,

In case you have been hiding under a rock, Mainfreight LAX is now the first perishable branch outside of Australia and New Zealand! What a whirlwind the first few weeks it has been, with being fully operational since July 23rd, 2023. We have been able to make some great strides through the last month, with August topping out an impressive 541,000kgs of perishable cargo moved inbound and outbound. Kudos to the team for putting in some huge days and hours; we couldn't do this without you!

We have three chillers, a large dock cooler and a freezer, which adds up to around 15,000sqft of temperature cold storage.

Some of the commodities we have moved so far:

- Chilled & live seafood
- Chilled beef
- Fresh grapes
- Fresh cherries
- Fresh dates
- Fresh stone fruit
- Asparagus



Los Angeles new Perishables site in action

OUTWARD BOUND EXPERIENCE

Chris Michalak

Earlier this year, I had the opportunity to travel to New Zealand to participate in the May 2023 session of Outward Bound. Finding myself in the Huria 701 Watch, I can honestly say the experience was nothing short of transformative. I went into the course with a goal to push past internal boundaries, and I've learned that I am the creator of those boundaries and I have the power to eliminate them. For those who have been on the course, I'm sure you all remember the highs, lows and key takeaways, so I wanted to share mine.

High:

- Being able to push through internal barriers and overcome challenges I would have never attempted here in the States. That feeling of accomplishment and satisfaction is unbeatable.

Low:

- There was a point where I let a fear of heights start to change my internal narrative and found that I quickly began to shut down. Fortunately, the watch had my back and helped me change that narrative, and I enjoyed the activity that followed when it was over. During the activity, I just tried to get through it as quickly as possible. I fondly remember my partner yelling for me to breathe, to which I quickly responded, "I'm f'n breathing. (I was not)."

Key Takeaways:

- Don't let the fear of failure stop you from doing something great.
- Let yourself be vulnerable; with the right team around you, they will help you succeed.
- Control your internal narrative.

CAROTRANS

We are thrilled to share the news that four new CaroTrans China branches have recently opened, marking a significant milestone in CaroTrans expansion efforts. These developments represent a strategic investment in strengthening our network between the USA, Australia, China and Taiwan.

As we wrap up the calendar year 2023, we are pleased to have new branches in key locations in Ningbo, Qingdao, Shenzhen and Xiamen. Arthur Ho has been introduced as CaroTrans Asia's General Manager, and we extend our warmest congratulations to him and look forward to working together.

This is a thrilling announcement for CaroTrans China, and we are already looking to expand past China into Southeast Asia.

As pleased and excited as we are at developing our CaroTrans network throughout China, our immediate focus is improving our USA business and building larger LCL volumes across our entire network.

The October Branch Manager meeting was a tough couple of days, and we all left very focused and committed to improving our business. Below are some key points we are all focused on achieving over the next six months.



L-R: Maria Espinoza and Michael Elledge



L-R: Alexander Motsinger and Carter Viray

CAROTRANS HOUSTON – BOOKS IN HOMES

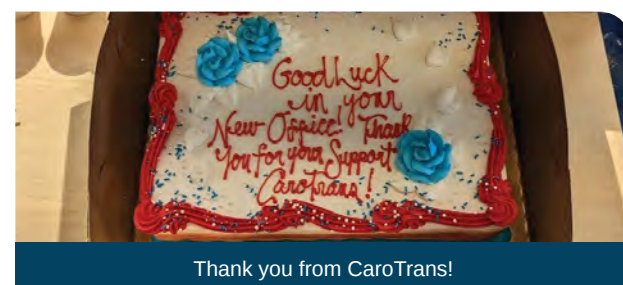
Homes event. We all received a handwritten note from the students thanking us for the books. It was a lovely gesture, and we are thankful for the opportunity to give back to the community and the children.

CAROTRANS CARGOWISE TRAINING

CaroTrans is investing in IT infrastructure and moving from the CaroTrack system to CargoWise. The project aims to align the CaroTrans business globally onto a single platform and improve visibility across the CaroTrans business. The project team has been busy and working hard to get the team ready for this change. CaroTrans USA completed 5 Super User training

KEY POINTS WE ARE ALL FOCUSED ON ACHIEVING OVER THE NEXT SIX MONTHS:

01. Profitability across ALL branches.
02. Emphasizing that sales responsibility extends to every team member.
03. Hire sales team members strategically across the business.
04. Branch Managers must spend a minimum of two days per week out on calls.
05. Leadership team commitment to going out on calls with Branch Managers and the Sales team.
06. Quality is key to growth; get the quality right, and the customer will ask for more.
07. Small, daily improvement items make a huge difference to the business.
08. Start ASAP!



Thank you from CaroTrans!

CAROTRANS BOSTON

CaroTrans Boston visited a major Customer, OceanAir, at their new office this summer. OceanAir has been a long-time customer of CaroTrans, and we were excited to welcome them to their new building directly across the street from our office building. The team had a great time mingling with OceanAir as they expanded into a new office and celebrated 40 years in the Boston area.

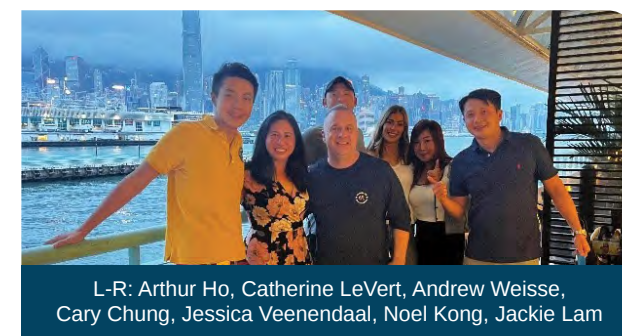
sessions in August for our upcoming move to CargoWise. In total, 57 team members participated in this training, either in person or virtually. These training sessions have been invaluable in creating processes and finding solutions to maintain our current functionality and the service level we offer our customers. The Super Users were sent back to their branches after their training sessions with instructions to begin training their teams. The transition to CargoWise will help align the global CaroTrans Teams on the same platform and will have a huge impact on our teams and the business.



Cutting the cake!

CAROTRANS SALES ROAD SHOW

Jessica Veenendaal



L-R: Arthur Ho, Catherine LeVert, Andrew Weisse, Cary Chung, Jessica Veenendaal, Noel Kong, Jackie Lam

This September, Andrew Weisse and I had the privilege of visiting our Hong Kong and Taiwan teams for the TPEB/WB sales campaign and meeting Arthur Ho, our new CaroTrans Asia GM. As it was my first time in Asia, I was eager and ready to pound the pavement, making sales calls in a couple of foreign cities. After the first few initial calls, it became apparent that sales is sales no matter where you are in the world, as customers make decisions the same way, have the exact wants and needs, and as we say, their perception of our service matters most.

Most know that travelling isn't without its 'fun' and on a Friday in Hong Kong, we experienced what is called "Black Rain", in which the city was ordered to stay inside and off the roads due to heavy monsoonal rain. Our meetings turned into Webex, but thankfully, the rain stopped later that day, and we were able to join a team dinner that night.

Thank you to our Taiwan and Hong Kong teams for their warm hospitality and ensuring our trip (nearly) went without a hitch. We look forward to returning to Asia to continue the intensification of growing our CaroTrans Asia network!



Students prepared to showcase their creative musical talent

BAIRDS MAINFREIGHT PRIMARY 30-YEAR CELEBRATION

On Friday 8th September 2023, our long term Otaru partner school Bairds Mainfreight Primary held a very special assembly to thank and celebrate 30 years of partnership with Mainfreight. The assembly presented a 90 minute creative musical showcase of this wonderful partnership and the show was a special one for Bruce, Don and the Mainfreight team attending. The epic and fun storytelling started from the early beginnings of Mainfreight's donation of sport equipment in the 90's to the enriched partnership that exists today. Some of the amazing initiatives showcased included the school computer suite, classroom smartboards, scholarships for students in intermediate, secondary and tertiary levels, plus the annual celebratory excursion to Uncle Bruce's farm.

Thank you to Bairds Mainfreight Primary for bringing the last 30 years of this special partnership to life.



Students in assembly performing

TECHNOLOGY



TECHNOLOGY AT MAINFREIGHT

John Eshuis

Many, many key milestones this year! It's been a ride!

As we celebrate the close of 2023, it's impossible not to mention some of the teams' remarkable achievements.

Each of the five regional IT teams supports and works closely with their business to deliver these achievements in software solutions, infrastructure, cyber security and IT services.

Project Apollo. This ambitious project is a source of pride and accomplishment for the European IT team and business. It created a global infrastructure alignment that gives us a solid platform for growth and agility.

The Air & Ocean business has been a large focus with a relaunch of our Air & Ocean booking module in Mainchain, the deployment of a new mobile freight handling solution for our freight depots (FHT) and a software upgrade project for CaroTrans standardising their Global Trade Management System across the four regions.

Improving team and customer experience has been a big focus for the Transport teams.

Europe has also pushed hard this year to complete their Transport Management System rollout, and the entire region is now on a standard operating system. We celebrated ten years of our custom-developed Transport Management System application, Mainstreet, which we run in New Zealand, Australia, and the Americas.

In Mainstreet, we built a little feature with a big benefit, the Watchlist. We have started designing the next iteration of our Wharf Container Management Solution. Reporting and analysis continue to be enhanced, including refining our DIFOT reporting capabilities. (More on these below).

We celebrated 15 years of running our bespoke warehouse management system, MIMS, in New Zealand, Australia, Americas, and Asia.

The Warehousing business rebuilt and relaunched our capability with ASNs and Retailer integration,

improving both the customer experience and usability for the team.

Our Analytics capability continues to grow in both depth and breadth, including the addition of sophisticated Emissions dashboards – providing customers and team with insights and opportunities for supply chain improvement.

Globally, the drive for robust Business Continuity Planning has momentum with the crisis response team managing BCP processes, running micro simulations in the branches and creating a focus on learning and understanding our plan. We hope we never need to use it!

As we have for many years, we again performed system failover to our backup data centres as a live test of Disaster Recovery processes.

Cybersecurity Training and Awareness.

Maintaining a strong cybersecurity posture is more critical than ever with the increasing sophistication of cyberattacks. Mainfreight has taken a proactive approach to bolster our cybersecurity defences. We understand that awareness and education are the best way to prevent cyber threats. Our comprehensive cybersecurity training program for all our team members focuses on recognising and mitigating cyber risks. We reduce the risk of breaches by equipping our team with the knowledge and skills needed to identify potential threats.

As 2023 draws to a close, we reflect on a year filled with hard work, innovation, and achievement. Our commitment to our special culture and people continues to be the cornerstone of our success.

In the year ahead, we look forward to building on these accomplishments, continuing to innovate, and providing outstanding service to our team and customers.

Thank you for your unwavering support, and we wish you a joyful and safe holiday season.



European IT team enjoying a well-deserved BBQ outside the IT office in 's-Heerenberg



APOLLO

Thomas Bijl, European IT Manager

Following an immense dedication from Mainfreight's European business and IT teams, alongside invaluable assistance from IT teams across the group, Project Apollo finished successfully earlier this year. Project Apollo represents Mainfreight's most substantial IT undertaking to date, achieving the following milestones:

- Successful migration of over 2,000 users.
- Rebuilding of 670 servers.
- Transferring 36 Terabytes+ of user data.
- Transferring 31 Terabytes + of email data.
- Transferring 51 Terabytes + of application data.
- Migration of 3,070 e-mailboxes.
- Setting up 1,970 workplaces.
- Rebuild and migration of 67 line-of-business applications.

This monumental achievement will make the boat go faster, propelling our business into a more efficient, future-ready state and contributing to our team's professional development. To celebrate this milestone, our European IT team joined forces with regional management and John Eshuis for a Mainfreight-style barbecue celebration.

MAINCHAIN AIR & OCEAN BOOKINGS MODULE

Michelle King,
Air & Ocean Business Solutions

Our customer portal, Mainchain, has had a significant update to the Air & Ocean bookings feature. With the increased demand for an improved and streamlined online experience by our customers, the Air & Ocean booking feature has undergone a complete overhaul. With Project Managers in Australia and New Zealand managing subject matter experts in every region, this was a truly global and collaborative effort. Leveraging Mainfreight's 5 D's of development, its success shows that our 5 D discipline works when implemented.

Discovery involved teams within each region and globally getting together via video call to discuss their vision and the required functionality. It gave us a clear direction on what the business and customers want from an online booking portal.

Behind the scenes, the product was developed using a docker and container platform where pieces can be reused as we refresh other booking tools. This sharing of components will enable a more consistent user experience and reduce development time.

The new Air & Ocean bookings feature, which went live globally in late September, is visually more aligned with other Mainfreight online booking tools with a modern feel and easy-to-use interface. It has enhanced functionality and better integration with our Air & Ocean Global Trade Management System (Cargowise). Initial customer feedback on our new and improved bookings feature has been positive, and we look forward to sharing it with more customers as our rollout continues.

WATCHLIST: SUPPORTING CUSTOMER SERVICE WITH SIMPLICITY

Gary Harrington & Henry Booth,
NZ IT Team

Mainstreet's (our Transport Management System) latest innovation, Watchlist, is redefining customer service. It offers a streamlined approach to follow-up request management. Following discussions with customer service teams in New Zealand and Australia, it became evident that existing follow-up management processes lacked uniformity and efficiency.

The introduction of the Watchlist was enthusiastically received as it simplified how teams could subscribe to specific events and receive timely alerts. Sitting within Mainstreet to reduce email spam, these alerts promptly notify them of completed events or if any items have been scanned within the network. Furthermore, the tool incorporates exception management to promptly flag potential issues, such as a missed linehaul or possible delivery delays. It also alerts team members when a note receives any special notes or instructions (endorsement), if a driver rejects a pickup or delivery, or if a delivery was unsuccessful for any reason.

The Watchlist's strength lies in its simplicity and user-friendly design, garnering positive feedback from users. It was the first page to be done on a new development framework that will give Mainstreet a new look.

The project was a good example of the different regions working with the Group Software Solutions team to provide a solution that works across the board. Thanks to the teams for their involvement in the project, including the Training Team in NZ for running the training sessions, the 2Home Auckland team and the Transport Business Solutions team in Australia, who assisted with the real-world testing.

WHARF CONTAINER ONLINE MANAGEMENT

Megan MacKay,
Australian Software Manager

Mainfreight Wharf is a business that has continued to grow from strength to strength and is a key partner in our supply chain offerings.



DIFOT Report with Megan McKay

DIFOT REPORT

Megan MacKay,
Software Manager Australia

With the increasing need to do “more with less”, we continue to strive for easier and more efficient ways to improve our service.

Having a simple way to understand delivery challenges has always been difficult, but with the introduction of Maintel, our analytics platform, it paved the way to leverage information on service delivery more meaningfully.

The Australian and US sales teams have begun rolling out the new DIFOT Investigation process.

It's nice and simple; the team now enter any delivery challenges in Mainstreet with clear descriptions. This information is then presented as part of DIFOT reporting with our customers through Maintel, providing an interactive tool (using Power BI) for open discussion on service improvement. It can identify where the supply chain is struggling to meet expectations, be it delays in the linehaul, challenges with meeting time slots due to traffic, customers not being able to receive the freight, etc.

With all this data on hand, our next steps will be to create a simple-to-use dashboard for our branches within Mainstreet. These interactive dashboards will allow the team to see key areas where focus on improvement is required.

Over the years, the team have embraced new technology and strategically utilised it to its full advantage. And with this technology growth, the team have a clear direction on how they want to approach the future for Mainfreight Wharf.

Container Online Management is something we want to get right in our technology offerings. The Wharf team have collectively engaged in workshops to provide us with their business requirement, and in collaboration with our software solutions team, we are well on our way to designing a true game changer.

DRIVER MOBILE

Megan MacKay,
Australian Software Manager

It's hard to believe we had only two mobile apps in our Transport business not long ago.

Fast forward a few years, multiple new apps later, and we can comfortably say the business has transformed into a technologically innovative beast.

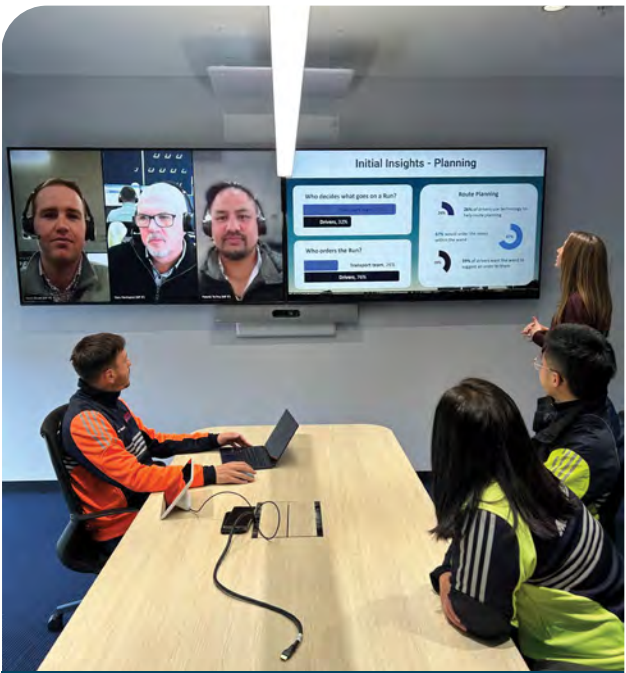
With outstanding uptake across the board on a new way of thinking and embracing item scanning for all its benefits, it's time to reimagine our first-ever application, Our Driver App.

While we are no strangers to designing and developing new technology, we always find engaging with the business gives us a unique insight into what our focus should be if we want to improve continually. And engage is what we did.

After a fantastic response to a survey provided to all Owner Drivers, we pieced together some basic workflows.

We ran multiple workshops with a select group of Drivers who helped us understand what matters most to them and our customers. Such unique insights can further drive the message that we are only as good as our last delivery. So, we must ensure we provide a superior user experience for all involved parties.

As we continue to work with our team on this project, we can't wait to roll out the latest refresh of our mobile technology offerings. And we thank all involved so far. Witnessing the care and enthusiasm within our community of drivers is truly amazing.



Reviewing Driver feedback – on Screen L-R: Henry Booth, Gary Harrington and Pateriki Te Pou (NZ Software Solutions) and Teamy



Tohidul Hoque showing Paige Rigopoulos (MFT Clayton) the features of Maintel Analytics platform

MAINTEL IN AUSTRALIA

Tohidul Hoque, Customer Solutions

Maintel our Analytics platform has been a significant development for our business, and the Australian team has adopted it with a real drive.

The four key benefits of Maintel for the customer that we sell are:

1. Improving operational performance.
2. Sales growth.
3. Increase profitability through better forecasting.
4. Improve productivity & reduce costs.

In 2022, our strategy with the rollout was first to ensure that we provided training to our sales team. It was a two-pronged training with a technical and sales element.

The sales-based training covered:

1. How to create value for the customer & also the value Maintel brings our team - Saving time was the key message.
2. How to present the data in customer meetings

We then commenced our soft rollout in mid-2022, which included teams using snippets of the dashboard in a PowerPoint presentation. We saw this to be a success as it helped our team present the data in a controlled environment, which then saw them get more comfortable using and presenting the dashboard.

2023 saw the Australian business open the gates on the Maintel rollout by providing access to customers through Mainchain, our customer portal. While the rollout began slowly and in a controlled manner, the overwhelmingly positive feedback we received from our customers saw us push this more aggressively to our customers. Branch Maintel champions were identified to facilitate customer access, making the process quicker. We also included Maintel rollout targets in our “Major League Play-off Sales Campaign”, which really supercharged the rollout.

Maintel is now part of our core technology offerings to customers. It is pleasing to see us make further developments based on customer feedback. The rollout of the Emissions dashboard will further improve uptake, with sustainability conversations happening more frequently now.

TRAINING & DEVELOPMENT

Martin Devereux

Merry Christmas, Feliz Navidad, Happy Hannukkah, Joyeux Noël, and Meri Kurisumasu are just a few different greetings exchanged between our team members across the impending holiday season. These greetings also highlight the many different regions, cultures and religions interwoven throughout the Mainfreight global fabric.

There is no question when you see the various faces throughout this newsletter; we are a truly diverse family. That said, an enormous amount bonds us and connects us as a truly global family.

The following pages will show you the variety of touch points our Training Teams have across the business and the effort that goes into helping our team to succeed and delight our customers. It is easy as we head into the traditional 'Silly Season' or 'Christmas Peak' to forget that our brothers and sisters around the world are also experiencing their versions of this time of year. Take some time to think about the true strength of our business, that being our network of amazing people. The decision you make to do that little bit extra today might be the difference between your brother and sister in another region securing further business or potentially additional margin.

For many team, the Christmas / New Year's period presents a great opportunity to enjoy some time off and relax. For many, it also represents an opportunity to reset our goals and ambitions for the following year. In a work context, think about what you want to achieve in 2024 and who can help you achieve that. We have an amazing network and an amazing foundation from which to launch. Let's do it together. Enjoy reading and seeing what is happening around the business in the people and training space.



Romanian Driver Inductions Course
Danut Zaharia, Danuel Marasescu, Razvan Stanesco, Ionut Stoica, Claur Ene, Cristian Ceaus, Livius Calinescu, Sorin Belcin, Marian Anghel, Alexandra Fricosu, Ilie Costin Bostina, Gabriel Stanciu, Mihai Sorin Goaga

EUROPE

Courtney Bould

We held our very first Induction courses in Romania, delivered entirely in Romanian!

This was a huge team effort, and we are excited to take this step with the Romanian branches. The overwhelmingly positive response from our team members in Romania is inspiring. Witnessing their enthusiasm and appreciation has solidified how important it is to deliver training in local languages.



First Day of the Induction Course in Romanian.
L-R: Ciprian Curcan, Bogdan Pletosu, Valentin Curcan, Andreea Tarara, Gheorghe Ciobanu, Irina Voivozeanu, Bianca Spinu, Bogdan Rascol, Delia Morar, Roxana Grigoras, Carla Grigorescu, Alexandra Fricosu, Iulian Leca, Victor Muresan

Our drivers work all around Europe, so we needed to be creative on the location for the training for our Romanian drivers, as they're often not in Romania. We've worked with the team to find the best solution for them, and we now hold Induction courses for Romanian drivers on Saturdays in the Netherlands.

Along with the fundamentals of the Induction course, it also serves as a moment for our drivers to connect with each other. They don't always get to see each other face-to-face, so it's nice for them to be together as one team. It's a pleasure to see their camaraderie and help them together to provide exceptional service to our customers.

In September and October in Europe, we rolled out Easy to Deal With training for all team members in Europe. Our special service, at its core, is about delighting our customers, and the crux of it is our easy to deal with attitude: team members being empowered to make decisions, being friendly, proactive, and taking full ownership.

The training highlights how internal service between team members at Mainfreight is just as important as our service with our customers.

When we all work this way, we all do better. It's a pleasure to come to work; our company name means our word.



Easy to Deal With course rolled put across Europe with our team in ANS, Anton in the Netherlands

The only thing holding us back as a business is our ability to develop the leaders of tomorrow who will forge our future. We are committed to growing and developing our team members; we hold Team Leadership Services training to facilitate this. They are pushed outside their comfort zones, make mistakes, and learn about the value of EQ and effective communication.



Some of our future leaders –
Daniel Joor, Steven Duyck, Adam Rogatzky, Tobias Collatz, Tim Stubbe, Esmee Heuvink, Natasha Linton, Sten van der Pennen

The training team dressed up as colourful as our wardrobes would allow us to celebrate having a new training van! Since welcoming the van to the Mainfreight family, it's carried some seriously precious cargo (team members from all around the world).



The new Training Centre van is welcomed to the team in 'style'

THE AMERICAS

Regina Warden

"Back-to-Basics"

The Americas have experienced a fair degree of "new" in 2023, and Team Development is no different. With the changes to our leadership team, our focus has been a back-to-basics refresh in terms of our culture and the everyday disciplines that make us Mainfreight.

Supply Chain Inductions have been up and running since April 2022, with the team enjoying the experience, including getting to know who we are as a business and, perhaps more importantly, learning about the values that have sustained us over the past 45 years. Because inductions were on hold during COVID, quite a few team members still need to attend. That has created a wonderful blend of seasoned team members, gaining a refresh of the culture and creating an environment where anecdotal testimonies enrich the overall experience for our newer team. In addition to running courses in our Warehousing facilities in Carson, California and Northlake, Texas, we've now begun to offer smaller courses in Bolingbrook, Illinois. The addition of the new West Chicago, Illinois, cross-dock will include a shiny new training center where we can run courses closer in size to the other regions.



Induction team visiting our EW2 facility in the USA

In the Health and Safety space, we're currently conducting Wellness Checks in the branches to gain a pulse for focus areas and offer support to ensure our teams are as safe as possible. This is preempting subsequent Health and Safety Audits that will be rolled out next year. Each Health and Safety Audit will include an Action Plan developed alongside the Branch Manager to get the branch up to par. Branches that score lower than 85% will be visited for a second audit within the same fiscal year.

The current hiring freeze has allowed us to offer upskilling to our Branch Managers on a recruitment front with the rollout of a mock interview process wherein the Branch Manager reaches out as if we were prospective candidates and works through the interview process while receiving feedback and tips for future hiring. The hope is that we can ensure we are focusing on the right attributes and able to ask pertinent questions that will give us an idea of who the person is and what drives them outside of what is listed in their resume.

We continue to reevaluate our Mainfreight Development Program to provide the most apt learning to the team in the program. For 2024, we're looking to focus on leveraging current strengths utilizing Clifton's Strength model. We hope this will provide the team with an actionable plan to continue sharpening their skills.

Maintrain developments are also underway with the addition of a Pulse Board that will allow Branch Managers (as well as auditors) an at-a-glance view of the training required for their teams, completion rates, and an idea of where their branch sits from a compliance perspective.

The overall focus for 2024 will continue to be supporting our teams by providing them with training and collaboration around the needs of the business in the Americas. Once we've got the basics right, we'll be unstoppable.



Easy to Deal with Course with some of our drivers held in Albury – L-R: Luke McCluskey, Dapinder Singh, Vish Arora, Aman Singh, Ranbir Maankatala, Parkash Singh, Davinder Singh, Yaman and Noel Howlett

AUSTRALIA

Shona Taylor

“Don't Count the Days, Make the Days Count”

2023 has certainly been that for the team this year. In addition to our regular course offerings, there have been many projects on the go with tight deadlines to meet. We certainly do not live in a question mark!

This year, we revisited the Easy to Deal With course. With the addition of new team members over the past few years, it was well overdue to deliver the course again to the business. It was a good refresher for our existing team and well-received with our new team members and drivers. We had excellent discussions and goals agreed upon with team members and owner drivers participating together.

We added the first Australian Emerging Branch Managers course to our Leadership suite of courses. This course was a six-day course spread over three months. This allowed the team to retain the information taught and practice their learnings back at the branch before the next month's session. The team received one-on-one time with their National Manager and a panel Q&A time in the last session. It is pleasing to see the high calibre of team we have forging careers within our business to become the next leaders.

The driver trainers have done an excellent job travelling the country to assess drivers, passing on knowledge to new drivers, improving skillsets and sharing the Mainfreight way. This remains a focus for the coming year.

The Career Fairs and school visits have also kept us busy this year. Finally, back to being in front of people instead of on a WebEx screen has been a delight. Networking and having meaningful conversations about our business and the opportunities available are second to none.

We will continue to focus on quality learning in the four-day induction and other course offerings, particularly with the growth of the business and new facilities opening. It is key to our business success to grow the existing team knowledge and introduce new team members to our business with a well-rounded and grounded introduction into who we are and why we do things, which in turn assists the branches to continue to grow the team's skillset. We also use the four-day inductions to help with cross-training so our team understand our full capability across the global network.

Thank you to the team for your efforts this year. The above is only a small example of what you delivered this year; we know you delivered more projects and training than we have referred to. Enjoy your Christmas break, rest up, refresh and spend valuable time with your friends and family.

NEW ZEALAND

Lizzie Judd

Audit Updates:

This year, we have embarked on providing more meaningful and in-depth audits by splitting our branch audits into Operational Focused Audits and Health and Safety Focused Audits. The feedback from the branches, through the time spent by the auditors on-site with teams, is that they can get into the nitty-gritty of the expectations and use it as a time to learn from the audit team. Being able to focus on two core functions, the operations and how we ensure the team get home safe each day, has been incredibly rewarding for the audit team also.

New Site:

This year, we said goodbye to the very first training centre. It was bittersweet to say farewell to the building that holds so much history (19 years, in fact), but it is time for us to move in with the wider Mainfreight family in the new Mainfreight Warehousing Favona Road site. It was a huge undertaking to disassemble a large amount of dummy freight, Mainfreight vehicles and long-term storage, but the feeling of moving into our new premises made the hard work all worth it. Thanks to Travis, Kaleb, Suzie, Deb and the wider Favona team, we immediately felt right at home! Our overflow site at 68 Westney Road has become our main training facility; it provides a more flexible training space and is also on-site with another warehousing family.



Final sweep before moving to...

Courses and Events:

Our first normal year post-COVID meant we went full force into training, from Induction courses to Time Management, Leadership Development Level 1 and Easy To Deal With. We have been out training the team. We were also lucky enough to host a Q&A session with the regional managers. On top of the 45 team physically in the room, we had 77 branches attend on WebEx from wider New Zealand, Australia and Asia. This is what we love doing, and it's been fantastic to spend that time with the team across the country.



Niraj Singh, Owens Transport Auckland, has completed his Easy to Deal With course. Pictured with Lizzie Judd



Q&A session with our Country Managers, held at Railway Lane

ASIA

Winnie Tong

Train your Successor so that you may Succeed - Shanghai Maritime University.

Earlier in the year, Mainfreight Shanghai partnered with Shanghai Maritime University to give third and fourth-year students studying Supply Chain a glimpse into what life as a full-time professional freight specialist could be like.

During their time at Mainfreight Shanghai, the Training Team welcomed the 18 students and their lecturer with some Mainfreight notebooks (that they could later use studying) then shared more about the supply chain world. Our Branch Managers, Joan Ji (Mainfreight Ocean), Peter Koo (Mainfreight Air), Sean Wang (CaroTrans) and Alan Jia (Warehousing), took them around their branches to explain the key functions of their teams to give students an idea of potential career paths. The young students focused intently as their eyes widened with the opportunity ahead.

This was a great chance to promote Mainfreight, our unique culture and educate the youth of our future. We look forward to continuing this program and getting more of our Asian branches involved!



Team building event at the Annual Team dinner held in Shanghai

Share the Successes - China Annual Dinner

After three years of being unable to come together and celebrate, everyone was excited to gather in Shanghai for the China Annual Dinner. This included every team member in China, not just Branch Managers or the Sales team but everyone from our customs brokers and operations team to our receptionists.

Since 2020, the China team has grown from 200 team members to over 300. This includes our ever-growing list of branches in China, from Beijing, Tianjin, Dalian, Qingdao, Suzhou, Shanghai, Ningbo, Chengdu, Chongqing, Xiamen, Guangzhou and Shenzhen. Similar to our theme this year, “breaking barriers”, we worked together through various team-building activities to build towards one goal. Then, in the evening, everyone changed from their activewear to their best to celebrate the achievements of the last three years. A huge thank you to each branch for making it special!



Winnie Tong and Cherry Wang accompanied by a group of students visiting our Shanghai branch

Bringing words to life

As the Training Team travels to each branch for Quality Audits, we have added a culture workshop to the trip. It's not every day that we get to be face-to-face with the teams, so when we are, we want to inject the blue-blood spirit. As our teams grow and the market behaviour changes, our Three Pillars can be just be words rather than “the way we do things.”

With the souvenir to each of our Branch Managers from the Conference earlier this year, we have incorporated Jenga as a tool to create conversation about our culture, what's important, what sets us apart, what we stand for and where we are going. This has been a fantastic way to get our teams to join in the fun, laugh, feel reinvigorated, and discuss what the Three Pillars is in action in their branch and why it matters more than ever.



Culture Training in Singapore
L-R: Jasper Tee, Sommai Trakarnrung (Lek) and Elaine Chan

BEREAVEMENTS

Randeep Singh

Mainfreight Transport Sydney

Randeep Singh lost his life in a tragic truck accident. He was an exceptional and safety-conscious driver. Randy was close to our teams in NSW, particularly in Orange, where he would have breakfast daily and debrief with the team. He was always happy to help in the branch above and beyond his normal duties. It is a tragedy to lose such a valuable team member from the Mainfreight family in this way, and he will be missed by many.



Ray Burgess

Mainfreight Warehousing Prestons

It is with tremendous sadness we let you know about the passing of our dear friend and brother Ray Burgess, AKA “Honky”, a 26-year Legend of the business. In true Honky fashion, he didn't give up without a fight. Until his last days, he was still adamant about returning to work so that he wouldn't be letting the team down. Those who had met Ray would know his reputation as a legend within the business and how he embodied every aspect of doing things The Mainfreight Way. The pride and passion Ray carried was admirable and was a credit to the man he was and the values he held. Ray will certainly be missed, now and always.

Jackie Ganther

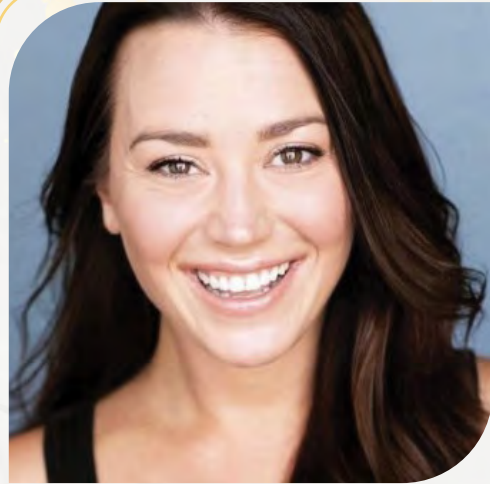
IT Team Americas

It is with a heavy heart that we farewell to our friend and teammate Jackie Ganther. Jackie had been part of the Mainfreight Americas family since November 2002. Jackie was an inspiration to anyone who came in contact with her. She hosted our monthly luncheons and birthday celebrations for years. Jackie was always the life of the party, bringing joy and excitement to every gathering. She headed up our collection team when it was based in Carson before transferring to our IT team. We are sure many of you had tough conversations with her – but she was always very professional in her dealings with fellow team members and customers. Jackie will be missed, but we are sure she is in heaven and more than likely taking charge.



Erin Clark
Mainfreight Transport Los Angeles

Erin Clark passed away in September 2023 after a brief illness. She joined the Mainfreight family in July of 2022. In that short time, Erin became a key member of our Los Angeles Transport Sales team. Her sudden loss saddens the whole team. Erin will always be remembered for her kindness, generous spirit and wonderful sense of humor.



Rob van Bueren
Mainfreight Transport 's-Heerenberg

With deep sadness, we let everyone know that our team member, Rob van Bueren, passed away after a short-term illness. Rob dedicated many years of hard work and passion to our company. A commitment to Mainfreight that had no bounds. In October 2022, Rob was able to enjoy his well-deserved retirement. He remained engaged and visited us regularly to catch up. Even in his last days, Mainfreight held a special place in his heart. For that reason, we arranged for a Mainfreight truck to drive past his home. We will always remember Rob as an unforgettable team member and an integral part of our Mainfreight family. We will miss you immensely.



Johan Debruyne
Mainfreight Warehousing Oostende

With great sadness, we received the news that our beloved team member Johan Debruyne passed away. Johan was part of our Mainfreight Production Parts team from the very beginning. He will be remembered as a passionate, hardworking team member: always present, preferably quietly in the background, but a friend to everyone. He was always punctual, ensuring that each shift could start with a cup of coffee. We have lost one of our Legends. Dear Johan, may your last journey be peaceful.

SERVICE ACHIEVEMENTS

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

45
Years

Don BraidMainfreight

40
Years

Rob RuttenTrucks & Drivers 's-Heerenberg
Ton BroekhuizenTrucks & Drivers 's-Heerenberg

35
Years

Doug MelroseTransport Dunedin
Geoffrey HeardTransport Sydney
Joan BrinkTrucks & Drivers 's-Heerenberg
Lili DevriendtSupport Belgium
Rudi RietmanEuropean Support
Yvonne ChissellNational Admin NZ

30
Years

Arjen MeijeringWarehousing 's-Heerenberg
Cindy JansenTransport 's-Heerenberg
Debbie BlackburnTransport Christchurch
Geert SteltjesCrossdock 's-Heerenberg
Greg PiperTransport Wellington
Mark VincentTransport Sydney
Paul McCrackenWharf Sydney
Theo EngelenEuropean Support

25
Years

Andy VerbruggheTransport Zwijnaarde
Annette WebbAir & Ocean Auckland National
Carolyn SimTransport Auckland
Chris NijlandTransport 's-Heerenberg
Corey BraidNational Support Australia
Daniël Di PardoExpress Genk
Dave HuwelWarehousing Oostende
Emmanuel PeccatteTransport Paris
Freddie AnneveldTrucks & Drivers 's-Heerenberg
Jason BraidNational Team Americas
Lawrence PurchaseTransport Hamilton
Maria AldanaCaroTrans Los Angeles
Mark NicolTransport Christchurch
Martin HamiltonDaily Freight Auckland
Neil HardingCaroTrans CFS Auckland
Niko van UhmTrucks & Drivers 's-Heerenberg
Pasqua RiservatoWharf Sydney
Peter DecockTransport Genk
Rutger van ToorTrucks & Drivers 's-Heerenberg
Sally DalzellTransport Christchurch
Sander WolsinkTransport 's-Heerenberg
Tamara HakfoortTransport 's-Heerenberg
Thomas TetaiTransport Auckland
Yvonne Sommers - BöhmerTransport 's-Heerenberg



SERVICE ACHIEVEMENTS

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

20
Years

Bart Wolkenfelt

Brendon Belesky

Bryce Hicks

Dale Foote

Hai Pham

Helen Williams

James Fuamatu

Jason Hurrell

Jason Kibblewhite

Jesse Jansz

Julien Vieville

Marco van Remmen

Maree Adams

Melanie Katu

Michelle King

Mohammed Hassan

Norman Ridderbeekx

Richie Tatoglu

Robin Boeijink

Stephen Monaghan

Steve Anderson

Theresa Iamaleava

Turoa Tipene

Wilco Hendriks

Wilson Li

Wygle Liebrand

Yana Heath

Warehousing 's-Heerenberg

Atlanta Air & Ocean

Albany Air & Ocean

A&O Airfreight Melbourne

National Support Australia

Transport Melbourne

Warehousing James Hardies

2Home Christchurch

Transport Whanganui

Transport Melbourne

Transport Paris

Trucks & Drivers 's-Heerenberg

Transport Auckland

Transport Rotorua

Global Air & Ocean

Transport Auckland

Warehousing Born

Crossdock 's-Heerenberg

Transport 's-Heerenberg

Transport Cromwell

National Support Australia

CaroTrans Los Angeles

Chemcouriers Melbourne

Crossdock 's-Heerenberg

Transport Auckland

Trucks & Drivers 's-Heerenberg

Warehousing Tauranga

Thank you for your loyalty,
dedication and hard work.

What an achievement!

LONG SERVICE LEGENDS

Thirty-Year Service Legends



Dan Curtis and Mike Reid with Mark Vincent, Transport Sydney – 30-Year Service Legend



Paul McCracken at Wharf Sydney Branch - 30 Years of Service



30 Year Legend Angelique Steinvooort-Remijnse – Warehousing 's-Heerenberg



Congratulations to Mike on completing 30 Years Long Service with the Mainfreight Group
L-R: Mike Dunn and Paul Riethmaier

Twenty Five-Year Service Legends



Pasqua Riservato at Wharf Sydney Branch – 25 Years of Service



Rowan Preston 25 Years of Service – Warehousing Supply Chain & Training Centre. Grant Smith and Rowan Preston



Congratulations to Katrina on completing 25 Years of Service with the Mainfreight Group
L-R: Chris Carmichael and Katrina Nathan



Congratulations to Rena (Yasheen) Kumar for her 25 years and Jennifer Tuhi for her 20 years of outstanding service with Daily Freight Auckland. Thank you and your families for your dedication to Daily Freight

PHOTO BOARD



Harry Davey retiring after 30+ years with Mainfreight Wellington, all the best for your retirement Harry!



After 29 years with Mainfreight, Noel Hughes has said his goodbyes to the team. Noel has been a crucial member of our operation and takes with him an incredible wealth of knowledge. We wish Noel all the best in his future!



Our San Diego team recently organised a team dinner post a few customer meetings a great way to acknowledge hard work and results. L-R: Luis Aguilar, Julian Medina, Tom Valentine, Robert Crabbe, Lane Adamson, Steven Gonzales, Christian Magaña



Hobsonville team helping to raise awareness and showing support for the Child Cancer Foundation. Back Row L-R: Monica Kelly, Priscilla Tuala, Tiffany Sio, Casey McFadden, Thomas Curtis, Alisha Chauhan, Tatjana Fiso, Billy Garner, Caleb Ranchhod, Krishan Bhikha, Michael Westoby Front Row L-R:– Alex Witteveen, Shareeze Rust, Rose Mirhosseini, Melanie Joyce, Kirsty Michell, Charde Burger



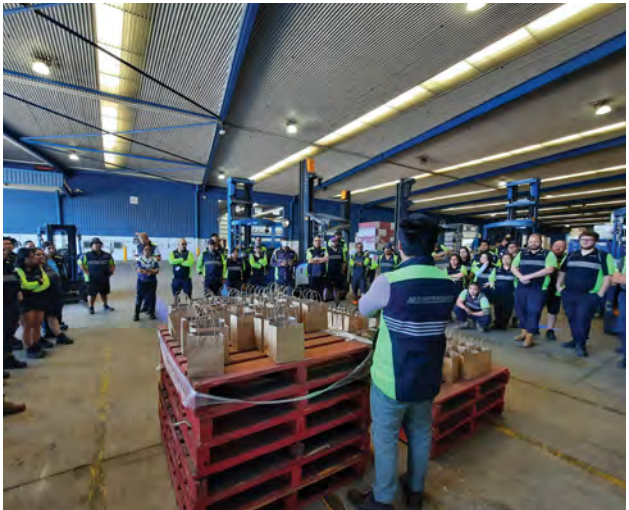
Friday Pie Day Mainfreight Air & Perishables Melbourne is supporting our Food & Beverage focus. L-R: Jordan Mills, Ashlyn Mosedale and Matthew Aitken



Another happy customer after our team in San Diego hosted a BBQ on their site – Top Row: Steven Gonzales, Justin Yonkelowitz, Josh Vermillion, Matt Bloom, Michael Benjamin, Robert Crabbe Bottom Row: Kim Tam, Natally Guterrez, Larizza Garcia, Kody Ichinaga, Ryan Betts



Driver Appreciation Day - Auckland Port Operations. The driving force behind our success, we thank you drivers for your hardwork and dedication



A take on Drivers Appreciation Week, we want to thank the team for the enormous efforts they have been putting in the last few months with a snack bag for everyone



Team Basketball with Shenzhen and Guangxi 1st Row L-R: Tom He, Steven Chen, Tim He, Vincent Lee, Rick Guo, Sam Shen 2nd Row L-R: Carey Huang, Aster Li, Dylan Ji, Vincent Sun



A massive congratulations to Jodi Vaughan our very own Country singer from Mainfreight Hamilton! Jodi won the 2023 Benny Award at The Variety Artists Club recently and joins the ranks of Sir Howard Morrison and Billie T James who have won it in the past



Mainfreight Hamilton Daffodil Day Back Row L-R: Armarni Muggeridge, Sam Reidy, Kirwan Carter, Jaydan Pollock, Mitch Bailey, David Wehl Front Row L-R: Presley Purcell, Kristie Wade, Olivia Bentley, Jordyn Schollum, Sophie Reeves

PHOTO BOARD

Sports Days

Our Melbourne and Brisbane teams participated in multi-brand, multi-branch sports days. There were dodgeball, volleyball and futsal competitions. A lot of fun was had by all – there was even a few fun costumes involved



Brisbane Sports Day



Epping Sports Day



Dandenong Sports Day



4 Air & Ocean branches across Europe (Brussels, Antwerp, Amsterdam and Rotterdam) traveled to Rotterdam to join the Harbour Run 2023. This 10KM run includes 28 tough obstacles through the restricted port area and everyone successfully managed to reach the finish

FEEDBACK



Subject: Site visit Le Quesnoy
Hi Bradley

When we visited the NZ museum the gates were locked but there were a number of team members working on site. By waving our arms we managed to attract the attention of Nigel Gattsche, Project Manager. Nigel is in NZ Army and been on secondment for the past seven months. Nigel apologised for the gates being locked, however when we explained Liz's cousin was a major donor and I worked for Mainfreight, he said "I will have to open the gates" and directed us to the back entrance and gave us a royal tour of the site & history. Unfortunately Weta team members were working inside the building and we couldn't get a sneak preview.

Nigel told us he has had numerous conversations with MFT team members in Wellington & The Netherlands and the service has been First Class. The contents of seafreight & airfreight shipments out turn in perfect condition. Please pass on Nigel's kind words to team members involved with this project. The two large airfreight pallets (refer photo) have been collapsed and are in A1 condition. Hopefully they can be recycled... it would cost a small fortune to build a similar crate/pallet.

Brad, the exhibition rooms are only the size of two average size NZ homes and some exhibits are inter active. Tour will only last 45 mins but would be well worth the visit.

Cheers Kevin

New Zealand Liberation Museum - Le Quesnoy

The exhibition pieces created by Wētā Workshop are in good hands with our friends Mainfreight stepping up to transport the precious cargo to Le Quesnoy.

Before the pieces were picked up, the Wētā Workshop team, led by Manufacture Technical Director – Location Based Experiences, Blair Ryan, had to meticulously wrap, pack, and label the entire exhibit.

We talk to Blair about how to transport objects and exhibits to ensure they get to their destination in one piece: <https://nzliberationmuseum.com/handle-with-care>

Mainfreight Managing Director Don Braid says the company is proud to support the museum project and jumped at the chance to be involved.

"Our specialised team of experts have worked with Wētā Workshop in the past and I'm very glad to say we have successfully delivered the exhibition pieces to the NZ Liberation Museum – Te Arawhata from Wellington."

"We offer sophisticated and specialised supply chain solutions in and out of some of the most dynamic economies in the world with 331 branches across 26 countries. France is one of these and is an important part of our global network. We employ 122 team members in Paris, Lyon and Lille. This special project in Le Quesnoy deepens our relationship with the people of France."

Weta Workshop Project

Maidens Park Primary School
An Independent Public School
PRINCIPAL: Louise Cairns

THANK YOU

Dear Mainfreight,

I am writing on behalf of Maidens Park Primary School staff and students to express gratitude to Mainfreight for your generous sponsorship of books for the children participating in the Books in Homes program. Your support has significantly impacted the lives of these young readers, and we are truly grateful for your commitment to literacy and education.

We want to extend a special thank you to Alexander Hawira and Shaun Sullivan from Mainfreight, who attended our book-giving assembly. Their presence and support added a personal touch to the occasion and were greatly appreciated by all involved.

Thanks to your generosity, these children now have access to a world of knowledge and imagination through the books you provided. Your contribution will undoubtedly inspire a lifelong love of reading and learning in these young minds.

Once again, thank you for your partnership and dedication to promoting literacy in our community. Your support is invaluable, and we look forward to continuing this important journey together.

Kind Regards,

Louise Cairns
Principal

04/09/2023

FEEDBACK

Dear Gary and team,

On behalf of Habitat for Humanity Northern and the families we seek to serve, thank you for your support through donated building material this year.

Your support will enable Habitat for Humanity Northern to distribute over 5,125 Curtains, make around 15,000 home interventions for 670 families and house 20 families through our Social Rental developments within the Tamaki Makaurau and Tai Tokerau regions this financial year alone. We could talk for hours about the life-changing social and health benefits that having essential Home repairs made can make to a family, but Raina and Takiri say it so much better!

Whangarei residents, Raina and Takiri had repairs completed after Raina discovered a section of wet carpet when she moved a bedroom dresser. “We noticed too late. I pulled out the dresser and the whole carpet was wet. A pipe had previously burst or leaked, and the floor had rotted. Habitat came and replaced that part of the floor and recarpeted, it made such a difference.”

Along with having the bedroom fixed, the bathroom was transformed with a new shower, non-slip flooring, wall linings and an extractor fan, making the space safer to use and will prevent future leaks and mould forming.

Takiri said, “I had started getting stressed about the bathroom, but I’m really happy with how it has been done. We are more settled now because there is no more chill in the air, and we aren’t getting sick anymore.”

Conrad
- Habitat for Humanity Northern

Hi Mitch,

Trust all well with you.

I just wanted to thank you for putting us onto Mainfreight Hamilton at the back end of last year in our hour of need. This week ends our 8-month tenure at the site and just want to pass on how grateful we were to be offered the space but moreover the opportunity to work with the team there. Zane and Olly and the wider crew were all great to deal with, solution based and really made it an easy ride.

We barely had an issue and if we did it got resolved quickly. A big shout out to them from me and my team here, it was a real pleasure.

Cheers, Geoff



Mainfreight and the Christmas Box working together to help families in need

Christmas Box – Mainfreight Sydney

This is now the third year that Mainfreight Sydney has partnered with Christmas Box. Christmas Box is an initiative that has been running in Australia since 2013. The Christmas Box is a food box that caters to a family of 4-6 who are in need, helping supplement breakfast, lunch and dinner meals for over a week. This year they will be packing 13,500 boxes.

Below is a message from Toni Brown, LIFE Community Manager

“Mainfreight plays a huge part in the success of Christmas Box, and honestly, we would not be able to reach the locations we can and organise the pick-up and drop off of products and various items if it weren’t for Mainfreight. You really are one of the main reasons why Christmas Box is as successful as it is each year and also why so many people are able to have something special packed just for them at Christmas time. I could say thank you, but I feel this is not enough for what you actually contribute to Christmas Box. Daniel has also been amazing to work alongside and makes the process so easy and smooth, as well as so easy for me to understand!”

www.christmasbox.org.au
lifeau.org/community

Subject: Zoran Tomic
Good morning,

I am writing to you both in relation to Zoran Tomic, who does our daily pick-up. I have been meaning to do this for quite some time. We should do more to acknowledge good people. I just wanted to say that for all the years that Zoran has been doing our run, he has been nothing but the consummate professional. Over this time, Zoran has gone above and beyond to accommodate our needs and always does what is within his power to make sure that we are well taken care of. His approach to his work and his knowledge and attention to safety are unwavering and second to none. He commands that everything is carried out correctly, and that is how it should be.

On a personal level, you couldn’t meet a nicer guy. He has a huge heart, and it’s been an honour getting to know him over the years.

Last year, we were hit with a Covid outbreak early on, and I was doing 14 hours and upwards to meet our customers’ requirements. On one of these days, Zoran came in and had brought a most lovely meal in for me.

In his words, “I can see how hard you are working and that you are a good guy”, and he wanted to make sure I was eating properly and looking after myself. I was blown away by his kindness and generosity, and I wanted to mention this as it says such a lot about his character.

Thank you for your time,

Kind regards,
Jason

Subject: Job well done

Hi guys my name is Flossie and I just want to say how fabulous it is to drive behind one of your freight trucks. I just love and really appreciate the wonderful little messages that are displayed on the back of them. Everyone deserves to have a little ray of sunshine and a smile brought to their face.

Also noted how sparkling clean your fleet always looks.....shows a pride in your work.

Keep up the great work. You guys really are a ‘Special People ...Special Company’

Thanks

Flossie



 **LIDDIARD ROAD PRIMARY SCHOOL TRARALGON**
Box 264, Traralgon 3844 • Telephone: (02) 5174 1795 • Facsimile: (03) 5174 3094
ABN: 27 150 864 287 • Email: traralgon.liddiard.ps@odumail.vic.gov.au

16.6.23

Dear Anton,

Thanks again for coming to our school yesterday. It was very good of you to give up your time to attend and to bring the trucks! Please thank your drivers again for us too. We have had so many comments about the trucks and how “cool” they were! Once again, our staff also appreciate this gift of new books for our kids.

We look forward to seeing you again at the end of the year.

Kind regards,
Tracey Maguire

Subject: Duane Mainfreight Driver Northland
Good Morning gentlemen,

I am writing to let you both know how impressed and grateful I am for our delivery driver Duane. He lets me know ahead of time that he has a delivery for me, how many pallets and when he will here keeping me fully updated throughout the process. He is always cheerful and has an amazing positive can do attitude and shows pride and care in what he does. Myself and the team look forward to our Duane delivery days! Staff like Duane are a real credit to your organisation and I believe should be acknowledged. I have worked in customer service most of my life and know first hand all too well about complaints and gripes and feel more people should provide positive experiences as well. Credit where credit is due and in this case with Duane it most certainly is.

Many thanks, Jo

MAINFREIGHT

DAILY FREIGHT

CHEMCOURIERS



OWENS Carotrans



ARTWORK BY: Ruqayyah Khan
AGE: 11
DAUGHTER OF: Arfan Khan
Mainfreight Metro Auckland

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