

MAINFREIGHT TEAM REVIEW



2021: 10 YEARS STRONG IN EUROPE



A Word from Don

A warm welcome to our Team Newsletter that is written by and for our people across our 297 branch locations in 26 countries around the world. We share the newsletter with our shareholders, and we know copies are appreciated by many of our wider family of customers, suppliers and communities. But it is produced with you, our people, in mind, providing an insight into our activities and successes, with plenty of photographs that illustrate the positive attitude we have in this very special business.

It is this attitude that has been front and centre of our efforts over the past twelve months; an extraordinary year plagued with logistical supply chain challenges that come from a myriad of reasons. Our team has stood up to be counted and has delivered exceptional service and an even better financial result, despite the many hurdles. For that we are bloody proud of each and every one of you. Thank you.

Our full year 2021 financial results saw our profits increase by 27.2% to \$262.4 million before tax, and sales revenues up 14.5% to \$3.54 billion. As a consequence, our discretionary profit bonus, paid to team members who have delivered on growth, profitability and quality, has increased 61% to a total of \$43.9 million. We are proud to share these profits with those who make the contribution.

As a result of the growth we have seen in this past year and the expected growth we can see in front of us, we are again committing significant capital to extend our network and build facilities that provide capacity and

capability to satisfy our customers' expectations.

At every opportunity we are designing and building to provide better efficiency, increased capability, and importantly improved sustainability. Wherever possible, our new facilities will include solar power, electric handling equipment, rain-water capture and filtration to potable standards; certainly on our owned buildings, and if possible also those sites that we develop and lease. Reducing our carbon footprint and our direct emissions is a key objective. In the next 24 months, some 39 building projects will be underway, to a value of \$400 million. This represents a significant investment and is a measure of our belief in the future.

The supply chain congestion that we all are experiencing is not expected to abate any time soon. Our customers' ordering patterns are impacted by supply and manufacture delays, and further complicated by air and sea freight capacity constraints and costs. Our duty and responsibility to our customers is to maintain service delivery wherever possible, finding innovative solutions to offset traditional bottlenecks and at all times be honest and humble.

Honest communication is a cornerstone of who we are. Please also remember that we want quick, effective decision-making – by each of us. Don't "kick it upstairs", or handball it elsewhere; take the decision and see it through. Right or wrong, we have at least acted. Taking responsibility allows us to grow as individuals and it gets rid of wasteful, abhorrent bureaucracy.

Two legends of our business, John Hepworth and Bryan "BJ" Curtis, have announced their intention to retire recently.

John, who heads our Americas region, will head to his adopted home of Australia come the end of September. John has been integral to the development of our business in the Americas, and has been with Mainfreight since 1996, when we acquired ownership of his business. John, thank you for all you have done for us.

Bryan Curtis, BJ to us all, is also retiring at the end of July, and coming home to New Zealand. BJ has completed over 40 years with us, and has played a key role in Mainfreight's history and development, culminating in running our Transport business in Australia, achieving record growth and profit in the past year. He has spilt blood, sweat and tears for us, and we owe him a heap of gratitude for his efforts. Thank you BJ.

Our latest Annual Report will have been delivered to you. We purposely make sure a copy is provided to each and every one of our 9,240-strong family. It is a great read and has a few ambitious targets for us to accomplish; just as this newsletter celebrates our achievements and efforts. Please take the time to read these publications and understand where we are headed.

Thanks for being a part of us. We have got lots going on – it's a helluva ride!

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Mainfreight Australia – Rodd Morgan

We have never been prouder of our Mainfreight team, or more certain that our Branch Managers being empowered to make decisions on the spot, is the key to our business performance. The way our team stepped up over the last year and continually handled the ever-changing situation and applied local nuance to get the right decision made was amazing. The leadership team can ask for action, and our Branch Managers will have it implemented all around the country (and the world), instantly. We also now have a real feeling that no matter what the circumstances are that we are operating in, if we maintain our quality, we will prevail. This is not cockiness but rather a fierce determination and toughness to succeed in any environment.

Our financial performance was very strong in every sense of the word and this success has allowed us to again get cracking on our network expansion. We have no less than 14 new branches planned over the next 4 years and we will increase our physical presence in cities and towns by 12. There is no doubt that our desire to expand our

presence across the regions is setting us apart from our competitors who often like to stick to the big cities and focus on the easy stuff.

Our regional branch growth and profitability over the last few years confirms the value of our network focus and is a tribute to the many great young branch managers we have across the country. This growth will also provide wonderful promotion opportunities for the many team members who have the ambition to further their careers.

We took the opportunity prior to our last Branch Managers meeting held a few months ago to develop a 5-year roadmap for the business. Along with fattening our network, this roadmap hones in very acutely on the type of business we want to be from financial ambition to the products and services we want to pursue. This is a very useful exercise as it helps everyone in the business to be aware of and united behind the direction we are heading and the strategies we have to get there – and there is nothing more irresistible than the momentum that comes from everyone pulling together.

A year ago, we bemoaned our poor performance at collecting overdue debt. We are delighted to say through the hard work of every branch, we got on and did something about it and now have never been better at this critical part of the business. This is the new expectation going forward and we must keep it going.

I hope you enjoy looking through the following pages of our mid-year report. There is a lively and confident vibe coming through from the many photos and stories that shows the confidence we have about what we are doing and our long-term ambitions.

In closing, we want to acknowledge and thank our team for the performance that produced an incredible year, which we have to admit was beyond our expectations at this time last year. Your efforts are greatly appreciated.

The great challenge we welcome and are excited about right now, is to maintain this strong momentum and take our growth to higher levels again. **Thanks Team.**

BJ Retiring

Bryan Curtis (BJ), who runs our Australian Transport operation, has announced his intention to retire from Mainfreight by the end of July 2021 and will move back home to NZ later this year.

BJ has been with Mainfreight for over 40 years after starting as a 19-year old in operations at Morrin Road, Auckland. He moved through a variety of roles, mainly in the Transport side of the business, before heading to Australia in 1990 to establish our first branch in Melbourne. He moved back to NZ in 1996, again doing various roles and helped significantly with implementing and then running the Owens business from 2003. In 2011, he once again moved back to Melbourne to take over running the Australian Transport business.

While we are disappointed to see BJ leave us after so many years, he has positioned Transport to be an even greater contributor to our ongoing Australian and global growth expectations. Our improved presentation, profit performance along with the growth in our network and the many people that he has promoted through to leadership positions, means he has unequivocally made his mark on our business and leaves us in a better position than when he started.

Please take a moment to reflect and thank BJ for his massive contribution over those 40 years.



Australia Transport – Bryan Curtis

What a year, one that will go down in history and be recalled in years to come as the one that changed the way the world works. However, despite the challenges that we faced, be it bush fires, Covid-19, or floods, we have been able to continue delivering our loyal customers' freight across the country. Thank you Team for your efforts.

We have finished the financial year with revenue and profit before tax well ahead of the previous year. An excellent result and one that we should all be proud of as we look to build on this platform and grow our business nationally and internationally.

Growth in the business has seen us establish our newest depot in Traralgon, Victoria with Brayden Hackling leading the team. Traralgon is 145 kilometres southeast of our Clayton depot in Melbourne, which will service the entire Gippsland area, with a population of 271,000, and bring a new level of service to existing and new customers.

Chemcouriers is a vital part of our service offering to our customers and with the recent announcements of Susie Meechan as Chemcouriers Perth Branch Manager and Kendall Anderson as Chemcouriers Adelaide Branch Manager, we now have coverage in the main capitals and will see further growth as a result. We will extend the Chemcouriers network over the next few years and continue to open new facilities across the country for both Mainfreight and Chemcouriers.

Our Full Truck Load (FTL) division is another key part of our service offering to our customers, and continues to grow its fleet of branded equipment, complete with state-of-the-art on-board technology including 24/7 tracking, forward-facing, and fatigue detection cameras. We are excited about the potential for FTL to offer high-quality boutique services.

Our software platform, Mainstreet, also continues to evolve at a rapid rate – with ideas for improvement coming from across the business.

However, there is always scope for more and we ask that every team member thinks about how we can improve our processes, and by doing so keep improving our service to our customers, through greater and more accurate visibility. Please discuss these ideas in your Positive Action Team meetings and send any ideas through to your Mainstreet team.

We have an exciting time before us, with the opportunity to aggressively build on the last twelve months and make a real difference to our customers' supply chains. There will be lots of opportunities for our team to take on new challenges as we grow the network – so get out of your comfort zone and have a crack. Move interstate to Adelaide or Perth or into the regional areas. It may be the most exciting thing that you have ever done.

Thank you again for your efforts, be very proud – not arrogant, of your achievement and that you are special people in a special company.



Traralgon – Brayden's new depot – woohoo, let's fill it, big fella

Things to Do Better

1. Ensure that our Depot Systems are understood by every team member and what their role is.
2. Buddy Branch visits – we must do more when the borders are open. Our team will gain so much from these visits.
3. Spend more time learning Mainstreet and come up with new ideas.
4. Keep up-to-date on the career opportunities that are posted around your branch every week and put your hand up.
5. Take ownership of every problem, don't just hand it off to someone else.



Bendigo unit that runs to Swan Hill, Mildura, and returns to Bendigo each day, an 833km round trip

Townsville unit to Cairns each night. We also run to Mount Isa every Monday to Thursday, a distance of 913km one way.



Claims Performance

Outward Consignments Per Claim				Inwards Consignments Per Claim			
Branch	To Mar 2021	To Sep 2020	To Mar 2020	Branch	To Mar 2021	To Sep 2020	To Mar 2020
CCA PRESTONS	12321	13379	19433	MFT BALLARAT	20024	9732	16312
CCA BRISBANE	9358	6747	14955	CCA CLAYTON	14506	12008	12413
MFT ADELAIDE	6085	6880	5238	CCA PRESTONS	10374	5009	10157
MFT ALBURY	4711	3915	6930	MFT TOOWOOMBA	7856	3921	9488
MFT BENDIGO	4279	4027	2613	CCA BRISBANE	6501	8073	9182
MFT TAMWORTH	4021	0	0	MFT BUNBURY	5788	0	0
MFT BALLARAT	3610	2232	2184	MFT NARANGBA	5718	7750	4468
CCA CLAYTON	3257	2054	2811	MFT BENDIGO	5711	5773	19352
MFT NEWCASTLE	3005	4544	4903	MFT PERTH	5291	5093	5497
MFT NARANGBA	2804	0	2054	MFT BRISBANE	4815	7934	4982
MFT TOWNSVILLE	2655	2314	926	MFT CANBERRA	4779	25725	5248
MFT CANBERRA	2141	1927	2838	MFT CLAYTON	4343	4765	3719
TOTAL COMPANY	2049	2367	2431	MFT ALBURY	4328	5920	5122
MFT GOLD COAST	1893	2377	2340	MFT EPPING	4219	3661	2194
MFT BRISBANE	1660	1845	1290	CCA EPPING	3683	0	0
MFT ERKSINE PARK	1643	0	0	MFT GOLD COAST	3459	8875	2829
MFT GEELONG	1552	2518	1446	TOTAL COMPANY	3220	3862	3694
MFT CLAYTON	1481	1595	2673	MFT NEWCASTLE	2271	5438	5775
MFT PERTH	1382	2227	1909	MFT ADELAIDE	2258	2503	3607
MFT EPPING	1302	1275	844	MFT TOWNSVILLE	1993	2293	1461
MFT PRESTONS	1245	1787	2245	MFT GEELONG	1983	1637	7276
CCA EPPING	729	0	0	MFT ERKSINE PARK	1779	0	0
MFT TOOWOOMBA	0	0	4226	MFT TAMWORTH	1265	0	0
MFT BUNBURY	0	0	0	MFT PRESTONS	1201	1575	2809

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

Australia Warehousing – Simon Hart

A new financial year requires our branches to set new targets. Collectively we have an exciting challenge in front of us, which I know our entire team is behind and hell-bent on achieving. The most exhilarating part of this process is the thrill of the chase over the next 12 months. It's a nice element of our culture, set a stretch target and achieve it ... It couldn't be any simpler.

As business confidence has increased throughout the last six months, we have seen a willingness to make change for the sake of quality. This has resulted in a large amount of new business starting in the first three months of this year. Thank you to all our teams who have come straight out of a Christmas break into an extraordinarily busy new year.

With growth comes an opportunity for our teams to develop and challenge themselves. If there is one guarantee we can make, it is that we promote from within. Our latest warehouse in Eastern Creek, Sydney is an example of this with many team members taking on new challenges.

Teaching New Team Members Our Culture

A new Warehousing customer meant 40 team members quickly join the Warehousing Epping team. As we know, every team member (new or old) is a custodian of our culture, so it was very important to get our new team members trained up from day one. With the help from the Training Team, Colleen, Kelsey and Gabby jumped into action and ran History and Culture training sessions for the new team members. The trainers really enjoyed the face-to-face training, getting to know the new team members and sharing some of their own Mainfreight stories.

We hope to be able to welcome back our interstate team members for induction courses soon. With Transport Induction courses and Warehouse Induction courses under our belt for 2021, we are very optimistic that we will see the

...Though sometimes you get uninvited visitors trying to break into our exclusive team, like the Eastern Brown Snake pictured below in our yard. He is "only" number two on the world's most deadly snake list. Lucky he is more scared of us than we are of him and we have an experienced snake catcher on SPEED DIAL.



We must hold onto what we have achieved in the last 12 months with respect to cost control, cash collection and quality. There is a lot of hard work in front of us but please remember that we need to make sure we have a bit of fun while we are doing it.

As always there are a number of topics to focus on that will improve our business:

1. **Forklift safety:** These are dangerous pieces of equipment if the operator or pedestrians choose not to follow their training. PLEASE ensure that both drivers and pedestrians stay a minimum of 3m apart. Pedestrians please use marked walkways.
2. **We Eat Together:** Now that our lunchrooms are becoming less restricted please make the effort to use our lunch rooms. This is an important part of our culture. It is a great opportunity to sit together away from the operations and talk.
3. **We are part of a global business:** Be conscious of how our actions impact other parts of the Mainfreight world.
4. **Meticulous attention to presentation:** Never walk past a piece of rubbish on the ground. We are proud of our world-class facilities and they should always look world class.
5. **Accuracy:** Our IRA program is critical to our success. We are a bank: we store and manage what is essentially money for our customers. When we get busy it is even more important to maintain this discipline.



Training Centre buzz again with training courses for everyone! Please ensure to contact the Training Team if you have any team members you would like to book on the upcoming

Induction courses. These courses are not only a great way of learning and building knowledge but are a great opportunity for team members to meet and build relationships.

Mainfreight Mobile Melbourne

What a year 2020 brought us!

All branches around the country were challenged to do more with less as Covid-19 restrictions saw volumes fluctuating like we have never seen before. December 2020 was also a big milestone for Victoria as our very first Mainfreight Mobile team was assembled.

Our objective is to provide a premium container unloading service unlike anything our warehouses have ever seen before. We wanted to show our warehouses that a “blue blood” injection into the container unloading process is exactly what we need to take our services to the next level.

We have also quickly learned that unloading containers is hungry work as our team eat between 2-3 lunches each a day (thank you Steve and the Kitchen team for putting up with us!).



Back (L-R): Jeremiah Tyrell, Justin Tupuola, Adam Davidson, Peter Kwas
Front (L-R): Zacharius Fuimaono, James Bower, Ethan Turner, Hamish Bradley

We have started off with a hiss and a roar, as we head into the new financial year with ten team members operating across Warehousing Epping, Warehousing Dexter Drive and Warehousing Derrimut! We have even been able to provide support to our

brothers and sisters at Transport and Air & Ocean.

We are looking forward to seeing our team continue to grow and hope to soon see Mobile handling 100% of our warehouse container devanning needs!

Covid-19 Vaccine rollout

Given the challenging 2020 we have all had, there was a silver lining when we gained a large medical account which enables us to play an instrumental role in Australia's Covid-19 Vaccine rollout from our Epping Warehouse. However, projects of this importance do not come without their challenges.

Four days prior to the first Covid-19 vaccine rollout we received the go ahead from the customer to be their warehousing and distribution partner. This quick turnaround would not have been achievable if not for the ‘can do’ attitude adopted by our Epping Warehouse team. During the early stages of the rollout team members travelled across Australia to hand-deliver the products.

In the coming weeks we will be supplying the kits to New South Wales and Queensland. This would not have been possible without the hard work put in by our team.

We would like to thank everyone who has been involved in this challenging yet rewarding implementation.



L- R: Brendan Shergill and Bozidar (Benny) Simjanoski loading the dry materials for delivery.



Universal Vaccine Kit



Joshua Sumara, seeing the sights in the Northern Territory after completing Covid-19 product delivery

Autonomous Mobile Robots (AMR)

As part of the implementation of two new customers at Epping, we were challenged to think about how we would be able to pick up to 500,000 lines per month. To put things in perspective, we picked 81,000 lines across the entire Epping warehouse in December (our busiest month). We investigated numerous systems but found that an AMR solution was the most flexible and would be adaptable to customers' volume changes.

The AMR solution is a goods-to-person system, meaning that instead of having our team walk to locations to pick products, the robots bring the products to our team in designated areas. The robots can lift entire shelves and bring them to a picking point for our team to prepare the orders. This is an extremely complex picking system that will allow us to cover up to 2,500 lines per hour.



AMR Robots

This system will be used across a number of customers at Epping and will be implemented on our 2,500 sqm mezzanine floor. The AMR, in conjunction with our Put Wall technology and Spiralveyor

(to bring goods down) will allow us to optimise the use of the mezzanine from a storage and activity point of view. We expect everything to be running by September this year.

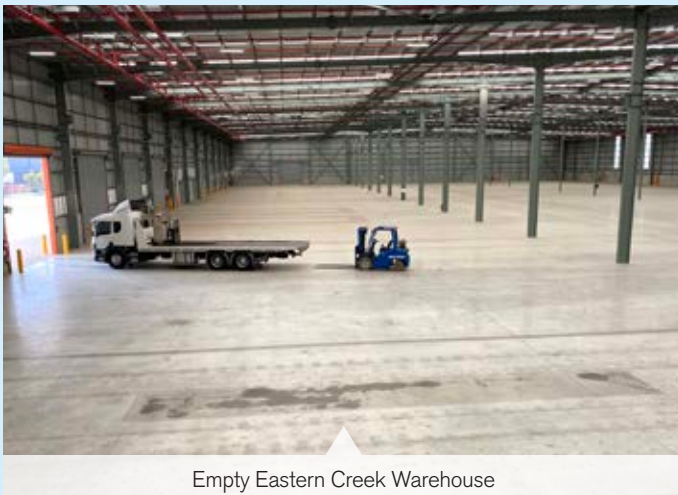
New Warehouse: Eastern Creek, Sydney

Mainfreight's newest warehouse, Eastern Creek, commenced late October with a three-man team. Branch Manager, Riyaz Jordan, spent his time figuring out warehouse designs and interviewing potential team members who could spend a couple of months learning the ropes and assisting the existing NSW warehouses with their peak season volumes, before starting the new year at the new warehouse.

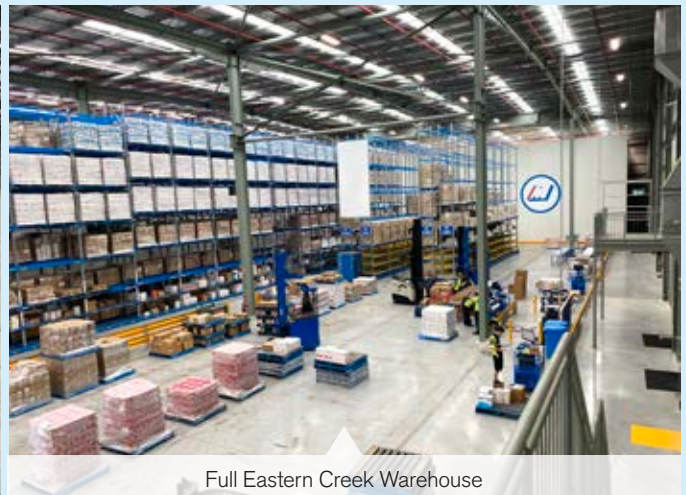
In November 2020, two customers transitioned from Kookaburra to Eastern Creek, and their backlog of containers started arriving into the country. Containers were delayed due to Covid-19 factory shutdowns and industrial action at the NSW ports. Back orders were so extensive that containers would arrive in the morning, be unloaded and more than a hundred motorcycles would be processed out on orders that afternoon. December was a busy period which included assisting one of our alcohol customers with the collection and cross-dock of 600,000 cases of RTD under their pre-Christmas 'Project Speedy'.

It is nice to have a large space to accomplish these activities and get 2020 closed off.

2021 arrived and the task for January and February was to complete the receipt of 5,500 pallets of stock for a new customer. It was a mammoth task; many long days and weekends were put in by the team to ensure that we had the move completed ahead of go-live on 1st March. The team is thriving on the exciting challenges; new customers mean that there is a lot of learning to be done, but it is fantastic when we have a nice new warehouse to call home!



Empty Eastern Creek Warehouse



Full Eastern Creek Warehouse

QLD Sales Team

- What does a hat salesman drink to get him going in the morning?
- Answer: Cap-puccino.

Hats off to 2021 and bring on the 2022 financial year. With a full Queensland sales team, we are off to a flying start. Harry is leading the charge as Sales Manager, Jenny joined the Business Development team, Tim Craig re-joined Warehousing as a Customer Development Executive and Bianca Reck is supporting the entire team as Sales Support.

With a team that has worn many hats over the years in various roles, the learning opportunities within the team have been abundant. The increased exposure (sun safe of course) to other brands and processes locally and interstate has allowed the team to successfully bring on new customers, work through implementations, and enjoy delighting the customer with superior service.

Two shoe salesmen go to a remote island to break into new markets. After a few days, one salesperson calls the office and says, 'I'm on the next flight. Can't sell shoes here. Everyone goes barefoot.' The other salesperson sends an email to the boss minutes later: 'Get ready! The prospects are unlimited. Nobody wears shoes here!'



QLD Sales Team - L to R: Tim Craig, Harry Winterbourne, Bianca Reck, Jenny Colditz

Finding a way and bouncing ideas off each other has resulted in the team being able to see through the glare of the Queensland sun and focus energies on uncovering positive growth opportunities.

Australia Air & Ocean – Grant Draper

Hi team, it's been a great start to the financial year with some exciting new customers joining us and our teams full-on planning how to give them the best possible Mainfreight experience. Our Mainfreight culture sees us ensuring quality service to all our customers and taking responsibility for everything we do, and it is important we all live by this culture every day.

Our sales teams have been very active out there explaining to prospective customers how our global Mainfreight network can benefit them. Of particular interest has been how our global LCL and airfreight programs are targeted to protect them from the supply chain delays that have been part of the huge port congestion problem that most have faced in recent times.

We give a big shout out to our new team members in our regional branches of Albury, Canberra and Geelong. You are a key part of our cornerstone regional development plan of having our team members as close as possible to our customers, so we can understand their needs and help them solve their unique logistics challenges. This year we will be expanding our regional Air & Ocean footprint even more and are always

looking for great people to be part of this exciting growth opportunity.

Every branch has been striving for growth in our exports. We want to be feeding those fantastic Australian goods to all our Mainfreight and CaroTrans network branches around the globe so they can show their customers just how good the Mainfreight group are at what we do. We urge you to get on board with these programs and activities so that we gain as much export business as we can.

Let's find and gain more Europe business. We have a fantastic well-developed full supply chain business there that is growing quickly and has some fantastic team members that we know and like working with. Both airfreight and sea freight can see us working closely with our European buddies, sharing leads and taking joint action to gain business as the decision to ship with us is not always made in Australia, but we still have a big part to play in these gains. Together we must find a way to grow trade with this exciting region.

Thanks team, for your huge efforts in the last six months. We have high expectations for what we can achieve if we do it together as a global business.

Key Focus Points for the Next 12 Months:

- Gain more export business to feed the global network
- Develop LCL and general airfreight to build our consolidation units
- Support regional Australia with sales growth and local representation
- Think Global, Act Local (Global network with branches close to the customer)
- Culture + Quality = Profit
- We are an insurgent and must fight hard to be better for our customers
- Hustle and scrap for growth every day, our future depends on you
- We are all involved in sales; we represent Mainfreight and CaroTrans so play your part to sell what we do
- Quality service involves: Fast responses, taking personal responsibility for all you are involved with, effective communication and acting with pace

Medic Alert – Jordan Andersen, Airfreight Sydney

The Sydney Big M Medical team attended the 10th Annual Australian Healthcare Week, held at the Sydney Convention & Exhibition Centre Sydney. In line with the strong Medical focus, the team networked amongst some of the world's biggest medical companies, as well as gaining several leads to work on in the coming weeks and months. There is an exciting feel about what Mainfreight are doing within the medical space already, and still so much untapped potential.



L-R: Matt Kennedy, Reti Rawiri-Reed, AJ Linfoot, Jordan Andersen, Amber Bailey

Morning Coffee with Lloyd... Jodie Dirksen, Air & Ocean Adelaide

A smiling face behind the steering wheel of an always clean, good-looking truck. This is what I see most mornings when I arrive to work at Mainfreight Adelaide. Lloyd Wilson is the driver and he does the Melbourne / Adelaide B-double run. Often we end up sitting in the kitchen and have a morning coffee to share stories. I take so much inspiration from this and the best part is hearing how Lloyd doesn't just drive the vehicle, but cares about the customers' freight on board.

Make sure you say hi to Lloyd if he ever passes your way!!



Another One Joins the Ranks – contributed by Jodie Dirksen, Air & Ocean Adelaide

After three years of night studies and working full-time alongside the Mainfreight Adelaide brokerage team Caroline Pitman now has her Diploma and can apply for Customs Licensing.

This is a massive benefit for our branch and offers much-needed expertise as well as a point of difference, with currently only a small number of brokers in Adelaide.

Caroline has been an asset to our branch since 2015 and journeyed through a number of roles until finding her passion for brokerage. Congratulations Caroline and we look forward to seeing you lodge your first entry!



Mo's for Bro's – David Kidston, Airfreight Brisbane

Peak season in the freight game can be pretty tough, with men's mental health often being an afterthought. But like all mental health, it should be a topic that is spoken about without the usual taboo that it so often comes with. The Brisbane Air & Sea freight teams got together after a month of solid upper-lip growth to discuss how important this is for men in our industry, share some laughs and raise some good coin for Bro's in need. Putting on a bakefest brunch and recreating some retro Mainfreight Magic, the team raised an impressive \$600 for the Movember foundation, which supports men's health and raises awareness of men's health issues, such as prostate cancer, testicular cancer, and men's suicide.



1982 L-R: Ken Moore, Wally Wright, Les Prendergast
2020 L-R: Stephen Simpson, James Blok, Adam Smith



Back L-R: James Timoney, Ian Austin, Stephen Simpson, Zach Collins, Ian Thomas, Jack Hartley
Front L-R: Adam Downing, Adam Smith, James Blok, James Robertson, David Kidston

International Food Day – Joumana Nasr, Air & Ocean Sydney

At the heart of any thriving organisation is a dedicated team full of diverse individuals, utilising their unique skills and experiences together to ensure a happy and successful company.

At Mainfreight we often talk about culture and diversity – and of course, we love to eat together! International Food Day is a perfect way to celebrate cultural diversity in our workplace. It is all about taking a moment to share, learn and connect with our fellow team members.



The Mainfreight Sydney Air & Ocean Team

A Place to Call Home – Jacinta Polzella, CaroTrans Melbourne

In December, CaroTrans Melbourne had the exciting opportunity to relocate to the offices above our Airfreight Team at the Springbank Street site. The team here is loving the new space, and if you are ever at Springbank feel free to come upstairs to say hello and have a look around.



L-R: Montana Agostino, Chantelle Tota, Jack Sheridan, Jade Carter, Alex Jones, Philip Natoli and Hannah Clegg

Man of Many Talents – Vanessa Carangelo

It turns out that our very own Warren Logan (Manager – Business Development, Air & Ocean Sydney) is not only a Mainfreight Sales Manager by day, but a star of the stage at night. Little did we know that outside of selling supply chain, Warren holds a musical theatre degree and when he gets the chance, transforms into a song and dance man by night.

After letting slip news to the team that he would be performing a leading role in Sydney this year, there was no way that we were going to miss out on seeing him in action 'treading the boards'.

He received the following review, published in Stage Whispers: 'Warren Logan nails it as shyster lawyer Billy Flynn. His delivery of the two words that sum up what the show



Warren Logan (centre) with the cast of 'Chicago', photo courtesy of Angela Cascarino

is all about – 'that's Chicago' – is layered with so much meaning. This is his first show in New South Wales since moving here, and I feel Sydney theatre companies will be fighting for him as their leading man'.

And in true Mainfreight style, the team turned up en masse to support him in the audience. Well done Warren, it was great to cheer you on in your first stage performance since joining our Sydney Air & Ocean team.

Future Leaders Taking on the World – Dave Coughlin, Air & Ocean Melbourne

Here at Air & Ocean Sea Melbourne we have embraced the Mainfreight Development Program and we have some fantastic team members that have come through, or are still participating in the program. Two of our team have done us proud – with Lingna Ngo winning the coveted National Sales Award

(the Stu Simpson Award) and Charissa Ong being awarded best Customer Development Executive in Victoria. Adding to our delight, it was a handover of the award for our branch, with James Ryan having won it the previous year – a great testament to the sales culture we have developed in the branch. And our Sales Manager, Travis Thorogood, took the award out a few years back – giving us a 3-peat of sorts. What a Sales Team we have here at Air & Ocean Melbourne!



L-R: Charissa Ong, Lingna Ngo



L-R: Lingna Ngo, James Ryan, Travis Thorogood

Owens Transport Australia – Mike Reid

We are about to enter an exciting time in the Owens part of the business here in Australia. Firstly, I would like to thank everyone in the Owens Team for their dedication over the past few months.

Financially for the first time ever, all branches hit their targets, which is just an amazing effort. In saying that, it isn't going to be an easy road for the next 12 months and will take a lot of determination, patience and energy and may test our sanity (at times) so don't be afraid of showing your feelings and passion for getting it right.

These last couple of months have tested us all – but we are already seeing who has the will and strength to go with us in creating and turning around the old to the new.

Regardless of our roles we are all responsible for helping our customers achieve success.

Please think about your own part in our business, if you're in customer services, or operations, maybe it's fixing an issue that could delay a delivery. If you're a driver and not using your wand correctly or in a

timely manner, we need to think how this impacts our customers.

We all need to make sure that we tidy up our own backyards and ensure that our processes and procedures are the best that they have ever been. Our sales team are hard at work to build up our client base and get the Owens brand recognised in the marketplace as a reliable and trustworthy transport operator.

One of our core beliefs is that our customers' success creates our success – it's part of the Owens way. Already across the business we have some great stories and examples of our team placing a strong focus on our customers.

Our success in the future will depend on working as a group, rather than single business units. We need to have our fleet in our livery – red trucks, correct signage and always clean. Our image sends a powerful, positive, and professional message to our team, competitors, and customers.

With many exciting developments happening around the country we are raising the bar for quality in the

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

Thanks to our team and your families, we hope you have enjoyed the journey so far – it is just about to get even better!!!

Things to Do Better

- Don't beat up your brothers and sisters!
- Think of more ways to make us easy to do business with.
- Contribute your opinion in your Positive Action Team meetings: your voice counts, and it is vital that we hear it.
- The ongoing development of a strong team with a focus on developing leaders who are going to be the foundation of our business in years to come.

Owens Sydney

Once again the Owens Sydney Sales Team have shown true resilience in their approach to our customers and have not missed a beat. They continued to produce quarterly KPIs and run meetings via Webex. And whilst customers were not accepting visitors, this did not deter the team's willingness to check in on our clients and ensure all was well – business as usual.

Jordan James, son of Owner Driver Nick Dimitropoulos

Congratulations to Mac Thompson for taking out the NSW Business Development Executive for 2020, a fantastic result, and to Tristram McKay and Christina Papoulia for reaching their targets, great work team.

A special note as we have once again had successful recipients of the Mainfreight Scholarship program: congratulations Harrison Coulter 2nd year scholarship and Jordan James 1st year scholarship.



Bobi Karaguleski's newly painted truck



L-R: Mac Thompson, Christina Papoulia, Tristram McKay, George Brownlow

Owens Melbourne

There have been so many highs and lows in the last six months, but the biggest high of all was how the team banded together to achieve something great. With every challenge that came their way, the team found a way through, working together. Customers uptrading and new customer gains had volumes growing and holding. This growth brought on opportunities which the team embraced.

Within three years, the team have been able to outgrow our current

footprint of 11,000sqm (1,000TEU) of container hardstand in Altona. To support our further growth, we will be expanding our hardstand footprint to 21,000sqm to accommodate 2,000TEU.

This expansion is a massive show of faith in the work the Sales team are doing and what the Operations team can deliver. Come peak season we will have available space of 36,000sqm between our Epping and Altona sites that we will continue to

grow and develop in readiness for the future Dandenong site. Once available our facilities in the three crucial industrial hubs of the North, West & South Eastern suburbs will be unmatched by our competitors giving us great momentum and advantage.

What wonderful opportunities await us, and we will be ready to meet them head on.

Owens Melbourne expansion – estimated completion October 2021

Owens Brisbane

We would just like to start by thanking all the team at Owens Brisbane for the great job everyone has done throughout the last six months. As a branch, we took the opportunity to utilise brand-new equipment (A-Double Combinations) which enabled us to continue to provide the quality service that our customers have become used to expecting.

The software changeover from Austrak to Mainstreet was a daunting task at the time, but it went as planned, thanks to the professionalism and teamwork of the Owens Team. I'd also like to thank the wider team that made this happen without affecting our customers at all.

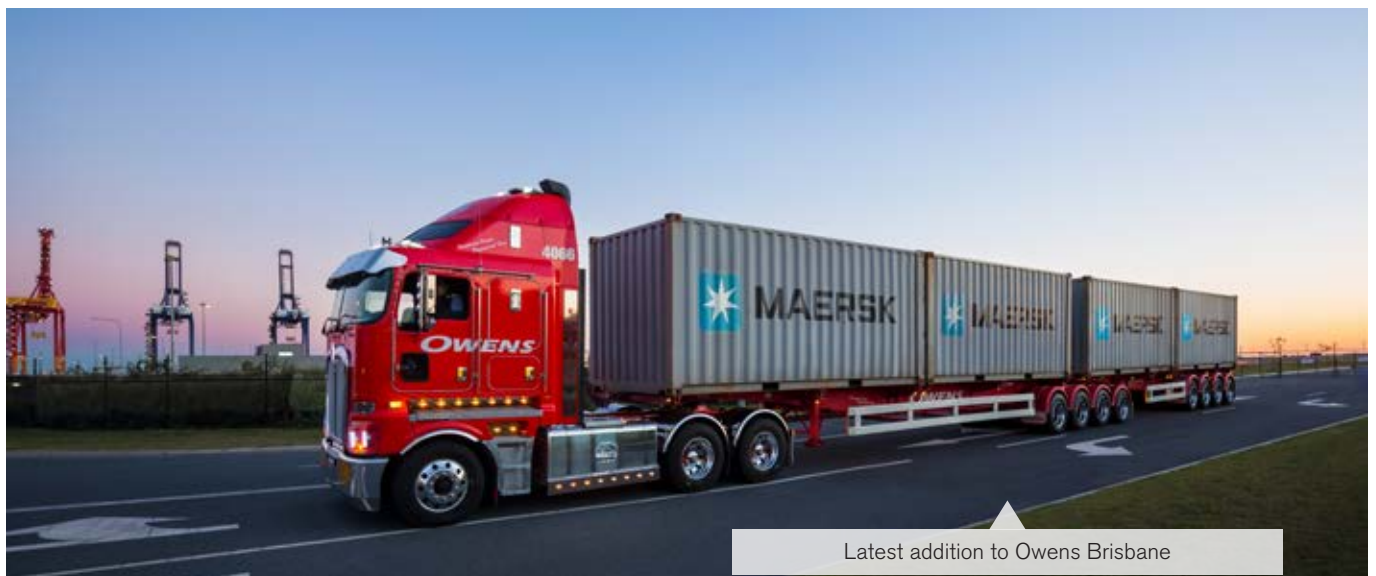
It is a credit to our sales and customer service teams that during everything that was happening we not only continued our customer management calls but we also found new ways of



Mustafa Rezaie hard at work

contacting new businesses which puts us in a good position for the year ahead. From that, it's enabled us to look at expanding the team and we welcome Riley Mullins into our sales team.

For all the challenges that we faced, we were still able to achieve our profit pledge this year and have now set a very ambitious profit target for the year ahead which we will achieve again through teamwork.



Latest addition to Owens Brisbane

Mainfreight New Zealand – Craig Evans

And once the storm is over, you won't remember how you made it through, how you managed to survive. You won't even be sure, whether the storm is really over. But one thing is certain. When you come out of the storm, you won't be the same person who walked in. That's what this storm's all about." – Haruki Murakami

Difficult times provide invaluable lessons that test our existing values and our sense of culture. We passed the pandemic test in many areas but need to adjust in others.

Another observation is how society has fallen into the trap of urgency and speed as a "meaningful" measure of performance. Most of the freight we handle hurries to sit idle somewhere; requests for increased speed of delivery come with added costs, increased carbon emissions, and are a key contributor to the erosion of good people in this industry. We often only wish for a fair and reasonable amount of time to do a good job, deliver value, have fun.

We must collectively encourage, coach, and rationalize the market to modify this behaviour to help reduce costs to serve and promote environmental guardianship.

We must provide consistency of services to nurture trust for all stakeholders to benefit from marginally slower transit expectations. Oldest freight will require heightened priority to be delivered first.

Customers' inventories have become more valuable (with an added overlay of emotional connection), as widespread global disruption and longer supply chain times reduce the tolerance for any damage with the associated delays to replacing stock. It is important that our teams everywhere look after the stowing and handling of freight with that mindset – to reduce any incidence of damage, and in the worst-case look to repackage and at least attempt to deliver part of any shipment after liaising with senders.

Proactive communication, updating our systems in real-time, network quality and performance all become key mechanisms to promote customer confidence in our transits which will allow us time to perform and enjoy what we do.

We have witnessed teams across all divisions working harder for each other, not only here in New Zealand but equally around the world. We have always promoted unity, but to see it lifted to these unheralded levels in the face of adversity is one of those cherished experiences.

Observing our Air & Ocean teams grow in stature, becoming industry disruptors by converting hurdles into opportunities, has confirmed our belief that this sector is best-served by energetic, charismatic team members not inhibited by old industry traditions.

As our NZ network continues to operate at capacity, team safety warrants special attention. We must identify and, more importantly, act to mitigate exposure to harm incidents.

Common sense will help. If the likes of IBCs or drums full of chemicals are a known hazard on our freight docks, then isolate them in designated areas away from high-activity zones or bays. "Longs" in racks, or racks themselves, need to be placed remotely for ease of access and safe handling, and there are many more examples if we apply our minds. Whether it is in our warehouses, or a freight handling dock, make the topic important enough by acting now.

To help reduce accidents and provide means to handle growth, we have strategized fourteen property projects, all in varying stages, from land acquisition, to design, to the commencement of ground works as we continue to bolster our network across New Zealand.

This year will see the expansion of the Kaitia and Whangarei freight branches, and new branches in Whakatane and Ashburton. The arrival of new freight branches in West Auckland, Cambridge and Spring Creek (Marlborough); a specialist container handling terminal in Otahuhu (Auckland); a new warehouse in Hamilton – all will emerge in 2022.

Additional freight and warehousing projects, requiring 2-3 years to acquire, design and build, will start to appear in 2023/24, together with further regional expansion.

This level of investment is focused on our team's performance and safety, and our long-term vision of intensifying our services, to be closer to our customers. The scale of our planned development in NZ is unprecedented in our 43 years of business.

Strong localized relationships go a long way towards building a competitive barrier, another feature that was magnified during 2020. With more branches opening nationally and internationally, we have increased opportunity to bypass traditional transshipment hubs and do more direct loading to the final destination, which also reduces cost. This is a key point of difference heading into the 2022 financial year, and one more reason to slow down delivery expectations as a means to capture loading efficiency.

Lastly, we must remain vigilant to the threat to our livelihoods by cyber-crime.

Always remain on the alert. Do not get hooked by criminals, into opening bogus emails, links or files. Our best defence is education – share your experiences of anything suspicious or malicious! It is essential that we all exercise some simple **stop and think** disciplines, and make sure they become engrained.

- Be wary of opening attachments.
- Hover the cursor over links to verify their destination.
- Verify the sender's address.
- Be cautious of unsolicited emails & those requesting personal info of any kind.
- Be suspicious of unprofessional looking or written emails.

Thank you to all our teams and families at home that have contributed to a herculean effort navigating us through our storm.

New Zealand Forwarding – Carl George

We would not have thought our financial year would turn out as it did after starting in April last year under full COVID-19 lockdown. The way our teams navigated through 2020 is a testament to our culture, and something everyone should be proud of. Even with the lockdowns at various levels throughout last year, between March 2020 and February 2021, a total of 1,263 new accounts started trading with Mainfreight domestically.

Whilst volumes and financial performance have been encouraging, our focus for 2021/22 is to reset the business for continued growth, and ensure our standards, quality and service levels meet our customers' expectations and Mainfreight's.

Network expansion continues at a frenzied pace, including "pop-ups" in selected towns to help

bridge capacity until permanent projects are completed.

The ongoing development and trialling of Project "Real Time" (or Manifest on Dock) is reaching a stage for further network rollout that will bring multiple benefits to the business in terms of speed and accuracy.

Our annual Operations, Transport, and Branch Managers meetings have already been held for 2021. Whilst a cliché, a back-to-basics approach is the key to performance in the coming year, with an emphasis on housekeeping, Mainfreight Mondays (vehicle image), water-tight depot systems focused on delivery performance in every branch, and operational quality improvement.

It is great to feel the sense of urgency across the teams as we reset what we do this year and beyond.

Thoughts to ponder

- Keep analysing your branch SWOT analysis (strengths, weaknesses, opportunities and threats), keep monitoring and revising all aspects of your branch continually
- Buddy branches – it is always good to have a fresh set of eyes critique the good and not so good things in your branch
- Always challenge the status quo; what may have worked in the past might not work now!
- Hire people who have ambition and who you can see as a future leader in the business
- Sell all services, not just the one you are paid by
- Lead by example in everything you do; there are always a lot of eyes watching

Thank you team

Saturday Hiccup Mainfreight 01 Style

With freight volumes spiking pre-Christmas and only gradually dropping back to "normal" levels, our Mainfreight Auckland 01 team picked up the challenge and rostered work on Saturdays and Sundays to unload, pre-load and clean the dock.

Notes from one of our typical weekends read as follows:

A solid effort from the 21 team members who came in today. Really appreciate your help! Not sure about KFC for breakfast, but it fuelled us for the day and allowed us to keep up with freight volumes.

We split into different crews to tackle unloading and checking inbound line haul, local loose, do a stock-take and green sticker North Island freight which was very minimal (great effort here), and tackle residential deliveries, Saturday deliveries and house-keeping duties wherever there was concrete! Brooms now hanging on yellow hooks, sweepers back in their locations ready for tomorrow.

From outside the branch we had Daniel Plested and Sonny Sarwara from Air & Ocean and Jonathan Gravatt from Payroll – thank you gentlemen. Our Manurewa High School boys attacked the local loose freight,



Mainfreight Auckland weekend crew

we should be humming when our local destination signs are complete. Max and Taylor apologies in advance for things not in the correct bays.

Claims Performance

Outward Consignments Per Claim			
Branch	To Mar 2021	To Sep 2020	To Mar 2020
Oamaru	30934	0	14035
FTL North Island	21226	7960	6068
FTL South Island	6222	5170	0
Gore	2492	1777	2403
Thames	1889	2448	634
Chem Auckland	1631	2481	2283
Hamilton	1447	1915	1293
Timaru	1408	1164	676
Whanganui	1374	1954	516
2Home Christchurch	1370	1614	746
2Home Auckland	1342	1311	504
New Plymouth	1303	1714	1353
Levin	1127	2251	2823
Greymouth	1057	1739	697
Masterton	1037	2767	1125
Palmerston North	1015	1323	860
Ashburton	987	800	819
Dunedin	873	1090	882
Tauranga	849	991	727
Auckland	767	924	719
Blenheim	745	657	573
Invercargill	745	643	912
Gisborne	726	773	1392
Christchurch	699	760	595
DF Christchurch	656	622	713
Whangarei	620	745	943
TOTAL COMPANY	618	774	665
Cromwell	580	875	515
Wellington	557	601	815
Rotorua	534	595	593
Taupo	476	508	472
Owens Christchurch	441	525	739
Nelson	433	410	294
Napier	411	528	550
Mobile Auckland	384	229	0
2Home Wellington	323	395	414
Owens Auckland	323	405	384
DF Auckland	315	467	504
Kaitaia	248	318	864

Inwards Consignments Per Claim			
Branch	To Mar 2021	To Sep 2020	To Mar 2020
Masterton	4059	2214	2231
Gore	3120	12757	12798
Kaitaia	2837	1926	3530
Whanganui	2830	2906	3903
Chem Auckland	2748	2573	2251
Timaru	2417	2123	2287
2Home Christchurch	2066	2495	1128
Ashburton	1982	1617	2983
Hamilton	1968	2109	1965
2Home Auckland	1952	2437	6765
Thames	1887	1500	1569
Levin	1861	1406	1118
Christchurch	1709	1716	2355
New Plymouth	1663	1955	2125
Palmerston North	1585	2132	1699
Auckland	1489	1994	1677
Gisborne	1404	1280	2867
Cromwell	1354	1118	825
Tauranga	1334	1368	1178
TOTAL COMPANY	1168	1421	1225
DF Christchurch	1139	1379	1150
Whangarei	1056	1138	801
Owens Auckland	1043	1243	1651
Wellington	1035	1180	1419
Taupo	1019	1112	946
Blenheim	905	1151	600
Greymouth	886	1071	870
Dunedin	879	984	712
Napier	875	1197	1179
Invercargill	861	804	795
Owens Christchurch	853	1047	822
Rotorua	853	1396	697
FTL South Island	691	448	0
2Home Wellington	643	1384	387
DF Auckland	623	893	1472
Nelson	405	507	494
FTL North Island	156	5	3
Mobile Auckland	123	72	0
Oamaru	0	0	4702

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.

Tauranga Wins!

Tauranga Branch has been successful in picking up awards of late.

At the recent Westpac Business Awards, our Tauranga team received the **Corporate Leadership Award** for 2020. The Corporate Leadership Award recognises a significant company for their outstanding contribution to the region's economy. The business will demonstrate economic impact, employment scale, and investment in the area and community involvement.

The business, through their continued investment, has created or retained jobs, improved the general wellbeing of the community and generated economic growth throughout the Tauranga and Western Bay of Plenty.

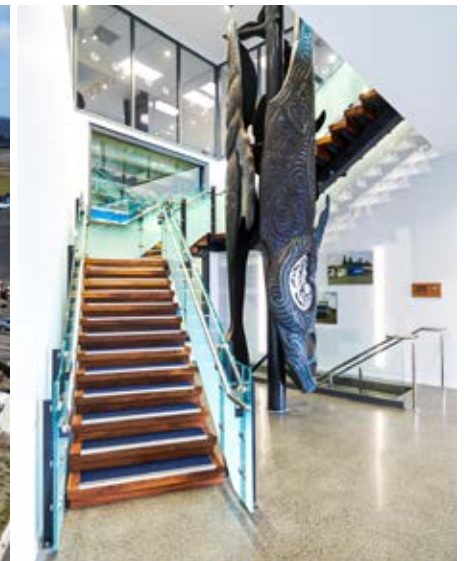
That Award was then followed by recognition at the New Zealand



Tauranga Team Members
L-R: Hirini Houia, Warren McKee, Lance Chadwick, Jordan Golding, Shane Williamson, Robyn McCarthy

Commercial Property Awards, with the Tauranga facility receiving a Gold Award in the Industrial Category, before being chosen as overall winner of the Category. The judges commented, "This build seamlessly integrates the recognition of local iwi into the final design. The project team

successfully enabled futureproofing for potential expansions and the integration of electric truck movements. The new space incorporates a large clear-span freight building alongside attached amenities and office space."



L-R: Liz Merriman, Brett Russell, David Broome, Peter Lawson, Lance Chadwick, Edward Creedy, Graeme Harvey, Patrick Courtenay, Murray Hogan (Mainfreight team members' names are underlined)



Mainfreight Whanganui team and customer BBQ

Whanganui's First Customer BBQ

Vanessa Johnson, Branch Manager Whanganui, and her team are feeling very proud of their new BBQ trailer, and the fact they have just fired it up for their first customer event.

They had approximately 60 onsite, all of whom were very appreciative, and it was really well received. Thank you to Mainfreight for giving us the green light to purchase this wee gem!



Northport – Port Ops Auckland

Our Auckland Port Operations team headed to the rescue recently. With the flow-on effects of Covid-19 and congestion in the main receiving ports, shipping lines reverted to dropping containers in Northport, north of Auckland, a 320km round trip.

So far, we have moved in excess of 300 containers back to Auckland customers. The initial trips were taking seven hours, we are now doing return trips in five hours.

Well done team!



The queues!



Electric Truck – M2Home Christchurch

Mainfreight 2Home Christchurch are the first branch in New Zealand to use a fully electric truck on day-to-day deliveries and pick-ups. Pictured is the truck on its first day of work. The truck can operate up to 135kms per day before requiring charging. We have two more electric trucks due in the coming months that will operate in the Auckland CBD.





New Gore Depot

It is with great pleasure and pride that we can announce the new Gore Depot is open. Ryan McLean and our team have moved into our new depot, a huge improvement on the last one! We are just waiting for some external rail lines to connect track that will allow us to rail in and out of Gore. Special thanks also to Heath Woollett and Mainfreight Dunedin team for helping bring this new depot to life.



Official Opening of the Gore Branch
L-R: Ryan McLean, Craig Evans, Carl George, Bruce Plested

Class 5 Driver – Chemcouriers Auckland

What does it mean to be the first Kiwi-Indian woman Class 5 truck driver in New Zealand?

After working over a decade as a courier driver, Unnati Patel came across an opportunity to drive for Chemcouriers as a chemical transport driver on Class 2 and Class 4 trucks. After three years, and with the right guidance and training, Unnati qualified as a Class 5 driver.

Unnati says that driving a truck is a tough job and there is a huge responsibility when driving a truck and trailer, and it can be challenging climbing in and out of the cab when you're only 5' 2".

"If women in our community believe in themselves, they can make strides in this industry as well."



L-R: Matthew Forno, Noel Hughes, Unnati Patel, Noa Tohi, George Ulutaufonua

Hastings Pop-up Depot

As a result of unprecedented volumes into the Hawke's Bay region, we have had to take evasive action and set up a pop-up operation in Hastings. This allows us to split

inbound volumes across two branches, land freight closer to the end customer, and buy us some time until a more permanent solution is in place.

Whilst it is not blue, it will do the job, and with some ingenuity (using layerboards for temporary signs) the team has just got on with it and it will be shaped up as we go.



Inaugural unit arriving from Daily Freight Auckland to Hastings 76



Transport/Operations Managers Meetings 2021

We have recently held our annual Operations and Transport Managers meetings in Auckland. This year the teams were split into small, medium, large branches and specialty brands groups to have a better focus on key challenges specific to their branch size.

SWOT analysis was done resulting in branch improvement plans being developed.

Various practical sessions were held to put into practice.



Transport Managers from around New Zealand

Neilson Street Start-up Depot – FTL Auckland

Late last year our FTL team took on a significant FMCG account, resulting in the procurement of a large rail-served facility in Auckland, complete with a dedicated rail siding, and road line-haul cross-dock.

Each week the team is moving in excess of 5,000m³ to various supermarkets in the North Island.



Neilson Street Team

Sitting L-R: Jaiman Soma, Jammie-Dee Arakua, Anton Teau, Justyce Brown, Isikeli Fa'au
Standing L-R: Beau Birtwistle, Peter Marsters, Darren Turner, Ryan Rossiter, Ashneel Prakash, Kate Creal, Sophie Yandall, Nicole Cullen

Quote of the Day

On my recent travels to Whanganui, Vanessa Johnson our Branch Manager had this quote at the back of her desk. It sums up a lot of what our recent discussions have focused around: more walking around our depots (MBWA), observing, asking questions and seeing how our branches really look – and doing something about it.



Levin Opening

We have finally opened our fantastic looking Levin branch. Keri Monk and the team held a great evening for customers to show off our newest branch.

The new branch now allows us to direct linehaul volume to this area, previously trans-shipped via our Palmerston North branch.



Don Braid, Craig Evans, Bruce Plested, Carl George, Keri Monk

Canterbury Floods – May 2021

Labelled as a 1-in-100-year event, it started with a heavy rain warning of "red alert" conditions on Friday 28 May 2021. By Monday some areas had experienced over half a metre of rainfall, the Ashburton River peaked at 1,562 cubic metres per second (normally 10cu-m per second), Ten State Highways were closed (with various roads and bridges damaged), and homes and farms were flooded across Canterbury. Ashburton was cut off from the rest of the

South Island and the only way from Christchurch to the lower south was a 13-hour trip via the West Coast. Meanwhile it was still raining.

A week later the Ashburton/Hakaterere River Bridge on State Highway 1 was still restricted in its use pending repairs, an alternative inland route was available via SH72, and rail lines between Christchurch and Timaru not expected to open till the following week.

With a significant amount of tonnage typically moving north and south-bound on rail, the closure of the rail line between Timaru and Christchurch has forced the team to load this tonnage via road, with additional road bridging services put in place to move any containerised road to rail.

You can see from the extent of the damage to the rail bridge, this critical link could be out for several weeks.



New Zealand Warehousing – Mitch Gregor

“Start where you are, use what you have, do what you can”

The past year for our Warehouse business has been like no other. Thanks to our team and customers' support, together and against the odds, we have achieved some good results. As demand for our services continues to grow we will keep up by investing in the future.

Highlights for the year:

- Positive sales growth and a number of new customers added
- Intensification of network with new warehouse infrastructure committed to and underway
- Improved collaboration across our three business units – Transport, Air & Ocean and Warehousing

For the next 12 months we will focus on improvements in all areas of our business and support our team to achieve continued success.

Some key topics for the year ahead:

- Sales growth and focus on FMCG and products with high stock turns (growing the sector and part of our customer base – every-day freight)

- Continued focus on Health & Safety – ensuring our team gets home safe every day
- Doing what we can to help the environment and making smart decisions to minimise our impact
- Cost saving initiatives and continuous improvement opportunities adopted with our key strategic suppliers – it is behaviour that ultimately drives the cost to serve
- Looking after our team and revising processes and expectations with customers (where required) so we can operate together in a safe and economic manner
- A more focused approach to cash flow and debtors
- Continuing with strategic investment in infrastructure and property: 4 new warehouses to be built with commencement in 2021/22; two in Auckland, and one each in Hamilton and Tauranga
- Working together with Transport and Air & Ocean to continue to grow our market share and service offering

Achieving Success in your Branch ... there is always more that can be done

Let's be the best we can, there is always room for improvement. Often the keys to achieving success in your branch at Mainfreight is having the ability to be honest and regularly taking a look in the mirror to check your performance.

Measure your branch against the others, understand the touchpoints. Every business has a few things that are fundamental to achieving a successful outcome.

Look in the mirror. Ask yourself the question, “How are we performing? Are we getting the results we deserve in quality, culture and profit?”

If your branch is doing well, where can you do better? How can you help your mates?

If you know what is required or understand the recipe, why not help others?

If you are not achieving the results you want don't be afraid to ask for help. Quickly learn who the best people are in our business to ask or find help from.

We are a global supply chain business made up of many individual branches – some of you could do more for yourselves and help others; challenge yourself and make things exciting in your career.

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

Goals for the Year Ahead

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

1. Achieving our profit pledges and agreed goals in each branch for 2021/22
2. Improving sales and strengthening our partnerships across the board – delight our customers
3. Working closer with our customers and Air & Ocean to get the inbound freight into our warehouses (air and sea, customs clearance and wharf cartage)
4. Training our team (a trained team is more productive and uses initiative)
5. Career and leadership development of all of our people; identifying who is the future and investing time in them
6. Recovering our costs – when our costs go up, ensuring we recover and protect our margin, be fair to our customers and don't be afraid to ensure we get paid for the services we provide
7. Use our technology for efficiency gains
8. Branch swaps – get around the business to learn and help others
9. Manage any noise – put out any fires
10. Great communication – work at it e.g. Tool Box meetings

The past 12 months have tested us all and given us a few things to think about:

- Family – the time we get with them is so important, be around for your children and your partner, support each other, put them first
- Our careers – things are different, be open-minded, learn new things, we are all lucky to be part of this special company, make the most of the opportunities we have
- Health and happiness – look after yourselves, appreciate the things that are important to you, check-in on your friends

Warehousing Auckland Catch-up – Table Tennis Tournament

The team decided to do something different in Auckland with a table tennis tournament across the Warehousing branches. It was held at

our Savill Drive Training Centre and was a great opportunity to get together, cover a quick business update, followed by some healthy

competition, a few laughs and tasty local Indian food for dinner.



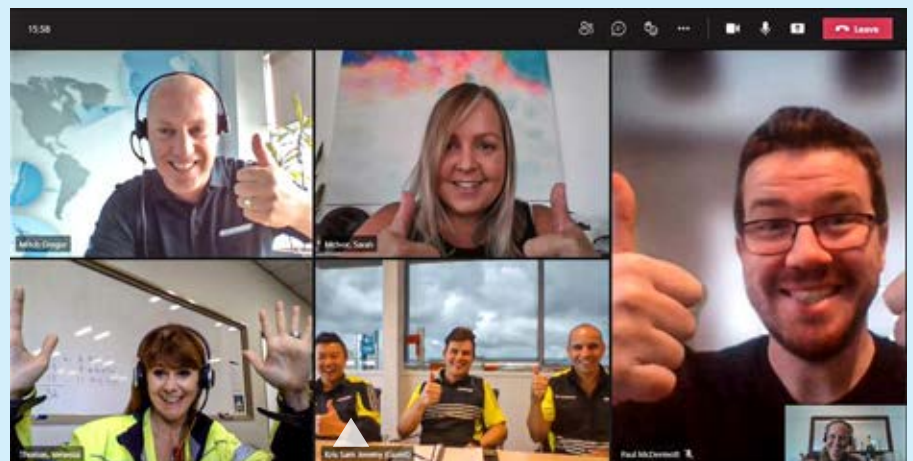
Tournament Champions – the two Sams: Sam Irving, Manu Street and Sam Joe, Westney Road

Customer Go-live

After some big weekends by the team, we have recently launched with a large FMCG Customer at Manu Street warehouse in Auckland.

A few stats from the move so far:

- 11,500 pallets put away
- Unloaded 505 trucks
- 1,100 pick-faces replenished
- 5,116 cases hand stacked into pick-faces
- 65 Pizzas and 10 trays of Chinese food eaten



Pictured on our Teams Project Call (clockwise from top left): Mitch Gregor (MF), Sarah McIvor (Customer), Paul McDermott (Customer), Jeremy Chin, Sam Irving and Kris Maddaford (MF), and Vanessa Thomas (Customer)





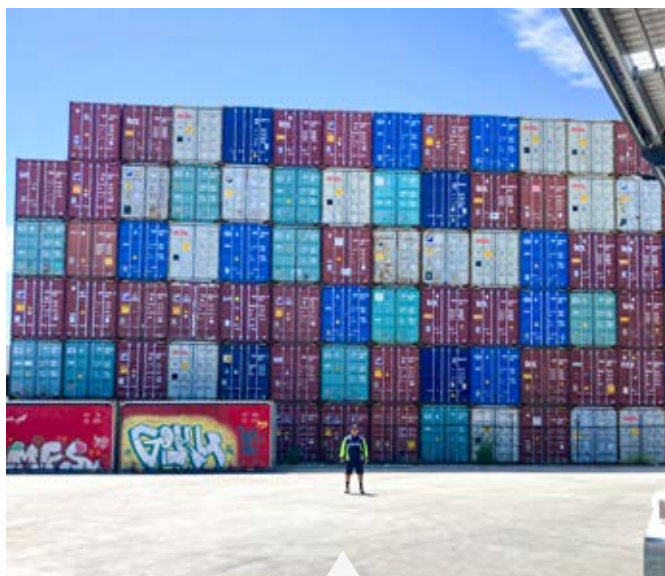
Emily Fowler from Owens Warehousing Christchurch showing us her enthusiasm for voice picking



How is this for a healthy breakfast – the team in Cromwell know how to look after their guests. Paula Perkins (who deserves most of the credit here, to be honest), and Elliot Fell show off their Master Chef skills

Savill Drive

A truckload of containers...



Dan Sharma standing in front of the team's container stack at Savill Drive

Owens Warehousing Kahu Street



Passion never fades – Mateo Tino, 20-year legend, standing in front of another new customer's pallets at our Owens Kahu Street Warehouse.

What Some of our Customers have to say

Horizon Agresources

Many of our branches often receive a thank you, but Owens Warehousing Christchurch, led by Branch Manager Nikita Swarts, recently received a great acknowledgement from one of their special customers.

Thank you so much to you all for being the spine of our business and letting us annoy you by phone, and in person with Russ doing all the re-dating in the Warehouse recently.

You are all so great, so obliging and as said before, we are only a little company compared to the others you have and yet you all give us 100%.

Have a great Christmas and New Year guys, I hope it won't be as challenging as 2020 was for us all work wise and personally, 2021 can only be better.

New Zealand Air & Ocean – Nic Kay

The current Global Shipping environment is presenting many changes and challenges that both our customers and our teams have to navigate on a daily basis. The strength of the Mainfreight culture, global reach and networked service capabilities have been critical points of difference as we hustle solutions together to keep our customers' supply chains moving.

Our customers are relying on us more than ever to hustle for space and

allocation and find solutions by “thinking outside the box”. What's extremely humbling is to be part of a Mainfreight team both locally and globally who are committed to providing options at origin and destination ports globally.

We must continue to refresh and review account management structures to support and add value to our existing customers: proactively working with customers to manage

bookings, demand, capacity, and rate levels. The customer experience is now more important than ever.

Wellbeing and our team's mental and physical fitness is an area of priority across the business, as teams come under more pressure as a result of the disruption affecting our industry. Please ensure you keep talking to us and to your colleagues, and if you have any concerns or challenges we can assist with let us know.

Key Focus Areas:

- Consistency of customer service across countries and services must lift to another level. Keep it simple with customer service – speed of response, communication, ownership of issues and professionalism across our network.
- Continue the momentum and focus on LCL and airfreight consolidations globally. More regions building their own LCL consolidations, both import and export.
- Strive for a good mix of customer

sectors (FMCG, Building Suppliers, Pharmaceutical and Primary Industries).

- Sales is everyone's responsibility – ask the customer “How can we help you?”
- Make it your responsibility to increase your knowledge of our business and capabilities (globally and across the services).
- Utilise our technology to drive better operational efficiency and customer experience.

- Keep hold of the good lessons and disciplines we have introduced over the year.

I would like to thank everyone for the hard work and dedication you are committing to every day in this challenging period. It has been great to see our teams rally together and keep moving forward. We are extremely proud and thankful for the Hustle, Intensity, and Courage everyone has contributed to the momentum we have – we must keep building on this.

Operations Appreciation Day

Christchurch

On 10 November, the Christchurch Air & Ocean Sales team put together a day to celebrate all of our operators.

With the international shipping world in turmoil, and most of our operators taking it on the chin and continuing to service our customers to the highest degree, our Sales Team wanted to thank our Operations Team for all the hard work they do, and so they put together a few surprises.

Below note from our Branch Manager – Tony Martin

Over the past few weeks, the sales and leadership teams in our branch have been working on a few ideas to show our appreciation for the work the Operations team do. As you will know, there have already been similar days for the store teams and driver teams throughout New Zealand. Obviously, all teams should be recognised for the awesome work

they do but we wanted today to be about recognising our Air & Ocean Christchurch Operations team.

We came up with something we would like to call “Operations Appreciation Day”. Other than the obvious amount of thought that has gone into thinking up the name for the day, we decided

that today is the day. You, our team in operations absolutely rock. We can see how hard you all work and still come out of it with a smile on your face. Without you doing what you do (efficient operating, customer service, teamwork) we would not be able to function as a branch.



L-R: Oliver Dimmick, Craig Edwards and Tony Martin (with his best gumboots on!) washing the teams' cars

So today, in honour of you we have put together the following:

- Personal gift baskets on your desks
- Decorations in your desk-pods
- Coffee shout
- BBQ Lunch
- Washing your cars

The above mostly explains itself. In terms of washing the cars, we will come around each of you during the day and invite you to have your car washed by our sales and leadership team.

Enjoy your day team. We love you to bits. Keep up the amazing work that you do.



L-R Front: Sarah Robb, Jacinda Potts, Helen Watson, Lydia Evans, Ally Burns, Nicole Andrews
Back: Kevin Coman-Wright

Outward Bound – Oliver Dimmick

Earlier this year in March, I had the privilege of attending Outward Bound in the idyllic Marlborough Sounds for 7 days. I did not think twice as I had only heard good things and knew that this was a great time in my life to get out of my comfort zone and further develop myself as a person.

With the COVID-19 pandemic circling the globe we were the first all-New Zealand Mainfreight group since the first Mainfreight group who attended in 2001. The opportunity to connect with overseas team would have been a great experience but the ability to connect with our local team who all walk similar paths was very reassuring, as we go through similar journeys and have similar goals not only in the business but personally as well.



L-R: Back: Jason Kibblewhite, Hugh Lynch, Oliver Dimmick, Jacob McDowell (At back), Shaun Morrow, Ryan Rossiter, Nick Max (At back) Jordan Golding, James McMeekin, Aaron Somerset
Middle: Christine Cullen, Amber Woodward, Henry Boon Front: Emily Fowler

We were named Huria Watch 675 – a special group with some special personalities and it did not take us long to form an unwavering bond (made up of tears and a lot of laughter), I really look forward to reconnecting in the future. Throughout the course, we were challenged physically and mentally, I gained some skills and key learnings that I look forward not only to implementing within my career at Mainfreight but also in my personal life.

It is important that we do not give away too many details to keep the experience fresh for those attending in the future. To give a little insight, I really enjoyed the times sailing and the morning swims; the biggest enjoyment came from connecting with the group and going through the journey together. I would highly recommend this to any team who have the opportunity to attend in the future; I must also thank my Branch and Mainfreight for giving me this opportunity to attend. Lastly, if anyone sees Ngani Laumape please tell him Henry Boon from Mainfreight Palmerston North wants to run it at him.



Auckland Oceanfreight

With the global supply chain hampered by congestion, equipment shortages, vessel space constraints and schedule irregularities, the team at Auckland Ocean knew they needed to try something bold and different.

A unique situation arose after discussions with Matsons Shipping Lines, where a vessel that was in dry dock needed to be brought back from Shanghai to Auckland. The southbound tradelane was severely congested and short on equipment. With Matsons offering availability of equipment, and the vessel being self-loading and unloading, we decided we had an opportunity to help the market and decided to fill the ship!

Covid-19 has created many firsts: we have chartered flights, seen massive surges in volumes accompanied by



unimaginable levels of congestion, but we never thought we would fill a ship!

After a massive sales drive in New Zealand and China the ship was filled! In true Mainfreight style we

were learning a lot through the process, but without the support of our valued customers both new and existing this would not have been possible, thank you!

Tsunami Evacuation – Whangarei

On 5 March 2021, there was a Civil Defence message that was sent to the whole of New Zealand stating that the Northland Tsunami Sirens had been activated. The message was for all of Northland Coastal areas to evacuate and move to higher ground following a Magnitude 8.0 earthquake near the Kermadec Islands. This was new territory for the team and the moment took a bit of time to sink in. However, after 2-3 messages flowed through we started to think we need to make a move. Everybody was told to go, there was no time for mucking around, so the team dropped tools and made for the nearest high ground.

With the entire CBD evacuated up the local hillsides and the roads gridlocked, many people were stuck for several hours without amenities waiting in nervous anticipation for the unknown. In an effort to busy themselves and not think about what might unfold (or the day's worth of undelivered freight waiting back at the depot), the team got busy shuttling water up the hill to the school kids taking shelter from the sun in a grove of trees.

Local resident Melissa Nuku provided her own resource and facilities from her home up Morningside Hill for the community. Instead of moving freight, the team started shifting loads of water to the marooned people sitting in 30-degree heat. Not just Mainfreight team but an entire community banded together that day. No time was taken for photos, but our efforts were noticed and word of Mainfreight Mahi ended up reaching all way to Wellington.



Paul Riethmaier: Sales Appreciation Award

The New Zealand Sales team as a whole want to acknowledge the support that Paul gave us during, and following the Covid-19 lockdowns of 2020. It is great that we can look back at a successful sales year, and the growth that we achieved, but it is equally important to realise that giving us a product to sell, making sure we all understood it, and then making sure it operated, required a huge effort and level of commitment in a year that was unpredictable and volatile down to the hour.

Paul was always there, getting our teams space for our customers, working up charters, making sure we understood the pricing, getting in front

of customers with us when we could. As the airfreight market changed and hit hurdles he worked tirelessly with the teams around the world, and with the airlines to make sure we had the very best options, and that we got around or at least knew about the queues and issues that came up. As it started to settle we knew that we were well-supported with the best options available. The market interest, and ultimately the market share we gained here, across all of our product offering, was down to the tireless and often late night work that Paul did to make sure the freight got through, even under the hardest circumstances. Thank you Paul.



L-R: Paul receiving his award from Rob Croft

Customer BBQ – Auckland Airfreight

As has become something of a tradition, the team at Mainfreight Air & Ocean Auckland do on-site BBQs for customers to show our appreciation for the business and particularly the “hands-on team” – the engine room of most businesses.

We recently held one at a major Aotearoa New Zealand seafood processor and exporter, to not only thank them for the business but also acknowledge the hard work put in by all in the lead up to Easter where large volumes were exported to meet strong market demand.

It would be fair to say the humble BBQ has come a long way from the early days with several branches pitching in to produce this very fine trailer BBQ. This was one of its first outings and judging by the feedback it worked a treat!



L-R: Nic Kay and Kura Kiria



L-R: Kura Kiria, Hamish Robertson, Matt Beveridge, Anu Manga and their first customer of the day

Project Work Tauranga

Mainfreight Transport and Air & Ocean Tauranga were recently involved in a movement of specialist freight for a project, with a total of 29 container loads of plant and machinery arriving into New Zealand from USA, China, Denmark and Germany. Mainfreight was engaged to clear all shipments through the New Zealand ports, and transport the plant to site.

The main shipment of 24 containers arrived in close succession on three separate vessels. These were de-vanned in a pre-planned order at Mainfreight's Tauranga facility, and then correctly rigged, handled and secured onto trucks to avoid damage during delivery to the site. Great work team!



Women in Seed Conference, Christchurch

Alicia Coles and Milly Taylor recently attended the Women in Seed Conference held in Christchurch.

There were approximately 100 women who worked across a variety of roles within the agriculture sector, specifically around agronomy, and the important part it plays in the foundations of our agriculture export market.

This day was about bringing businesses together for a day, networking and hearing guest speakers talk about a variety of challenges and changes needed to ensure this sector is better understood by the general public. We heard about challenges around herbicides, pesticides, crop yields, shipping, lab testing, sustainability etc.



Milly Taylor with the Women in Seed Conference attendees spellbound!

Milly gave a presentation about Mainfreight, our network, capabilities and current alignment with the agriculture sector in New Zealand, including an overview of how an export seed order is processed.

An update on international shipping, the changes since Covid, and what is currently happening globally was well received.

Great Job Milly, you smashed it!

Congratulations to our Service Legends



Shane Williamson – 20 Year Legend
L-R Nic Kay and Shane Williamson



Nu Halagie – 25 Year Legend



Mainfreight Europe – Ben Fitts

Our days are bursting with challenges and opportunities. Disruption equals opportunity and with events like Brexit, ships sideways in the Suez Canal, Covid-19, snow ... some of which have overlapped, our teams have taken the bull by the horns and viewed every obstacle as an opportunity to grow.

We are so proud of the way that each and every one of you rise to these challenges and push forward together. Resilience is an important trait that we have in abundance in our European family.

Smoother waters will come, for now though perseverance, creativity, and plain hard work will ensure we pull through stronger than ever together – so please keep it up, you're doing great!

We'll be traveling again before too long, for now remember that a quick check-in call every now and then to your mates in the network goes a long way to keep up connections and find out how each other are really doing.

Thanks to your efforts we have finished the financial year in good shape with revenue and profit ahead of the previous year, good momentum with new customers trading, high volumes, and a healthy prospect pipeline.

We remain steadfast on intensifying our network with new branches or extensions planned this year for Romania, France, the UK, Russia, and the Netherlands. In April we opened two Transport branches in Romania in Timisoara and Bacau, in May we moved into our first large UK warehouse, and by the middle of 2021 our Ocean division will separate from Air in London to establish a new branch.

On April 1st we celebrated 10 years of Mainfreight in Europe, a great milestone and reminder of just how young we are here still. Combining 11 different European cultures with the Mainfreight Way brings something special to this part of the world. A lot has been achieved over the last

10 years, and the future we are creating together is exciting.

Well done team, great progress, I am so proud of you. Enjoy your summer holidays and a well-earned break.

Things to Think About:

- Sales – more freight that makes the city breathe to shield us from future economic dips
- Succession planning – have a successor for all key roles
- Return on Revenue Targets – Air & Ocean 6-8%, Warehousing +15%, Transport +10%
- Communicate – open, honest, and regular communication with customers
- Look out for your brothers and sisters – a quick chat can go a long way

Celebrating 10 years in Europe

On the 1st of April we celebrated our 10th birthday in Europe. We celebrated this milestone with our team members in our branches as well as at home, with lots of cake. For the whole week we had special European dishes in the canteens.

It was exactly 10 years ago when Mainfreight acquired the business of Wim Bosman Group to set foot in the European logistics market and extend its services as a global supply chain provider. Thirty-four branches in six countries joined our global network, and the Mainfreight family grew by 1,440 team members.



Air & Ocean Team Schiphol



Air & Ocean Team Antwerp



Left Djolinda Aarsen and right Anita Roelofsen-Besselink



Warehousing Team Meiland 's-Heerenberg

Today, 10 years later, our European team has grown from 1,440 to 2,596 people across 11 countries and 47 branches, and with three branches on the roadmap for 2021, the 50th branch is in sight!

We want to take the opportunity to thank our team for their passion, energy, commitment, and hard work. We are proud of what we've done together to grow our business to what it is today.

Let's bring on the next 10... **100** years!



Air & Ocean St. Petersburg



Courtney Bould & Erik Dalenoord (back)



Szymon Pietrzyk



Bjorn Theijssen handing out a 10-year goodie bag to our driver, Melody Bongaarts.



Warehousing Team Zaltbommel



10 Years – Back to where it all began ...

With our 10-year celebration, we started our great adventure by going back to where it all began! With a total distance of 37,048 km we, as a team, ran, walked, cycled and swam our way back to our Mainfreight founding city of Auckland. During this virtual adventure, we passed each branch in Europe and some branches in Asia, and getting close to the end, we even said 'Hi' to a couple of our branches in Australia and New Zealand as well.

In the first week, we took off like a rocket. Our enthusiastic and energetic team members hit 2,935 km in only 4 days – what a great achievement in such a small timespan! The weeks after that flew by, hitting a record of 5,512km in the 4th week.



Now that we've finished, we can look back on some exciting activities. We did challenges including the most fun family picture, our Born Warehousing team climbed the longest stairway in the Netherlands, our Brussels team cycled from our Mainfreight Antwerp branch back to their own branch, and

we had Erik Wallinga who got on his bike and cycled 572 km in one day and passed all of our branches in Netherlands.

Altogether, our Great Adventure was a big success and a great run-up for future events!

Born Warehousing Team
L-R: Riana Bening, Rob Zonneveld,
Rabija Nedzobovic, Sare Cevik, Werner Hoofs,
Maurice Makhaisingh, Daphne van Dosselaar,
Nico Wuyts



Brussels Team
L-R: Michael Decoster, Rudy Yoka, Catalina Munteanu, Charlotte Egrix, Frederik Van der Borgh

Erik Wallinga's Ride

From: Ben Fitts
Sent: Tuesday, 15 June 2021
To: Chow-ling Chong;
Nikki Cooper
Subject: RE: Newsletter

Gotta love that effort by Erik...
572km in a day is insane!



Europe Air & Ocean – Jason Braid

Firstly – to all our Air & Ocean team members, both within Europe and around the world, thank you!

As with all teams, we are better than the sum of our parts, and that couldn't be more relevant than in today's environment. Having a quality Mainfreight team to rely on, both at origin and destination, plays an integral part in helping us grow and succeed. So, from all of our European team, to all our teammates globally – thank you very much.

To our European team – we continue to move in the right direction and we've found some good momentum of late; it hasn't come easily, but we couldn't be more proud of what you've been able to achieve over the last few months, especially during such challenging times. Well done to all of you.

We were unfortunately (n)Ever Given a chance for things to return to 'normal' in the Air & Ocean world this year thanks to a vessel attempting to pass the Suez Canal sideways. But, as proved recently during a very challenging Christmas and Chinese New Year period, staying positive and thinking outside the box when searching for solutions for our customers is key to our success. It doesn't look like there will be too much change in regards to space and supply chain congestion in the coming months, so please just keep doing what you're doing – it is working.

The closure of the Suez Canal encouraged us to commit to our first LCL road freight consolidation from China to Europe. It's great to see the initiative taken here and it's exciting to be able to offer yet another consolidation service to our customers on this trade. Together with our teams in China, we're now able to jointly

offer weekly consolidations to and from Europe in Airfreight, LCL ocean freight, LCL rail and LCL road freight, which is pretty damn exciting!

Whilst for now we're delaying the opening of our first branch in Scandinavia, we'll continue to move forward with intensifying our network. We are very much looking forward to opening our second branch in Russia later this year, and thanks to some hard work of late from our St Petersburg team in selling airfreight, this will be a new airfreight branch in Moscow. At the same time, our St Petersburg team will soon be moving into a much needed new branch – exciting times ahead for our team in Russia.

Together with our airfreight teams in the USA, we're seeing some good progress in growing our consolidations to and from Europe. Likewise, our Amsterdam team have a new BSA in

place from Shanghai to Amsterdam. These are all essential additions for the continued development of our Airfreight product, along with the recent GDP certifications (Good Distribution Practices for pharmaceutical) for our Amsterdam, Brussels and Frankfurt branches. It's a start team, but there's still much work to be done with lots of opportunities

out there for us. We'd really like for our Airfreight teams to try and kick it up yet another notch this year with a specific focus on our Consols, Pharma and Perishables.

Team, there's lots going on right across our business and we don't expect this to change anytime soon. It's all positive and we're on the right

path, but as we approach the summer holidays here in Europe, it's also important that everyone finds the time to have a break and to get away from work to spend some quality time with family and friends. You've all been working very hard which has, and is, making a significant and positive contribution to our business. Please know this doesn't go unnoticed.

Things to do Better:

- Please work in advance when it comes to succession planning and have the right people ready to move into the right seats. We can't grow if we don't have the right people on board
- Sales sales sales – nothing changes here. Please invest in your sales team now. We need more sales people on the road in all of our branches
- Our sales reps need to be free from operational challenges and need to be on the road 100% of their time; their time is best spent talking to customers, potential and existing
- More proactive, clear and honest communication, both to our customers and to our teams around the world. We can't do much about global space challenges, but we can communicate better than anyone else
- More focus on customer verticals, especially Pharma, FMCG and Perishables
- Network and supply chain focus – our strength is our network and we need to continue to build even better relationships around the world and across our supply chain

Thank you again team!

Mainfreight Air & Ocean Lyon Has Moved!

We're now nicely settled, as of March 2021, in our new Mainfreight office in Lyon! We completely renovated the space including a full set of new furniture to ensure we have a bigger, more functional and much improved and pleasant place to work. To say it is an upgrade is a major understatement.

We have seven Team members and now have a nice kitchen to enjoy a lunch together (keeping the distance between us of course!).

We are still located in the area of Lyon St Exupéry airport, but are now 2 kms away from the Cargo-port. We have therefore invested in a new 100% electric car so that our team can go to the airfreight handling warehouse, and Customs each day in a green way. The Blue Mainfreight car allows us to get our name out there while only costing a few euros to travel 200kms.

We now have everything we need and can't wait to welcome visitors to our branch. We are looking forward to seeing you at our new office soon!



Left front to back: Lenny Arnol, Jean Rival, Anya Atoui
Right front to back: Sandra Brun, Eva Guyot, Leila Mechta



Lenny Arnol getting in our brand new electric car

Mainfreight Amsterdam becomes GDP Certified

After many months and a lot of effort, our Airfreight branch in Amsterdam recently became GDP certified. GDP certification is an important step for the branch in becoming more involved with distribution of pharmaceuticals and pharma-related products. Having the certification doesn't automatically

give us any additional business, instead it demonstrates to prospective customers that our quality processes and systems are of the high standard demanded by the pharmaceutical industry. In most tenders with large global pharmaceuticals, you must be GDP certified to even be at the table.

For our team in Amsterdam this was a very large project, as this quality standard had not been undertaken by any of our Air & Ocean branches globally. The team had to start from square one and build everything associated with becoming GDP certified from the ground up.

This involved outlining and documenting our processes, looking into all potential risk factors, and upskilling our team on the necessary way to handle these type of shipments. After many hours, a lot of investigation, debate, review and re-reviews, some long days, and some intense audits we can now proudly display this certificate to our team, our customers, and our potential customers.



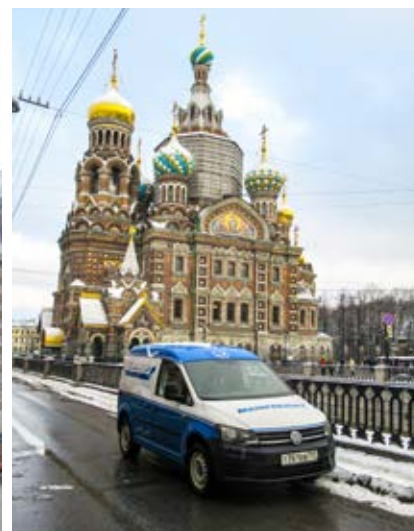
L-R: Marnix van Dishoeck, Vitesh Bhaboeti, Jeroen Geerdink and Ian Graham

New Van Colouring the Streets of St. Petersburg

Last December our team received a brand new Mainfreight van. It was time to replace our previous car which we typically use to run customs documentation, as well as driving between the many terminals and shipping line offices.

Now, a new blue Mainfreight van is driving through, and bringing colour to the St Petersburg streets. It's attracting attention and it's making the people in the streets happier. Our team member driving our new van is really excited at now being able to

pick up air freight shipments and deliver to customers' warehouses throughout the beautiful city of St Petersburg. Replacing the car with a van also allows us to reduce our reliance on many 3rd party delivery companies.



Asia to Europe Consolidations

With the current challenges surrounding global supply chains, we have an additional solution to ensure the movement of goods for our customers – Mainfreight Europe has launched a premium LCL Truck consolidation service from China to Europe. This is additional to our weekly Air and Ocean consolidations from China to Europe, and our LCL Rail freight option.

As a result of the global container crisis, we expect that in the foreseeable future, space and container availability will be extremely scarce. By offering this premium solution to our customers, we ensure that we keep freight moving.

We have two trucks leaving weekly from China. One truck from Shanghai covering the Eastern side of China, and the other departing from Shenzhen covering the Southern part of China. The trucks will drive from China to the border of Kazakhstan where the goods will be transloaded into two other trucks. Then they will drive to our crossdock transport hub in 's-Heerenberg, Netherlands. From here, we are able to deliver into most European Cities within 24-72 hours. The first truck is planned to depart at the end of April.

Our sales and operational teams will go hard selling into these consolidations in order to make it successful. Ready, Fire, Aim...



19,623km. 700 hours driving time. 6 different countries.

Transit times from China to Europe:

ORIGIN	MODE	FREQUENCY	DOOR TO DOOR TRANSIT TIME (DAYS)
BASE PORTS CHINA	AIR	DAILY	10
	LCL TRUCK	TWICE WEEKLY	30
	LCL RAIL	WEEKLY	40
	LCL OCEAN	WEEKLY	45

Europe Warehousing – Liane Philipssen

10 years for Mainfreight in Europe: what a fantastic ride! Experiencing Mainfreight culture has been a breath of fresh air and has facilitated our growth and stimulated our ambitions. In this part of the newsletter you can see how the Warehousing team has celebrated this special event.

And the celebrating doesn't stop there: during the Branch Managers meeting in March, Warehousing Ostend won the prestigious Branch of the Year Award. Congratulations and well deserved! The result recognizes the transition of the Branch into a true blue-blooded branch with a young and enthusiastic team with equally young and enthusiastic leaders.

Furthermore, you can see our growth ambitions with the addition of new racking to increase storage capacity in Evergem, Belgium and Ploiesti, Romania. A small step for now but a big one towards future building extensions!

Innovative ideas will also support our growth: via our continuous improvement boards and PAT meetings one of the teams indicated they needed mechanical support to lift cans. A good example how innovation can also support the health of our team.

As we head into summer let's remind ourselves of our focus:

- Although volumes are high: it is all about delivering quality!
- Support each other
- Stay in close contact with our customers to ensure we fully understand their needs.

Team, I would like to thank you for all your efforts and enthusiasm of the last couple of months. Our customers indicate further growth for the future. In practice we see that these are not only words: volumes continue to increase. We are all looking forward to summer holidays and perhaps we can actually do a little bit of travelling again. Enjoy & stay safe!

Warehousing Evergem Going to the Next Level(s)

Due to exciting new gains at the start of the calendar year 2021, the Warehousing team in Evergem expanded their storage capacity by installing brand new racking offering over 1,500 new pallet spaces. They did not stay empty for long as the team did an amazing job giving our new customers a safe home. The remaining storage possibilities will allow us to make quick decisions in front of new prospects in our daily sales efforts and hold on to the momentum we built these last few months.



Racking before



Racking after

Mainslot: Online Bookings Tool for Suppliers and Carriers

We have implemented Mainslot in our warehouse in Meiland. Our team uses Mainslot for planning their incoming-outgoing goods. The tool gives suppliers and carriers the possibility to book (un)loading slots right away without having to request a slot by email or phone.

This not only gives a better insight in the available slots but also reduces unnecessary mail and phone conversations in order to make an (un)loading appointment as all required information needs to be filled in before a slot can be booked!

The implementation has also been really advantageous for the team. Thanks to Mainslot it has become

easier to organise the loading and unloading schedule as there is a better visibility in which shipments have already arrived or have missed their slot. Next to that the team can assign docks to shipments which is also visible for the carrier resulting in a better flow. Overall the team has experienced better visibility and more control of their own planning!

Also the customers of Meiland have noticed the benefits of Mainslot as they have live access to the planning. This means they now have the possibility to see which shipments are already pre-announced, what the status is of each booking and when the orders are scheduled to be shipped!



Milo Janssen working in Mainslot

A great example of reinventing with time and growth, delighting the customer and letting the individuals decide!

Vacuum Lifter Implemented

For one of our customers we need to re-stack heavy drums onto several pallet types. Lifting these drums is heavy work for our team members. We have been looking for ways to reduce this pressure on the team member and to be more ergonomic. This has led us to the vacuum lifter. This lifter makes use of a compressor that creates vacuum and lifts the complete weight of the drum. The team member who operates this vacuum lifter can easily re-stack the heavy drum to the pallet.



Jeffrey Duinmaijer operating the vacuum lifter

Continuous Improvement Program – CIP of the Year

This year, the CIP of the Year Award has been awarded to Jelle van Rinsum. **Jelle created a carbon footprint dashboard for our warehouse customers.**

One of our customers asked us to provide a Carbon Footprint overview for the warehousing operation, to support them with their B-corp Certificate. The outcome of his solution is a dashboard, that gives a complete overview of the packaging added to the supply chain of customers by Mainfreight Warehousing. It also gives a quick insight in the developments of usage of packing materials per year and gives input on opportunities to reduce waste. This dashboard will be implemented for multiple customers in the near future. We thank Jelle for this idea of the year!



Jelle van Rinsum showing his CIP idea

Promote from Within

To support the growth of our business, we are proud that five of our team members have been promoted to new roles in our branch Meiland.

With good focus on succession planning and personal development plans we were able to fill the roles by promoting from within.

This of course was more than enough reason to celebrate this success with the team!



Kathleen Huntink-Richter



L:R- Jelle van Rinsum, Julian Bos, Marnix Frazer, Nicole Donders, Kathleen Huntink-Richter

Celebrating Branch of the Year 2020 – by Stephanie Baudot

Warehousing Oostende is awarded as Branch of the Year, which makes me extremely proud! After a year with some “extra” challenges, it's even more special to receive this award.

It's a recognition for the hard work our team puts in place to deliver a great service for our customers, in an efficient way and – most important – within a great atmosphere! It makes me proud to see that all the teams work tight together to receive the ambitious goals we set. We smashed the walls between our teams! More than ever our team members are coaching each other to grow in their role and to learn every day. As a result all vacancies are filled by internal promotion, which stimulates our team to raise the bar day by day!



Top: Katarzyna Beszcynska, Bram Schoutteten, Ann Pitteman, Filimon Michael Woldu, Laura Kenis
Second: Samuel Kamdem, Lisa Lordon, Karime Drigo, Cédric Van Huffel, Yens Van Den Bergh
Third: Jos Allemeersch, Leigh Enobakhare, Christa Janssens, Daisy Gaillez, Fabrice Junion
Bottom: Killian Bocquez, Peter Laseure, Tonny Stoffels, Yves Scherpereel, Kaylian Betrem

Thanks team for your dedication and hard work. The game is on for next year!

Europe Transport / Trucks & Drivers – Frans Zuidgeest

With passion anything is possible ...

... this definitely describes the year that we have gone through, and with the end of the financial year we recognise the hard work that has gone into making it all happen.

The Salesperson of the Year was awarded to Tom De Walsche of our Transport branch in Zwijnaarde (Ghent). The competition for this highly contested title is a sign of all the sales effort, across our business, that has gone into supporting our customers in providing solutions but also in helping out in customer service and on the docks in challenging times. A great example of 'no job descriptions'.

Next to that the special award for a Blue-dy good team, you can read more about it further on. Not only a great story to share but also a good example how you can be successful when challenging the status quo. Just an example of a situation that our drivers on the road come across; an extreme one but be sure that there are many more that our professional and dedicated drivers are dealing with. Enjoy reading it ... it made last Christmas special in a positive way.

The energy, creativity and hard work shown in our Transport and Trucks & Drivers teams is remarkable. Snow? The team starts on Sunday to dig out our trucks! Brexit? The team joins

forces and works hard to get the job done, optimise processes and find new solutions to keep the freight moving as much as possible!

Our network has extended recently with two new branches in Romania, four in total now. Next to that the Tilburg branch has moved into a new building and so will Lyon do shortly. The network fattens, new line hauls are set-up and teams are looking for more and new solutions.

It is recognised that each of you, as with all our team members, has made great efforts to support our customers. It brought us to where we are right now, and the journey will continue. This offers opportunities to promote from within and take on new roles. Also we need you to challenge our processes. Continue to ask the questions that you have and share your thoughts and ideas.

Team, being in the position to have an insight in all branches, we are proud of all the energy that you put into your jobs. Look after your mates in the branch and other branches, have a chat, have fun, and give that 'virtual' pat on the back.

Key attention points

- Make sure shipment status information is maintained in our systems;
- Ensure that we maintain the focus on cash collection;
- Pick up the phone, visit (when possible) instead of using e-mail;
- Set small targets, follow up and beat them before setting the next target;
- Know what freight (lanes) we are looking for when planning sales calls;
- Control the basics, tidiness in the branch and on the dock, up-to-date quality boards and black tyres; everyone's responsibility!

Summer holidays are coming up, make use of this time to have a break and enjoy time together in a safe way.

**Stay healthy
and keep your passion...!**

20 Years Urgent and Special Services

On 1st March 2021, it was exactly 20 years ago that we started our urgent delivery services. The first urgent shipment to Nijmegen became a fact and soon more destinations, such as Champ sur Drac in France, followed. The farthest destination we delivered – over land – was to Athens, where carpets had to be delivered on a Friday evening because of a store opening the very next day. One of the biggest highlights was chartering a 'dedicated aircraft' related to semi-finished automotive products, where we had to ensure that these products got delivered in Genoa, Italy, in time.

Now, 20 years and 75,000 shipments later, our team of five takes care of all urgent and special shipments, with



Jules van de Pavert with his first delivery



Jules van de Pavert 20 years later

deliveries that range all the way from envelopes, packages, and pallets to full load, to ADR and conditioned. Determined, and at the same time looking for the best solutions for our customers.

It has been a hell of a ride, in which we didn't find regional customers only, but customers all over the world: thanks to our brothers and sisters.

The Blue-dy Good Team Award

A special award was made during the Branch Managers meeting – the Blue-dy Good Team Award – in recognition of the endurance of our drivers during the pre-Brexit, pre-Christmas meltdown on UK motorways, and the commitment shown by our team to get them out of the nightmare and home for Christmas.

In the words of one of our drivers, "The whole situation was horrible, and it affected several thousand drivers of various nationalities. The ferry ride to Britain was scheduled at night from Sunday to Monday, so I was hoping to arrive in 's-Heerenberg by Wednesday (23 December) to get home to be with my family. I tried to unload as quickly and thoroughly as possible and hoped that in the meantime, the border situation would clear up.

"On Tuesday, i.e. December 22, 2020, I was ready to board the ferry with my truck loaded with cargo to cross to the mainland. The moment I joined the



gigantic queue on the M20 motorway headed towards the Eurotunnel, I realised that I would probably have to spend Christmas in my truck."

Arrangements were made for our drivers to get out of the queues, store our vehicles and freight with a UK associate, complete Covid testing, and board a chartered flight. Six of the



L-R: Bertil ter maat, Wim Driessen and Ruud Tousain

seven affected drivers were home for Christmas – and Pawel finally arrived in France on Christmas Day at 2.00pm

When you think something is impossible ... or when you try to do everything you can but it simply does not work out ... then remember this ... There is an opportunity!

The award was presented to Adam, Bertil, Wim, Ruud, Rob, Ben, Daniel, Bogdan, Marek, Sylwester, Andrezej, Roman, and Pawel.

Opening of our Timisoara Transport Branch (Romania)

In 2020, when the pandemic started and a lot of companies were curbing their activities and hold off their plans, Mainfreight accelerated development in Romania by starting a transport branch in Timisoara with two team members as a sub-branch of our Transport branch in Cluj.

Based on our enthusiasm and focus on development, we started to look for a cross-dock in August and we managed to build a team of four team members.

Now Timisoara is a stand-alone branch, in a new Mainfreight blue cross-dock, of 1000 sqm with three docks and one drive-in, and 200 sqm of open offices, developing fast to the regional hub for domestic distribution. It's already a gateway for Italian Groupage traffic and support for the local customers.



L-R: Valentin Pasat , Vlad Bohariu, Aluna Stanculescu, Flavius Boros

The team does not stop here, we want to bring Timisoara to the next level by being the main gateway for Central and South Europe, regional hub for East Hungary and Bulgaria, and

proudly the biggest supply chain company in area. The team would like to thank every one for the support and we promise to "Paint the world blue".

Wintersport in 's-Heerenberg

According to the weather forecast for the weekend of 6 - 7 February we knew to expect (some) snow. Therefore, we prepared ourselves with extra team members in the weekend to support our drivers to connect trucks and trailers and tow out of the snow. All drivers were informed to come early and be prepared for snow on the roads and premises. We also arranged with our contractor to start

cleaning with the shovels on Sunday early in the morning. On Sunday, 35 trucks left to start their route and depart, and another 35 trucks left early Monday morning.

On Monday morning at 6:30 we had a queue of 50 trucks cleaning the roofs and another 35 trucks having problems to get away from our parking and loading docks. Together with situation on the roads we decided

not to go out with these trucks. All drivers stayed and helped during the day to dig out the trucks and trailers and get our docks and parking as much as possible free of snow. It was a great team effort to get all freight delivered in due course after this situation.

A big compliment to all team members who came earlier, or worked double shifts in these extreme conditions.



Pictures made by Willem Pietersen





Mainfreight Asia – Cary Chung

What a year and what a finish!!! I want to take this opportunity to thank all our team across the globe for everything! We all come from different backgrounds, experiences etc but what makes us unique is our “BLUE DNA”!!! Thank YOU!!!

By the time this newsletter is public, I will have celebrated my 10th anniversary with Mainfreight. In 10 years, we grew from less than 100 team members to 425 team members, 9 branches in 3 countries, to 29 branches in 9 countries and evolved from a business that mainly focused on ocean exports to a business with clear air, ocean and supply chain divisions offering full freight and logistics services to our customers.

We have learnt many lessons over the years and have adapted now to the best set-up for our team and our foundations.

By doing so, we can achieve better stability in our team, expand our customer base and hence achieve better results. This is with a combined contribution and focus from our team; Well Done!

In 2020, not even Covid could stop us from expanding. We opened our first Korean branch in Seoul which marks our 9th Asian country. In China and Japan, we expanded our regional sales offices to Suzhou and Osaka respectively. We take this opportunity to welcome all new team members to the family once again!

Moving into the new year, we must continue to focus on:

- Sales: The Asia freight market offers enormous in-country opportunities. Our spread across Asia should enable us to be close to decision makers, and we must make use of our muscles to be in front of these decision makers.

- Customer Excellence: Proactive and customer first. Our team must have proper structures for on-boarding new customers, maintain customers' expectations and always be thinking how we can enhance our customers' supply chain.

- Building and Developing our teams: We must focus on developing our people and promoting from within. Not only are we in the biggest freight market, but we are also in the biggest population region. We need to be injecting all with blue-blood and contributing to the local talent pool.

Lastly, we would like to again thank you all very much for your dedication and commitment to our business. We would not have made it without each of you and every day our business is a better business because of you.

Stay Safe Team!

Mainfreight Shanghai by Joan Ji

New Mainfreight trucks in Shanghai

Over the past few years, we were dedicating ourselves to enhance Mainfreight branding reputation in the local market and to provide premium cartage services to our customers.

In second half of last year, Mainfreight Shanghai added three container trucks and now we have four trucks in total. The trucks provide great advertising as they move through the city.



Moving from Shanghai to Auckland

Total of 291 TEUs were booked on the vessel during this project. We completed all operations by 31 March, almost 95% customs clearance was made by our Mainfreight customs broker team.

The original target was 300 TEUs, and we got 300 bookings initially but 9 TEUs were cancelled on 29 April due to cargo readiness issues.

We had 59 TEUs of free handle bookings by Shanghai team, which occupied 20% of total TEUs.

We could see our whole team's (Sales+Customer Service+Operation+Customs broker teams) effort and managed to complete the mission in the short time period given. There is always room for improvement and we are working towards growing the business while always displaying our Special People, Special Company attitude.



Shanghai 20th Anniversary

The Mainfreight Shanghai team recently celebrated our 20th anniversary. Shanghai branch has experienced continued growth from a small branch to a large and entrepreneurial enterprise. Everyone in the team has a

clear vision for the future, and our unity has overcome many obstacles, to achieve one goal after another. We still have a long way to go, let's keep working together and enter a brilliant new realm with vigorous vitality.





L-R: Apple Zhu, Penny Tang, Joan Ji, Eric Sun, Yuki Xu



Shanghai Custom Broker Award

2020 was a challenging and difficult year but it didn't stop the Mainfreight Shanghai team to re-gain the title of "Excellent Customs Broker in Shanghai".

We have won this award three times now and it ensures our commitment to excellent service to our customers.

A Word from Team Members – Trainees in Shanghai

Open discussions and brainstorming sessions to solve problems helped me gain better comprehensive logistics knowledge since I began my first job as a member of Mainfreight Development Program after I graduated from university. Let's be optimistic and nurture "blue blood" culture— **Chris Deng**

After half a year journey with Mainfreight, I not only learned a lot but also feel that Mainfreight is more like a family than a company. What impressed me the most is the open atmosphere and culture. I am excited about my future in Mainfreight. Let's get it started! – **Mickey Qian**



L-R: Mickey Qian, Chris Deng, Joan Ji, Jeffery Xiao

I'm a swimming athlete. I'm a graduate. I'm Jeffery. It's a great honor to join the Mainfreight family, I can apply what I learned during training to my

everyday work and create my own value for the business. Always stay foolish, stay hungry and be humble – **Jeffery Xiao**

Hong Kong by Jacky Lam

Last year was tough for every one of us due to the spread of Covid-19 over the world but all HK team members worked together very hard to overcome the difficulties. I really appreciate all my team's effort and I am proud to say we have a great achievement in financial result, people development and business development. Looking forward to the 2022 financial year, the HK team needs to keep the momentum to make a greater achievement by optimizing service quality, progressing our business development, and attracting energetic talent.

Service



Multi-Country Consolidation (MCC) is a cost-effective solution to optimize the loading of shipments and reducing cost at the destination. It is important that these programs are capable of delivering long-term, sustainable, and profitable results across each region.

Air EU Trade: Hong Kong Sales team built a very good atmosphere with Frankfurt team on air product development from FRA to HKG.



LCL Import – Hong Kong Sales team continued working with CaroTrans special rate program in order to get more baseload on hand. Closely working with US teams to develop our own consol box to Hong Kong + South China.

Expansion for Hong Kong Warehousing

In Hong Kong, we continue to expand our warehouse facility, we will utilize a 33,000 sq.ft area and the construction of the new facility is underway with expected completion in late 2021. This is an important chapter in the ongoing development of Mainfreight in Hong Kong that will help us improve our service to our existing customers as well as looking for new opportunities and to achieve necessary growth.

To align with our organization's development plan, we are planning for a dedicated area with access control for high-value / pharmaceutical goods. Stay tuned to see what's coming up!



Qingdao by Vicky Zhao

With the whole team's efforts, last year saw the Qingdao team break historical records and achieve the highest performance numbers since Qingdao opened! Recently, we re-organized the teams, two new team

members joining us in March, and some existing team members promoted from within. We believe that we will achieve a new level with the new management team, with new blood, with all team members!

A new financial year is ahead of us, a new world is opening for us! Thank you for all of your supports to us! Please join me to show our congratulations to them. Let's move forward together!

Cotton Industry - Business Development by Tiger Li

I am Tiger Li from Mainfreight Qingdao team, I have been in Qingdao team for more than 6 years. Before I joined Mainfreight, I focused on the warehouse business and have rich experience in the cotton industry.

I still remember the time when I attended the first sales training in Hong Kong, Our Asia General Manager - Cary introduced me to all team that Tiger is a cotton guy. This is because he believes I have rich experience in cotton business for many years. From that time, I take the resolution to bring cotton business into Mainfreight.

In the first 3 years with Mainfreight, I didn't gain any cotton business, because most cotton customers select service providers with strict policies. We never gave up and tried our best to keep a good relationship with potential customers. Finally, after almost 2 years' efforts, Mainfreight gained the trust from a global agricultural merchant and processor. We signed the contract with them in 2019. The first shipment 200 tons of US cotton was assigned to us in 2020. Till now, we have handled 8100 tons (357x40'HQ) of import shipments and

all gated into our bonded warehouse. Of these 8100 tons, 2200 ton already gate out, and it is a regular moving business. We are excited to provide excellent service to our customer, at the same time, it brings Mainfreight Qingdao into an exciting cotton world.

Special people, special company, I really have deep understanding on these words now. How I want to be a special one in Mainfreight. Keep moving and never give up, surround myself with exciting opportunities, then finally achieve what I want to be...



L-R: Vicky Zhao, Guo Liang, Tiger Li, Zou Liming

Shenzhen

Promotion Within – Sea Freight Manager, Rolla Liu

My name is Rolla Liu, from Mainfreight Shenzhen. I am glad to have this opportunity to be a Sea Freight Manager at Shenzhen office. I really enjoy working in Mainfreight - a creative, passionate and young company.

During the critical situation last year, I understood my operation team was facing high stress from work. It was my first challenge as leader and I tried to share my experience to my team by suggesting to exercise after work even if we're exhausted. Exercise helped me to release the stress from the work and I thought it was a good

way for the team to let off some steam and increase their immune system.

Doing exercises such as running, dancing or yoga is a good way to calm your mind and allow you to come up with solutions for the difficulties faced during the day. Stress is often seen as a negative quality but it can also motivate and push us to perform at a higher level, improve our problem solving skills, and contribute to the team efforts. The important thing is that you need to find a way to release the stress and pressure faced during the day and turn it into positive energy.



I am lucky to be one of the members in Mainfreight family, and believe all of us can find our own values in Mainfreight. Thank you.

Malaysia by Jin Ang

Malaysia Sales Team Bonding Time

2020/2021 FY was unique with the pandemic affecting all of us, from daily lifestyle to business operations. The sales team retained the dynamic sales culture and seized the opportunity to drive for more business during this moment. The team had been shaped, and grown from their experience with the new norm. We faced challenges - from attending to safety requirements, no physical meetings, and space shortages, to customer retention.

We recently did a reset with a Sales Team Bonding session. All of us contributed to brainstorming strategies and targets for the coming financial year. As well, each of the team members prepared a session to contribute to the agenda. From 3 Pillars puzzle game, Mainfreight Quiz, Personality Test, to Tabata Exercise. We believe that after the team building, the sales team is even blue-er now.



L-R: Vennie Yap, Keong Lee, Jensce Tan, Terence Lim



Introducing Mainfreight Korea

April 13 2021 was Mainfreight Korea's first year anniversary. Mainfreight Korea has been successfully launched and laid the foundation for its business, even in the unstable worldwide Air and Ocean markets.

Our Korea Branch Manager, Edward Son, has been on board in Mainfreight Korea from February 2020. Edward started his career in sales and marketing before moving to sales and operations leadership, with 14 years of industry experience. He has enthusiasm and a passion for business development in what is an



Korea team L-R: Jacob Park, Tei Kwak, Yehwon Kim, Edward Son, Sol Lee, Sanghyun Baek, Suah Yang, Minjoo Lee, Juhyun Park, Eunkyung Kim, Minji Kim

untested area for Mainfreight and his encouragement will show our team the way to achieve success.

Introducing the Mainfreight Korea team, each individual has their own

best talents from the diversified working experiences in local and global forwarding companies. Although the career maturity and scopes of jobs of each are different,

they understand the customers' needs comprehensively to provide the best business solutions by putting the greatest efforts.

Korea is famous for its well-known transportation hubs with the Incheon airport and Busan seaport, which feature the best connections with the world. Incheon airport, as one of the key gateways for Asia, is taking an important role to provide the connectivity with US, Europe and other Asian region. Busan seaport, on the other hand, is the easiest access to the other ports in Japan, Singapore, and Hong Kong. This is why many global companies are considering Busan Port as their important hubs to connect the other Asian and Worldwide regions. Mainfreight Korea designs the business strategies and logistics solutions by taking the best advantages with the strong competitive capabilities of Incheon airport and Pusan seaport that will contribute to vast the business growth in coming future.



The rookie of the year: Jacob Park L-R: Edward Son & Jacob Park

New Pusan, Korea – Business Development Manager

I am very pleased to announce that Chris Jeong has joined our Mainfreight Korea family as a Senior Business Development Manager in March 2021. Mainfreight Korea has set up its main office in Seoul, the capital city of Korean peninsula, with no previous existence in Busan. As of Chris' onboard, he will work on developing the business opportunities locally not only in Busan but also with the adjacent cities to expand our Mainfreight Korea coverage.

Chris has been 9 years' experience working at a Korean logistics company. He has a great seafreight knowledge and is confident he can bring valuable potential business opportunities to Mainfreight Korea. Chris has got his Bachelor's degree in International Logistics from Pukyong National University. Chris has a passion for playing table tennis in his spare time, he welcomes any challengers in playing table tennis. Don't forget to bring your table tennis racket to win a game from him if you can!



Japan by Rui Kawasaki IATA License – Mainfreight Japan

We have successfully applied and received our IATA License in Japan. We are looking forward for a rapid airfreight development in Japan soon.



Asia Branch Manager Meeting

This year's Mainfreight Branch Managers conference was maybe a bit different from those of the past years. Even though we could not meet in person; nothing stopped us from working together. Glad to see all Asia Branch managers via Webex.



LHS: Front-Behind: Jerry Chan, Jacky Lam, Franky Lui, Mandy Cheng
RHS: Front-Behind: Clement Chong, Cary Chung, Vincent Lee, Joe Cheng

New Sales Office – Suzhou

November 15th 2020 was the official opening of our Mainfreight Suzhou sales office. The establishment of this sales office was in line with the strategic and growth goals of Mainfreight's business development plans in the entire Jiangsu province where it links with the satellite cities such as Kunshan, Taicang, Changshu, Wujiang and Zhangjiagang around the Shanghai city. In addition, Suzhou is an important centre for high-tech industries.



L-R: Emily Qiu, Joan Ji, Nonika Mo, Jackie Zhang

New Offices for Guangzhou and Chengdu

Our Guangzhou and Chengdu teams are very happy with their brand new branch locations



New Guangzhou office



New Chengdu office



Mainfreight Americas – John Hepworth

Thank you team for the incredible hard work done over the last financial period and in particular, to the teams in our warehouses and freight depots, and our owner-drivers who had to come into work when things were at their worst through the pandemic. This commitment to the Mainfreight family is what makes us special. We can be very proud of our achievements in a time that has been like nothing we have experienced before, well done.

With a new financial year ahead of us we have good momentum building and must keep our focus on things that have gotten us there:

- Sales focus and a strong sales pipeline – this is everyone's responsibility.
- Engaging our leaders in as many sales calls as possible.
- Exceptional customer service achieved by good communication with our customers.
- Protecting our margins.
- Collecting our accounts receivable on time – we must expect this from our customers; likewise, we pay our vendors on time.
- Ensuring we employ the right people to fit our culture, and sharing our passion with them.
- Promoting from within which allows us to maintain our high quality standards.

- KPI's drive our business – work them and seek improvement all the time.

A special shout out to our Transport team as they closed the door to freight forwarding of freight through the implementation of our new LTL software, and at one of our busiest times. It was great to see you get in behind the change with the excitement of working as a team to make this happen. Well done.

We have an opportunity to build off this past year, making sure we take what we have learnt through these extraordinary times, and that we hit the ground running, for another strong year.

Team,
It is sad for me to advise that this is the last Newsletter that I will be contributing to before taking retirement at the end of September 2021. This is, for me, the right time to move on and allow the next generation to come through and take the Americas to the next level, whilst I return to Australia and be part of my grandkids' lives.

Personally, I could not be more proud of being part of Mainfreight throughout the past 24 years. For those around the world that I have met and worked with, thank you for your support.

As a team we are unbeatable and it shows with our growth and expansion globally. Choosing Mainfreight as a career gives you all the ingredients of a lifetime of opportunities and growth. Take the opportunities that come your way and enjoy this very special company.

Mainfreight has allowed me to fulfil my dreams of leading a business in the largest economy of the world, given me the autonomy to do this with my team, allowed me to see our youth grow through the business and become team leaders, and at the same time enjoying every day that I worked.



Mainfreight certainly is a special company with special people.

Signing off – **John**



Our branded fleet continues to grow – newly painted trailers in the LA depot

Mainfreight Warehousing North America – René van Houtum

Another financial year has flown by, and we can look back on another successful year. We had to uphold our status as a company that becomes stronger in the face of adversity... And we did, with pleasing revenue improvement!

Obviously, a lot of this growth came from new customers, but we also saw many of our existing, long-term customers increase their sales compared to previous years. Looking forward, our sales pipeline is full of opportunities; by no means are we planning to slow down. The teams around the country have worked incredibly hard to continue to grow our business and to delight our customers. Thanks a lot for all the effort put in, it is very much appreciated!

We continue to expand our warehouse footprint. In Atlanta, we extended our footprint by almost 100,000 square feet to 150,000 square feet. We signed a lease for our first Warehousing Branch outside the USA, for a building in Toronto, Canada. This 113,000 square feet building is brand new and we expect to be operational in the beginning of May.

In the Dallas area, we moved into a 100,000 sq. ft. overflow warehouse to accommodate new customers, and we are looking at moving into a new, long-term building in the very near future. We started warehousing in Dallas six years ago with 150,000 sq. ft. and we are now managing 1,300,000 sq. ft., ... and growing.

In the meantime, our sales team has expanded to 10 people. All sales team members have been promoted from within and have worked in our warehouses before moving into a sales role. The team has extensive knowledge of our processes and systems, which enables them to have

detailed discussions with potential customers about how we can help them to improve their supply chain. This, in combination with passion, energy and a lot of enthusiasm, has led to growing sales pipelines for our branches. It gives us confidence in the future and the feeling that we can continue with our strong growth figures.

Recently we have started applying voice-picking techniques in our North American warehouses. It is a good sign of how we are maturing as a business. Our Atlanta Warehouse was the first to introduce "voice". Based on experience in New Zealand, Australia and Europe, we expect to increase productivity and accuracy in our order-pick processes.



Antonio Cunningham, Mainfreight Atlanta, using voice-picking

In our Dallas warehouse, we will be introducing our first mechanized solution which will increase productivity and accuracy in our sorting processes, after a "bulk-pick" of orders. At the time of writing this newsletter, we are in a process of implementing this system, more to come in our Christmas newsletter!

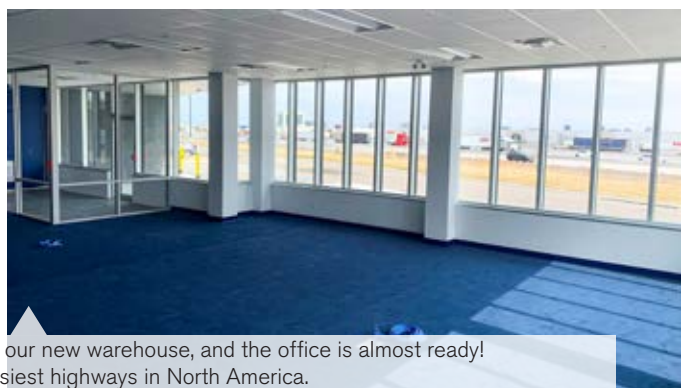
As we continue to grow, we need to make sure that we continually appraise ourselves and look at what we can do better.

- 1. Presentation.** The last 12 months have been extremely busy and we have worked many months in peak-season mode. Let's not use this as an excuse to lower the bar ... We need to present ourselves professionally, at any time!
- 2. Team.** Look after our team, our most valuable asset. And look after yourself! Many of us have not had a vacation for a long time. Every now and then, we need to "log-off" and recharge the battery.
- 3. Continuous Improvement.** The best way to keep our customers happy, besides great service, is to share ideas on how we can improve our services and/or reduce cost. Remember that our team is a source of great ideas, and we need to discuss these during our positive action team meetings.
- 4. Team-development:** as we say within Mainfreight, our growth is only restricted by the lack of team development. We should spend time educating ourselves, so team members are ready to step into sales roles, account champion or branch manager roles.
- 5. Help,** wherever you can, we are one team! Wherever and whenever we can, please make sure you help out your fellow team members. In our warehouses, but also team members that work for different divisions. There is a reason why we don't have job-descriptions ...

Last year has taught us (again) that we are working for a unique company that has a longterm vision and an unparalleled culture that can overcome adversity. Being part of this is exciting and motivating. We are looking forward to working with you on developing our business.



Our new Toronto branch: first goods have arrived in our new warehouse, and the office is almost ready! In the background, one of the busiest highways in North America.



Mainfreight Transport North America – Shawn Roach

The US Transport team spent the last financial year transforming our freight culture, from that of a freight forwarder to an every-day carrier, to align our business with the other Transport divisions in other areas of the Mainfreight world. Armed with an every-day freight mentality for the first time, our journey began. No pain, no gain.

As well as instilling the cultural shift, Transport needed an operating system that drives and reinforces a carrier mentality. And so, from July 2020 we embarked on our Follow the Freight operating system milestone, it was a now or never moment. It had to be now.

Thank you team for aligning yourselves with our carrier journey. We are now a

few months into our change, which puts revenue and profit at the point of origin, supporting our network growth.

Mainfreight offices are ready to achieve revenue growth in this new financial year, and the resulting freight volumes will fill our inbound and outbound line-hauls, which are now close to 500 per week. We are super excited to double down on our brand, with a commitment and plan to brand 100 pieces of equipment, earmarked for this year.

Thank you again team for your energy and commitment to creating a significant presence in the carrier marketplace. You all make a difference.

Focus Points for Transport:

- Think bigger; Be bold
- Our Brand development is absolutely critical this year. Our network must continue to get more **blue**
- We must continue to think and act like insurgents; the carrier market's quality and commitment is at an all-time low – we can provide better
- Act as a network, win as a team
- Quality KPI's are who we are, they are our commitment to our customers and to ourselves.

Americas Transport Sales – Shaun Upper

North America is still facing unprecedented times. Customers are enduring extraordinary supply chain constraints. US ports are backlogged, and this is spilling over into constraints in the domestic transport market.

The competition is set in their ways, and not recognizing a significant need in the market. Customers are looking for help; customers are looking for solutions. Decision makers are now beginning to recognize the shortcomings of their transport partners.

We must not lose sight of what is important. We are different; we are a special type of carrier. We are flexible and can provide different solutions. While our competition simply feeds their LTL system, we solve problems,

and consult our customers as valued partners.

We know what makes us unique and we will use it to our advantage. Mainfreight is decentralized and makes decisions as close to the customer as possible. This allows us to be more customer centric, and tailor our solutions to meet customer needs. Our flexibility and nimbleness is a differentiator in the market.

Our team remains fixated on sustainable growth, and pursuit of ideal freight. Our eyes have not wandered from FMCG, food, beverage, DIY, and recession-proof goods. We must continue to invest in the most talented of sales executives and account managers with a goal of delighting our customers with our service.

North America is seeing a growing trend of praise from our customers who recognize us as a strategic partner for growth. Our position with our largest customers is strengthened through consultative key account management, and this is proving to yield significant growth. We will not let the past year dictate our targets for this financial year. We have set our sights high.

Our sales managers Jay Patel, Aden Gelmi, Starr Bollefer, Greg Lux, along with the rest of our Sales Team are living this strategy daily. This past year has been a rollercoaster, and I thank you all for your dedication to building something special.

Even more EFFICIENCY on the DOCS in Mainfreight North America – Melissa Bowder

By the time you read this article our branches will have the newest and greatest in technology on our docks! Connected real-time to Mainstreet, our new depot wands will allow our team on the docks to outturn incoming linehauls and complete their daily stock takes, and coming soon they will also update check weighs on the wands!



Many thanks to Rodney Harris and the Newark, New Jersey team, the first to test and go live with the depot wand technology!

A lucky team member or two from each branch were selected to get first peek at the depot wands, and they will now train each dock team member at their branch.

Updating on the depot wands means that our customer service teams will spend less time on data entry – and real-time updates in the systems means less phone calls/emails between branches!

As we continue to build our linehaul network, we see this as being a crucial step towards giving our team members on the dock more responsibility, training, and connection to the customer service teams inside. One of the outputs of the dock team using the wands to inventory our freight will be a daily snapshot viewable in a report format in Mainstreet.

The ultimate beneficiaries of this technology will be our customers, as the customer service teams will use this data to proactively reach out to customers and/or downline branches if there are any issues with freight moving that day. Let's get excited, we are on our way to becoming a more streamlined and efficient logistics company!

Women in Business Group- Regina Warden

The "Mainfreight Women in Business" group was created to encourage our Mainfreight women to bring their authentic selves to work. We believe that when you are your true self you have the ability to bring a completely new level of work to the table. Our Mainfreight women can thrive, contribute, and succeed in the environments that they are in; we hope that this group can help instill a higher level of confidence in our team of women so they can continue to rise to the occasion and take on new challenges!

It is no secret that transportation and logistics is a male-dominated industry. That being said, we do not feel that this should deter women from working in this industry. The women in this group have all had their own unique experiences with Mainfreight and they

have taken on different roles and want to see the company progress further towards equality and diversity. The goal is to enhance the Mainfreight experience, make this a better place for our current women, the women to come, and everybody else who is on the team!

The first women's roundtable with John Hepworth was extremely successful; we take a lot of pride in

our women. "Thank you!" to those who put forth even the most sensitive questions.

This platform hopes to provide a safe environment, a support system, and a network, which will help our women grow into the businesswomen they intend to be! We hope to see more ladies at our upcoming sessions; we have some exciting things planned!



Some of the many great women leaders in our business
(Taken at the 2019 Branch Manager Meeting)

Dallas Transport

In Dallas we adopted a simplistic view as we began a transition to a quality every-day freight carrier; do the right things and results will follow. Three years ago our cross-dock operation consisted of two team members, limited in and outbound activity, and low freight throughput. We believed empowering people, investing in immaculate equipment, and re-aligning our sales process would lead to our business growing quickly in the right direction.

Passionate and empowered people lead to positive customer experiences. Promoting from within includes a recent future leader, Ashton Lackie, taking on the Operations Manager role. The presentation of our fleet in one of the largest freight markets in the United States boosts the profile of our brand and in turn, assists our team in driving revenue growth. Our fleet today consists of 15 power units and 21 trailers. A focus on network freight originating in our market allows us to take ownership of quality, manage our freight mix, and make a few dollars along the way.



Ashton Lackie, Operations Manager, Dallas Transport

The accelerator Follow the Freight drives the basic view that we have taken. The results of these changes have driven the majority of our team's growth on the concrete supporting our network line-haul operations. We are excited, hungry for more, and this is just the beginning.

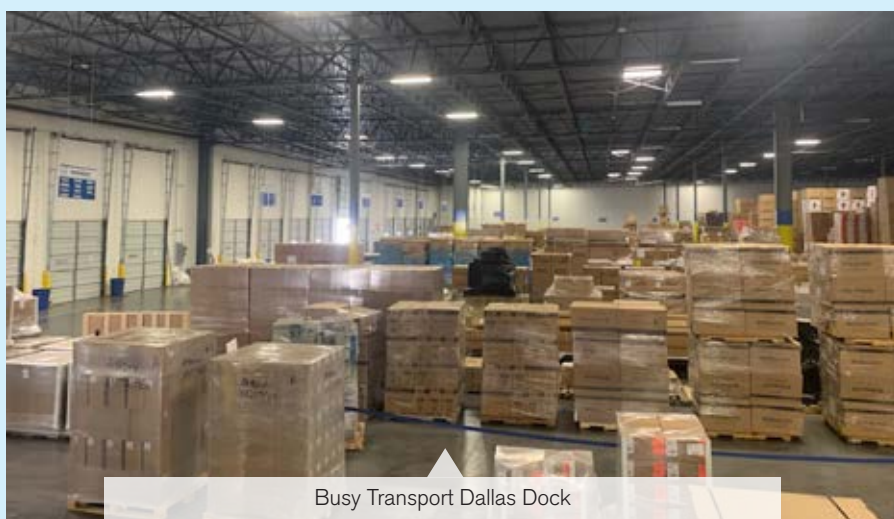


Dallas Transport Team

Follow the Freight – Gabrielle Fage

The 2021 financial year proved to be one of dramatic change for the US Transport business. The pandemic challenged us all to work smarter and do things differently and our teams across North America grabbed that challenge with both hands. As part of this challenging year of opportunity and change, the decision was made to tackle the final phase of our transition from a freight forwarder to a true LTL carrier in the North American market. What on paper appeared to be a simple system logic change in our Mainstreet software platform, was in fact a large cultural shift and mindset change for our Transport teams. The project was dubbed Transforming Transport to truly recognize the significance of the change our teams were going to undergo.

Months of preparation culminated in a successful go-live on March 29th. Our teams are settling into the new logic and are already starting to see the



Busy Transport Dallas Dock

benefits of the change operationally and financially. We look forward to realizing all the benefits of this change in the weeks and months to come, which include an increase in Mainfreight linehaul running between our branches and better truck utilization across the network. All things that will ultimately result in greater quality and customer satisfaction.

Transforming Transport by the numbers:

- 27 = the number of Transport branches involved
- 230 = number of team members impacted
- 400 = the number of training hours required
- 13 = the number of support team helping support and steer the change

North America Air & Ocean – Nathan Thomas

It seems every time we look to provide an update via our global team Newsletter, we can start by saying what interesting times we live in!

Certainly no different right now: "You're on mute", the most common phrase over the last year!

We have passed our one-year anniversary of dealing with the Covid-19 virus. A year of wearing masks, carrying sanitizer, queuing for stores as they limit the number of people allowed in, no movie theaters or closed-in malls. At various times,

strict lockdowns and curfews. For some of us, a year working remotely, or at best, working in shifts as many of our office teams made way to ensure our warehouse and dock workers remained safe. A year that has seen many of our children not return to their schools, with no plan to return this school year. Sports for our children just starting to come back now. In the coming years we will see if this remote learning has proven to be successful or not.

It has also been a year of "staycation", DIY home projects, and dinner

together at home every night as a family, the return of games night and other fun activities.

As the vaccine continues to rollout, and the ability to return to a more normalized way of life is in sight, there is no question in my mind there are parts of the Covid experience, where we have battled and won, and will continue to benefit from those learnings.

Despite the distraction and changed environment we faced over the last year, in many important ways we have

not stood still. Some exciting progress has been made and we have recently opened three new branches. Seattle is a new location for Air & Ocean, joining our Warehousing team who have had a site there for some time. In Toronto, we are splitting our Airfreight and Ocean Teams into their own branches, as we have done in four other locations across the USA. We also brought on **27** new Mainfreight Development Team Members, as we continue to grow from within and build our business with strong Mainfreighters. Once again, we have had a year where multiple team members have moved around the business, within their city or across country.

The challenging freight environment remains; not enough capacity, when we get capacity not enough equipment, and when we get those lined up, our freight sitting off one of the many congested ports in the USA awaiting a berth. Once arrived, we

then face either the drayage or rail challenges...

Challenges provide opportunities however and the teams are doing great in communicating with our customers and aligning resources to minimize delays. What was once a couple of phone calls now can take a dozen, so a big thanks to all our team members who are providing this service and continuing to do so with a smile.

Airfreight continues to grow, with more blocked capacity being signed up by our dedicated airfreight branches, and more dedicated airfreight sales team members out there filling the capacity. A real focus between the Chicago and Amsterdam branches, and the Los Angeles and Shanghai branches, has seen new capacity added to those city trade-lanes. We are also going to stay "cool" – as we further develop our Perishable Airfreight capabilities in the USA – watch this space!

Things to do Better

- Your Webex meeting skills; video meetings will continue as a major form of communication. Be mindful of your surroundings and use the Mute appropriately!
- When in doubt – pick up the phone. We've found that challenging news is better to be delivered early, than being delivered late. And remember to answer the phone with a smile, it really makes the difference.
- Maintain a more global-looking pipeline – we're all guilty of being too reliant in one trade lane at times.
- Don't forget to have some fun, with the challenges that exist today and so many things taking significantly more effort, we need to intertwine some fun activities daily.

Heading West – Seattle Air & Ocean Branch Opening – Matteo Sironi

Soon after joining Mainfreight New York, I stumbled across the opportunity of opening a new branch in Seattle. So on March 12 2021, I packed my life inside a 15" U-haul, said goodbye to everyone after 15 years in NY and headed out west.



According to the google map, ETA was 42hrs. Of course, I thought I could make it in 2 days with two drivers. Excited and so confident in my trucking skills I thought it is going to be such a breeze.

All right Let's go!!! After 21 hours, 4 cups of coffee, and three red bulls

later, reality hit - U-Hauls are not comfortable to sleep in and we decided to take a night's rest in Fargo, North Dakota.

After a great night of recharge, we got back on the road and we stumbled upon a national park we have never been to... adding a few hours to the trip?

Why not... Theodore Roosevelt National Park here we come! So glad we did as we met some friends along the way. Between the stop and the time difference we only had 24hrs left of driving. Fully recharged we were back on the road.

The most magical time was crossing the white Snoqualmie Pass...looked like mountain heaven.

What a journey!
"We're here and ready to go".

Our new branch details are below.
Stop by and see us:
Seattle Air & Ocean: 5015 8th Street East, Tacoma, WA 98424

On the Move from Portland to San Francisco – Ramine Ravanbakhsh & Tareq Hunaidi

Tareq and I would like to share the amazing journey that brought us to where we are today. Below is a bit about our experience, from joining the Future Leader Program in Portland as young graduates, to becoming a part of our new Mainfreight Branch in San Francisco.

During our last semester at Portland State University, we found Mainfreight

at a school fair promoting the Future Leader Program. We both saw the opportunity inherent in the position, and decided to join the Mainfreight Family after graduation. Portland's Branch Manager at the time, Weston Martin, quickly became our great mentor and friend helping us feel welcome from day one. He never hesitated to push and challenge us to be better.

When Weston relocated to Phoenix, Angelica Jaracuaro became the new Branch Manager of the Portland Branch. Anyone who knows Angelica will agree, she is nothing less than the most inspiring leader. We are thankful for our friendship with Angelica, and for her help in developing us as the blue blooded Mainfreighters that we are today.

Meanwhile, Branch Manager, Louise Cook, had spent the previous year building a strong foundation to the newly established Mainfreight office in San Francisco. When she offered Tareq and I the chance to join the team and help grow the branch, we jumped at it. She saw the value in hiring from within, to make sure the office was built on excellence and pure Mainfreight culture. Like so many of the big decisions Tareq and I have made over the years, we went to Angelica for guidance. Angelica told us about her own experience relocating from our Los Angeles team to help establish the Portland branch. We would be able to bring the skills we learned in PDX and apply them to the new established SFO branch. We realized the unique opportunity to be a part of a great new chapter of the Mainfreight story.

So we packed our bags! After some grunting and bad language, we

managed to fit all our belongings into our cars. We set off on the 10-hour drive south, taking in the beauty of Oregon and saying our goodbyes along the way. Arriving into San Francisco, we knew we made the right choice.

That excitement was shared by our new Branch Manager, Louise Cook. The three of us hit it off immediately! We knew how big our branch could become if we put in the work. It's been amazing ever since. The first few months Louise put endless hours into our training and development, growing our industry knowledge and fine-tuning our customer service. With Michael Forkenbrock's help, Louise keeps us humble with her weekly practical jokes and dynamic atmosphere.

Exposure to such a massive market like San Francisco has been unlike anything Tareq and I experienced in



Ramine Ravanbakhsh and Tareq Hunaidi

the Pacific North West. Business seems to be everywhere you look and our team is picking it up and growing with speed. These last few months have flown by and we cannot wait for what comes ahead.

Promoting from Within (David Frisina, New Branch Manager of Toronto Ocean)

My name is Dave Frisina and I am from Toronto, Ontario, Canada. I started with Mainfreight in 2017 joining a relatively young Toronto A&O Branch. Starting in a team of only six people, I was quickly thrust into a position of learning on the go and truly "ready, fire, aiming". I essentially fit myself in wherever the team needed me at that time. Being a part of what is now the Mainfreight Development Program, I attended training sessions with other team members around the continent. This really helped the culture sink in but also allowed me to create a network of intelligent, like-minded team members I could lean on if needed.

In Toronto, I took on a majority of ocean-based roles and as we grew, so did my responsibility. Taking on a team leader role, followed by operations manager and finally starting this year as the Branch Manager for ocean freight. In only 3 years, we moved from six to 20+ team members and this past year we made the decision to split Air and Ocean into two branches and really focus on growing the individual products.

Along the way, I have had immense support from true blue blood legends in Paul Ody and Andrew Hall, showing me the ropes and giving me the trust and guidance to succeed. In this journey, I can undoubtedly say I have learned something every single day



and I am constantly challenged to extend myself. I am overjoyed with the opportunity of being a part of such a great team we have built here in Toronto. The energy we have created is inspiring and I love to be able to carry that forward.

Mainfreight Houston A&O is Going Places – Jocelyn McCagh

Everyone is hoping for the day that we can begin to travel again. The Mainfreight Houston Air & Ocean team celebrated and welcomed the new financial year and we made it a very special day with a lunch and cheers (sparkling apple juice) to welcome the new year with positive energy!

The team participated with a Latin American tradition to walk around the block to make your travel wishes for the year a reality, and with that we say: "Mainfreight Houston is going places!"



Houston Air & Ocean Team
Here's to a great F22!



L-R: Stephanie Sinclair,
Rebecca Hill, Linda Callahan

CaroTrans – Chris Wilson

The past 12+ months have certainly been one for the ages. Although, we are still emerging from Covid-19, there is a growing sense of optimism that it will be done sooner rather than later.

This past year was a challenge for all of us, both personally and professionally. Our business looks different, we are different (personally I feel like the poster child for the Covid-19 15lbs). The hard work, the zoom calls with kids crawling around the table, the dogs barking in the background ... kinda makes you miss that loud colleague back in the office!

As challenging as this was, we are prepared to emerge into a post-pandemic world and we want to say a huge thank you to the entire Team and to your families.

We are moving forward at a good pace and it's an appropriate time to remember some of our core values and goals we have for the business:

- As a TEAM, we can accomplish anything
- Celebrate the wins as a Team and review the tough times as a Team – both are important to reflect on
- Sales is a Branch Responsibility – we are all responsible
- Quality service is everything
- 100% promotion from within begins with good solid recruitment
- Under promise and over deliver
- Let the individuals decide
- Profit comes from hard work, not talk

- We are driven by margin not revenue
- We are here to make a positive difference, as well as a dollar
- An enduring company is built by many good people, not a few.

A great reminder to review some of our most basic values as a company. They have served us well in the past and will carry us into the future as well.

The last one always rings true to me, our business is built by many good people, not a few!

Thank you again and let's have a great year!

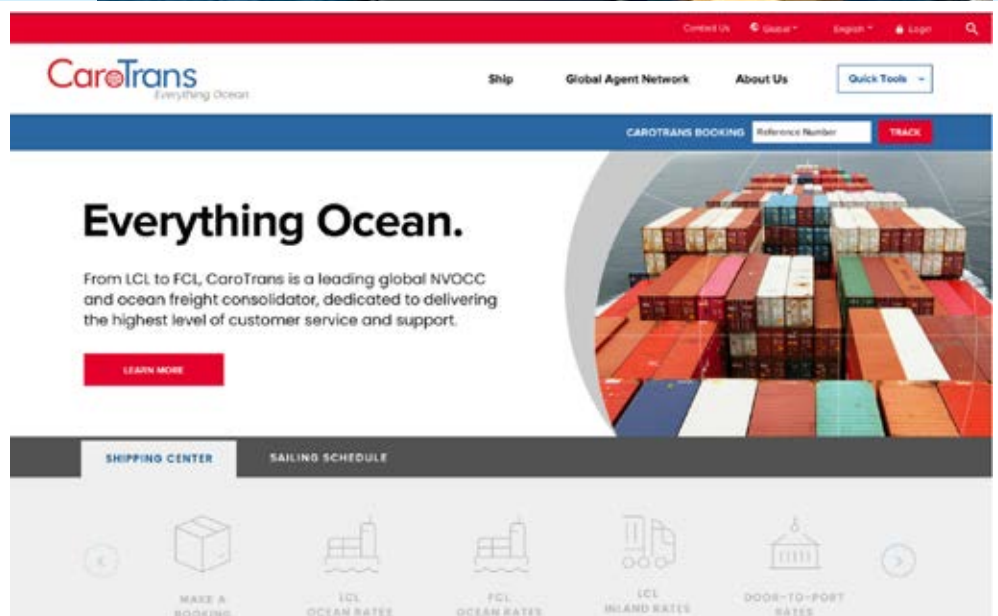
CaroTrans Chicago – Lunch and Learn

Recently the Chicago team participated in a “Lunch and Learn” with Operation Team Leader, David Valadez. The team had a great time learning about day-to-day Export FAK operations and how we manage to keep freight moving, despite congestion issues in the USA.



Coming Soon

Refresh of CaroTrans' website and on-line tools...



Technology – John Eshuis

A “New” Face!

It is a privilege to have been given the opportunity to lead the global IT team at Mainfreight. My 18 years at Mainfreight in Finance and IT roles in NZ and the USA have been amazing and I have no doubt that the ones ahead will not disappoint!

There is much to say about our technology, but I don't think it's our technology alone that is special (although we do have some cool stuff), it is how our team around the world engages with our technology that makes it all so special.

As with everything we do at Mainfreight, it's all about our Team. The cyber security team who keep a close eye on everything and spring into action any time of day or night. Our infrastructure teams that have more work to do, but less time to do it in as our maintenance windows shrink in our global world. Our service desk/help desk teams that support an ever-growing user base.

Our software teams that deliver solutions to meet our business needs. Our training teams that pick up our large software projects and transfer knowledge to a broad audience with incredible dedication and efficiency and, of course, you – the team and our customers that use our technology day to day. You get right into it. You provide feedback on problems (yes, thank you, really), give ideas for improvement, and embrace the Ready Fire Aim in everything that we do at Mainfreight.

For the IT teams around the world:

- Yes, it is important within IT to follow standards, but let's make sure we keep that Mainfreight Ready Fire Aim alive. Let's continue to break moulds and set our own standards.
- Spend time in the branches, with the team. Opportunities are hidden in the business – go find them, opportunities won't come to you



For the Mainfreight team around the world

- Embrace the technology we offer. There is so much there to use to deliver customer value. Work with your branch and the team to be efficient, by being experts of our tools.

A big year behind us, a big year ahead. Will it ever stop? Unlikely. So, plan accordingly.

Cyber Security

It's a simple message:
Treat it with the respect it deserves.
Educate yourself.

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

Australia leads the way with Cisco Video Conferencing – Michael Hood

Australia took the opportunity to take their virtual Branch Managers Conference and Sales Conference to a whole new level and invested in upgrading their Video Conferencing units.

We purchased an additional 5 Room Kit Plus units along with Ceiling Microphones so we could

set up additional temporary conference rooms in Larapinta, Banksmeadow and Epping.

With the main presenter room being in Epping, we installed the full Room Kit Plus with 3 Ceiling Mics and our first Presenter Track Camera.

Presenter Track contribution from Shona Taylor – People, Health & Safety

PresenterTrack technology for video conferences detects and tracks presenters as they stand to present, and naturally move about in front of the room -- as if they were on stage. This gives presenters more flexibility and the audience a much better visual experience.



Dave Scott presenting to the 'class room'

With around 4 weeks to get the equipment ordered and installed and commissioned we were up against it. Current Hardware lead times are not great and a few early mornings and late nights were required to get these over the line in time for the start of the first conference.

The success of the conferences has led to the order of another 5 Cisco

Room Kit Plus units with ceiling mics to further integrate our Branches across the country.

The new Cisco video conferencing system is easy to use, providing clear sound with the added feature of the ceiling microphones that blend in well and do not encroach into the room space. The experience for the participants based in other rooms is

far better with the camera tracker zooming in on the presenter or speaker. With this feature it clearly shows who is speaking, enhancing the interaction between rooms as it provides discussion on a personal level. This technology definitely provides a better experience for training and presenting to groups online.

Europe: Project Apollo – Rob Verheijen/ Joe Cameron

Let us introduce you to Project Apollo. This is Mainfreight Europe's biggest (IT) project where we will migrate our IT landscape from our current data centre to new data centres. Europe's current infrastructure and software landscape needs to be renewed. Systems are running out of support and they need to be upgraded to newer versions. We are building a better stronghold!

Moving into the Mainfreight.com forest comes with a lot of benefits for our team:

- Performance increases in all areas of the technological landscape.
- Centralized visibility for storage, systems uptime and root cause analysis.
- Increased protection against virus ransomware and malware attacks.
- Improved integration and collaboration between our team members worldwide.

- Phase one has been completed, the data centres are up and running and ready for use. Now it's time to migrate the applications.

Project Apollo is not just an IT project, it's a Mainfreight Europe project and everyone will be involved in this project at some point. This year is an important year for Project Apollo, this is the year where the European team members start working in the new IT environment. It's time to join the Mainfreight family!

A special thanks to Joe Cameron who uplifted his life in New Zealand and moved to Holland in the midst of our global pandemic to run this project.

Thank you, Joe, it's appreciated.



Server room build in progress



Joe Cameron

Asia: Branch Openings Continue On! – Clement Chong

We opened Seoul office in Korea 1 year ago and Suzhou office in China near Shanghai opened mid-November last year. We had big challenges when doing IT setup in Seoul as we are not able to travel and need to setup connection and network equipment remotely. We engaged Korean IT partner as our remote hand for the office IT setup, but the language difference made it harder to communicate but we made it work with a lot of IM chatting and video calls to come up with understanding. At last connection and IT equipment in the branch are working fine.

NZ/AU/US – Project Real Time – Nilesh Bhuthadia

Real Time uses technology and smart solutions to help our team in the operations scan and update events/freight in Real Time using our Depot Ops application. Within Depot Ops, the team can already use a variety of features that help their day to day operations.

We are rolling out our latest addition... *Real Time Load*

This gives team the ability to scan and manifest freight as they are loading the linehaul unit.

We had our first showcase of this at the Operations Managers Conference in March where team had a live demo of this in our makeshift depot scenario.

A huge shout out to our Training Team who have helped make this happen and who are in the middle of rolling this out to the team now.



NZ Transport Operations Team working through Real Time Load Scenarios

Group Training & Development – Martin Devereux

"The secret of change is to focus all of your energy not on fighting the old, but on building the new." – Socrates

An oxymoron of sorts, but right now change is a constant. In many instances change has been forced upon us by external factors but it is this change which has seen new ways of doing things, new customers working with us to improve their businesses, and new opportunities sitting before us both as

a business but also as individuals looking at career growth and development.

Our Mainfreight family can only grow at the rate we grow our people. For those new to Mainfreight this means it is of strategic importance to introduce hard-working, passionate

and intelligent people into our teams. It is then we must focus our efforts in fostering their interest, in developing their skills and in opening their eyes to the future they could have with Mainfreight. Below are some excerpts from what the various training and development teams have been working on to achieve the above.

Australia – Shona Taylor

How fortunate we are and refreshing it is in Australia for our team to be able to attend training face-to-face again this year! It is not until you lose something that you really appreciate the value of what you had. Although we were able to conduct Webex training and teleconferences for meetings last year, it was not the same as the social interaction, networking and group discussions we were used to.

The Australian teams are hungrier than ever for interactive, face-to-face training; wanting to build on their knowledge and build relationships with their teammates in other branches and States. The team are enjoying being able to travel, experiencing our business through their own eyes and are able to touch and feel the business themselves rather than only having the experience through a phone or video call.

We are in full swing supporting the business with all aspects of training such as inductions, implementation of upgraded technology and leadership training to ensure our teams have the skills and knowledge to meet our business goals and most importantly delight our customers.

We have had a couple of changes within our team with Gabrielle Fage transferring to USA in August last year to work with Transport, and Winnie Tong transferring to Hong Kong this year to head up the Training Team for Asia. Both were key members of our team, however the opportunity for them to learn so much more and share the knowledge they



Perth Induction Course B
L-R: Imogen Howes, Winnie Tong, Andrew Stokes, Dasean McQueen, Muchsin Alaydrus, Joshua Dutosme (front – top performer)



Big Meet Brisbane: Sam Massey and Amanda Nugent

have is a great asset to our business. We wish them both all the best in their new roles.

I would like to thank the team for their flexibility and adaptability in an ever-changing environment, not just for last year but also this coming year. We have asked you to relocate for a month or two which ended up being 8-10 months; at one minute we have

a face-to-face course, next minute we are rescheduling or adapting delivery, to then having the course back on track as planned. It is simple logistics but not always easy and you all manage to pull a rabbit out of a hat.

These attributes are a testament to who you are and are key to the success of our team but also our business. Thank you!

Asia – Winnie Tong

Winnie is the perfect example of our promote-from-within culture, starting in 2015 as part of the Air & Ocean Perth team in Australia, she moved through varied roles within our Air & Ocean operations. In 2019, Winnie joined our Training Team, spending time in all areas of our business, implementing new operational systems and building strong relationships within the Mainfreight team.

As part of the Australian training team, Winnie has been able to share her knowledge and experience nationally with our Australian team and is now ready to do this globally as she moves to head up the Training Team in Asia. Winnie is excited for this new challenge and we know she will bring a wealth of experience and enthusiasm to the Asian team. Congratulations Winnie, we wish you all the best and will miss your contagious energy.



The Americas – Raewyn Glamuzina / Andrew Hall

Before showcasing some of the projects the Americas team has focused on we would like to take some time to thank Raewyn (Rae) Glamuzina who founded, and heads up our Training & Development team in the USA. Rae returns to New Zealand this year to take a role with the NZ training team after close to 10 years living in Los Angeles. Rae, your passion, charisma and genuine love for people has been key in establishing our training presence in the Americas. Thank you and travel safe sister!



Also, an introduction to Rae's successor Andrew Hall. Andrew joined Mainfreight in the early 2000s and in his time has worked in Transport, Warehousing and Air & Ocean often in Branch Management roles. Andrew has a passion for coaching, for people and for our culture. Good luck Andrew with the journey ahead!



CaroTrans Network Migration

The Training team was fortunate to have the opportunity to assist our CaroTrans brothers and sisters with their recent migration onto the Mainfreight network. Virtual classes were held exploring some of the new functionality now available to the team as well as best practices for preparing their teams, sites and systems for the impending migration.

Completed just after Christmas Eve, the migration was a success and our teams are now benefitting from full access to many of our shared systems!

Air & Ocean [Virtual] Induction

The A&O team rolled out a Virtual Induction course for our new team members. During the 4.5 hour course, the team were given a proper introduction to the Mainfreight Culture, "the way we do things around here", and an overview from our A&O Executive team: Nathan Thomas, Jake Moller, Weston Martin, Peter Dyeremose and Matt Bloom.



We wanted to recreate as close to a classroom environment as possible, so we made pre-packed gift bags for the team that included items they would normally have on the desk in front of them – a Mainfreight tumbler, small bag of hard candies and granola bars along with some pipe cleaners to fidget with while listening to each speaker. The pre-packed bags were a hit and so much fun to make. The team loved the idea of having the exact same thing as their teammates.



Swag Bags: Desiree Martinez (front) Isela Vazquez (back)

Europe – Courtney Bould

Say Hello to Maintrain

Mainfreight Europe's learning system Maintrain went live in April. Now, at the click of a button, team members can access up-to-date training and licensing records, book themselves on upcoming training, and make sure their licenses never expire by being notified ahead of time. The system is multi-language (English, Polish, Russian, French, Dutch, German, Italian, Spanish, and Romanian) and can be used on-the-go on any device.

The next steps in implementation will include e-learning, succession planning, on-boarding, safety incident reporting, and a Mainfreight library. The possibilities are endless!

Mainfreight Internal Audits

The Mainfreight internal audits have been part of the furniture around the globe for many years to help maintain Mainfreight's high quality standards and 'the way we do things'. In Europe, the Air & Ocean teams have this audit already for a number of years and Transport and Warehousing are now taking this step. The audit has been developed with the business, it will be piloted in some branches, then rolled out across European Transport and Warehousing branches. Over the coming months and years we will be sharing updates on our progression, so stay tuned!

Health & Safety Training

Looking after each other is such an important value in our business, which is one of the reasons why we focus on the safety and wellbeing of our teams and have Health & Safety Coordinators in our branches. It's important that H&S Coordinators are looking beyond their own branch and learning from other branches too, as such we now do safety training four times a year where all European Health & Safety Coordinators can learn from each other and bring in their own struggles and discussions on a variety of safety-related topics. The pandemic has pushed us to do this training online which has had some benefits including running



Behind the scenes at the Emerging Leaders Course run online – Anne-Kim Alserda

bite-sized sessions with team across multiple different countries at the same time.

New Zealand – Rachel Hustler

The Legendary Service Award – Training & Development Team

We were humbled to receive the Paul Derbyshire Memorial Legendary Service award earlier in the year at the 2021 Branch Managers conference.

This award recognised the dedication and effort put in by the Training Team when developing our Covid-19 response plan for New Zealand. Our branches all did a magnificent job in adopting the plans to keep their team and branches operational and safe.



Rachel Hustler (left) and Lizzie Judd (right) receive the Paul Derbyshire Memorial Legendary Service Award on behalf of the New Zealand Training Team – presented by Carl George

Mainfreight Safety Campaign-Transport

One of the biggest learning outcomes over the past 12 months has been the need to improve the safety and compliance of our trucks on the road and how we manage our fleet and drivers to ensure they are meeting the standards we expect. This messaging has been reinforced at our recent Operations and Transport Managers conferences.

To ensure focus on these areas we have launched a RIDS Safety Campaign. RIDS is an acronym for Restraint, Impairment, Distraction and Speed, which are the broader titles for the areas we will focus on as a business.

The campaign will test and measure the following:

- That all GEAR information is accurately entered into ecoPortal
- Quarterly truck inspections are completed via ecoPortal



Mainfreight Safety Campaign – vehicle inspections – Sidney Ene

- Every Transport Manager and Linehaul Co-ordinator in each branch has completed the online Log Book training
- Every Transport Manager has completed Navman training
- Conduct Navman speed checks, to ensure our fleet is not exceeding speed limits

The RIDS Safety Campaign will be running throughout April, May and June 2021.

Real Time Project

We have been working with the Transport Solutions team to help roll out 'Real Time Load'. This technology allows our team to create a manifest in real time on the depot device as we load our linehaul units.

Some of our branches piloted the technology to help the IT team make changes and develop it for roll out across all teams. Using feedback collected from these branches we were able to pull together the key

learnings and create process discussion documents and training material to help roll out across the rest of the country.

At the Operations conference in March, we coordinated a 'Real Time Load' activity. The Operations managers were split into groups, and each team had staged 'freight' (boxes) for Tauranga and Hamilton to create a Real Time Load manifest ex Auckland. This activity incorporated some 'happy

flow' loading, but also had some challenges to replicate the nature of what our teams deal with at loading.

This really highlighted to the teams the importance of our Mainfreight processes such as receiving in freight, staging our bays, having good depot systems, housekeeping and checking our paperwork throughout the loading process. As branches are trained we look forward to seeing our quality, speed and accuracy improve.



Supply Chain Induction Course 1004



Kate Hoar - UC Careers Fair



Tim Williams – Team Talk in Auckland

Global Awards Ceremonies

Australia

Branch of the Year – Warehousing Derrimut

Congratulations to Aaron Bond and the Derrimut team for taking home the prestigious Branch of the Year award for 2021. "It was a great team effort to get branch up and running and to keep it running smoothly", said Aaron Bond.

While the look of the ceremony this year may have been a little different, it certainly held no less meaning for all the finalists and one very ecstatic winner!



L-R: Rodd Morgan & Aaron Bond



Aaron Bond, Branch Manager - Warehousing Derrimut

Stuart Simpson Memorial Award, Group Salesperson of the Year 2020

Our 2020 Australian sales awards were presented on 25th February 2021 at our Sales Conference, which for the first time ever was held virtually.

Based on performance across a number of important sales criteria, we first select a sales executive of the year in each state (Victoria, New South Wales, Queensland and South Australia / Western Australia combined).

This year's winners were:

- Lingna Ngo (Air & Ocean, Melbourne, Victoria)
- Blake Kelly (Air & Ocean, Sydney, New South Wales)
- Mandi Johnston (Chemcouriers, Brisbane, Queensland)
- Paul Gibson (Transport, Perth, Western Australia)

Congratulations on some outstanding sales performances from these team members.

From these winners we select an Australian Sales Executive of the year – our most outstanding performer in 2020, who wins the Stuart Simpson Memorial sales award.

This year's winner was Lingna Ngo. Lingna had an outstanding 2020, securing 50 new customers who traded over \$2.4M in that calendar year. Lingna supported many group selling opportunities to identify and secure large customers with her hard working attitude and bubbly personality. Congratulations and well done Lingna. Your contribution is valued and appreciated.



Asia

Branch of the Year 2020

In Asia, our Branch of the Year award is a Crystal Fish statue. In the Asian culture, the word Fish means Additional. So by having Fish, every year we will have additional, or in other words, more than enough. This year and for three consecutive years, Mainfreight Shanghai has won the award. The Shanghai team is creating history and a record to be beaten only by themselves. Well Done to Joan Ji and all our Shanghai team!



L-R: Steven Wang , Andy Liu, Daniel Zhou, Clark Bu, Wind Zhu, Rody Luo, Joan Ji, Caroline Ding, Apple Zhu, Cindy Qi, Kathy Zhao, Nonika Mo, Kelvin Guo

Sales Awards Hong Kong Sales Team

It is exciting to share that the Hong Kong sales team won the Sales Team of the Year award in 2020 and have won it for 5 consecutive years so far. It is a really good way to encourage and motivate our sales team to keep growing.



Mainfreight Hong Kong – Sales Team of the Year
Back L-R: Tony Li, William Lai, Jacky Lam, Cary Chung, Duncan Tang
Front L-R: Noel Kong, Michelle Wong



CaroTrans Salesperson of the Year
Perry Lau receives Award from Jerry Chan



Cary Chung presents Noel Kong with the award for Best Salesperson of the Year



CaroTrans Sales Team of the Year: Hong Kong
L-R: Perry Lau, Jerry Chan, Dennis Chau, Yvonne Yick, Chris Chan

Americas

Mainfreight/CaroTrans USA Branches of the Year

The awards for Branch of the Year were handed out virtually this year, and we gave out Awards to recognize the top achieving Branch in each of our divisions. From those recipients, we selected our Branch of the Year. This year we also awarded our Turnaround Branch of the Year to Atlanta Warehousing.

Mainfreight USA is pleased to recognize Los Angeles Air as the Mainfreight Branch of the Year and winner of the Traveling Springsteen Guitar. Harsh Dharamshi who started his career with Mainfreight as a Future Leader leads the Los Angeles team.

Congratulations also go to CaroTrans Dallas as CaroTrans Branch of the Year, Mainfreight Houston as Transport Branch of the Year, and Mainfreight Los Angeles as Warehousing Branch of the Year.



Los Angeles Air is Branch of the Year
Harsh Dharamshi with the coveted guitar!

Mainfreight USA – Salesperson of the Year

Each of our business divisions selected their Salesperson of the Year, with these awards given out at the annual Sales Conference:

- Jay Patel, Transport Salesperson of the Year
- Lori Kim, Air & Ocean Salesperson of the year
- David Mashburn, CaroTrans Salesperson of the Year
- Brandon Fuller, Warehousing Salesperson of the Year

Lori Kim took the overall Americas Salesperson of the year. Congratulations to all of you!!



Lori Kim (center), with Jake Moller (left) and Steve Turner (right)

Europe

Branch Managers Conference

This year's Branch Managers meeting looked a bit different this year, as it was held online. The highlight of each year's conference is the awards and this year the excitement built until the last second, who's going to be this year's winner? Our Warehousing Team Ostend can call themselves Branch of the Year 2020! Big congratulations to Stephanie Baudot and the team, well done!



Sales Team Member of the Year

This year our Transport Ghent Team surprised our Sales Team Member of the Year at his home. Congratulations Tom De Walsche for winning the supreme award of Sales Team Member of the Year 2020!



New Zealand

Branch of the Year

Congratulations to Paul Tolson and all the team at Mainfreight Auckland who were awarded the Terry Cuneen Memorial Trophy for New Zealand Branch of the Year.

This trophy is awarded to the branch that has made the most outstanding contribution – not only in profit but in quality, service, revenue growth, culture and team morale.

Well done Paul and team.



Craig Evans presenting the Branch of the Year Trophy to Paul Tolson, Mainfreight Auckland

Salesperson of the Year

Congratulations to Daniel Plested from Air & Ocean Auckland on achieving New Zealand Salesperson of the Year for 2020.

Sales Team of the Year

Congratulations to the Hamilton combined Air & Ocean and Transport Sales teams on achieving Sales Team of the Year for 2020.

Turnaround Branch of the Year

Fantastic turnaround for our Invercargill branch in the past 12 months. Not only was the profit turnaround amazing, image and quality of service in this branch are outstanding. Congratulations to Robin and the Mainfreight Invercargill team.



L-R: Craig Evans presenting the Turnaround Branch of the Year trophy to Robin Davids (Mainfreight Invercargill) and acknowledging the support of John Wright



Rob Croft and Daniel Plested



L-R: Rob Croft, Julie-Anne Madden, Greg Waylen, Alice Barrett, Anna Jones, Jordan Cox, Kiran Sangha

25 Years of Mainfreight Annual Reports

Back on the 14th June 1996, Mainfreight listed on the New Zealand Stock Exchange as a public company. That set us on the track of producing Annual Reports each year, as a requirement of the Listing Rules. For Mainfreight, far from being a dull and dreary report focused on financial performance, it has always been a celebration of our Company and its People – shared with our team, our customers, our

friends and families, as well as our shareholders.

For all of those 25 years, the Annual Report has been written by us in our own words, but we have had the help of some very special people: Jane Gwynne has curated the report and overseen its design, Roger Gwynne has directed printing and production, and Alistair Guthrie has added his magic with photographs taken all over the Mainfreight world.



Marking our Silver Anniversary with Mainfreight – Jane & Roger Gwynne

25 years of Annual Reports, hundreds of thousands of words and numbers, and litres of blue ink later – and we're celebrating our Silver anniversary (along with our share of silver hair).

It's been a privilege to really get to know what makes Mainfreight, Mainfreight and help take this special story to the world. In the era where many Annual Reports have become skinny and dry compliance documents, Mainfreight's has become deeper, richer and more transparent. Typical of Mainfreight to zig, where others zag!

Being entrusted with helping to tell this fast-moving story and keeping it fresh is always exciting and challenging. While the business has grown in size and sophistication and weathered its fair share of ups and downs, it's remarkable that the core story has remained largely unchanged. People, culture and ambitious aspirations have been the mantra from day one.



Jane Gwynne, Alistair Guthrie, Nikki Cooper, Roger Gwynne

Enduring business partnerships like this are rare – if not unheard of these days – and we consider it an honour to be part of the family.

Working alongside Nikki, Tim and Don is always an adventure. It's an absolute privilege to be part of the big blue ride!

25 Years of Mainfreight – Al Guthrie

Where do I begin with this unique journey? Well the start is a good place – 1996 and a meeting with Bruce who drove us around the Mainfreight sites in Auckland that day, telling us what the company was about: its ethos, its direction, its purpose. One thing that has stuck with me from that day was his reference to “our people – that is the key to our success”. After 25 years and 9,240 people later that sure rings true. It set me on a path of how to portray Mainfreight and it always came down to celebrating the folk who make it work.

I have been so fortunate to have been able to travel to many of the facilities all over the world as the blue machine expanded – Bluff to Melbourne to LA to 's-Heerenberg to Hong Kong and many more, and although these visits have been fast and frantic I have always been welcomed, looked after, and included by all, part of the family and most importantly, trusted. I have made many friendships through these visits; a testament to the spirit of Mainfreight.

25 years in! The other day I was taking a photograph of a couple of the team on the dock at O1 and they asked how long I have been photographing for MF? I said 25 years ... they both laughed and said they weren't even born then, that put a bit of perspective on it for me ... but I can honestly say every time I head out to capture images for the annual, it is like that first day 25 years ago. READY, CLICK, AIM ... oh, and focus ...

Bereavements

Ken Brown, Mainfreight Owner Driver

It was with much sadness that we learned that Ken Brown passed away on Monday evening, 5th April, while on his way through to Gisborne with a load of freight.



Ken has worked with Mainfreight and with Dave McLauchlan in Gisborne for a long time, and his loss will be felt by many of us around the business.

Our thoughts are with Ken's family and friends – gone too soon.



Tony Garza, Mainfreight Dallas

We learned on Christmas Eve 2020 that our teammate and friend Tony Garza had sadly passed away while surrounded by his loved ones. Tony is a Mainfreight legend having initially joined our team in Memphis in 2002, before relocating to be a part of the Dallas Transport Branch in 2014. Most recently, Tony was a part of our Account Management team. The strength of the relationships he built with our customers is testament to the warmth of his personality.

Tony will be remembered for his infectious laugh and his great taste in leather boots. John Hepworth remembers the time he visited Memphis and Tony had promised to introduce him to "moonshine" whisky as he insisted a splash in his coffee would put "hairs on your chest". Took John about an hour to recover from that one, as it was so strong. Tony made sure to remind John of that time every time he visited the branch.

Tony is survived by his wife, Emma Garza, daughters Jessica and Shaunika, son D'Angelo Garza, and 4 grandchildren. Our thoughts are with them all.



Jonathan Kirwan, Mainfreight Los Angeles

Our friend, teammate and brother, Jonathan Kirwan, passed away March 28th in the early morning. While he had shown symptoms of being ill and was receiving the best of care, he was unable to persevere. It has been a shock to his family and all of us, how quickly his illness progressed. We have lost a good man, much too soon.

Mainfreight welcomed Jonathan to the Mainfreight family in January 2012 and he joined his father, Patrick Kirwan (PK), brother, Jason Kirwan, and cousin, Melissa Bowder. Jon quickly made his mark winning customer service of the year and made many friends in each of you along the way. From his booming voice and hearty laugh, to his loved Harley, Jonathan proudly and loudly believed in his Mainfreight family, his immediate family and most importantly "his girls" whom he adored. Jon is survived by his wife Leslie Kirwan and daughters Emma Grace (7) & Faith LeaAnne (10)



Harald Kuhfuss – Mainfreight Transport 's-Heerenberg

Thursday 28th of January 2021 was a very sad day for all of us in 's-Heerenberg. We were shocked to hear that Harald Kuhfuss had passed away. Harald celebrated his 20th Year anniversary at Mainfreight last December.

He was very much loved by everyone and friend to many of us. We will never forget Harald's daily routine where he came to work on his electric bike with his favorite newspaper and his German bread rolls for lunch.

Harald will be deeply missed, will not be forgotten and we will always remember him with a smile.



SERVICE ACHIEVEMENTS

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

Dave Tolson	50 years	Mainfreight Auckland
Jules van de Pavert	45 years	Mainfreight Europe
Bryan Curtis	40 years	Mainfreight National Support Melbourne
Bert den Brok	40 years	Mainfreight Trucks & Drivers 's-Heerenberg
Lionel Knox	40 years	Daily Freight Auckland
Mike Reid	40 years	Owens National Support Australia
William Brown	35 years	Mainfreight Air & Ocean Melbourne
Udo Engels	30 years	Mainfreight Trucks & Drivers Ghent
Frank Ketelaar	30 years	Mainfreight Trucks & Drivers 's-Heerenberg
Peter Langenheim	30 years	Mainfreight Transport 's-Heerenberg
Denis Laws	30 years	Mainfreight Hamilton
Gail Street	30 years	Chemcouriers Auckland
Pam Waddington	30 years	Mainfreight Nelson
Mark Balhorn	25 years	Mainfreight Napier
Carine Bovy	25 years	Mainfreight Transport Ghent
Ramon Engelen	25 years	Mainfreight Trucks & Drivers 's-Heerenberg
Mario Farugia	25 years	Mainfreight Air & Ocean Melbourne
Tommy Firing	25 years	Mainfreight Trucks & Drivers 's-Heerenberg
Canoe Halagigie	25 years	Mainfreight Auckland Airfreight
Gary Harrington	25 years	Mainfreight IT Auckland
Dean Hunt	25 years	Owens Christchurch
Dianne La Velle	25 years	Mainfreight National Support Melbourne
Matthew Mudge	25 years	Mainfreight Air & Ocean Melbourne
Angela Quedley	25 years	Mainfreight IT Auckland
Arno Rutten	25 years	Mainfreight Trucks & Drivers 's-Heerenberg
Jacqueline Hendriks-Ras	25 years	Mainfreight Transport 's-Heerenberg
Brynley Riches	25 years	Mainfreight Warehousing McAlpine Street
Aline van Buiten	25 years	Mainfreight National Support Melbourne
Raewyn Vela	25 years	CaroTrans CFS Auckland
Nick Verweij	25 years	Mainfreight Transport 's-Heerenberg
Parcifal Wackerghom	25 years	Mainfreight Transport Genk
Melissa Wearing	25 years	Mainfreight Auckland
Gheorghe Anton	20 years	Mainfreight Warehousing Ploiesti
Florin Irinel Baci	20 years	Mainfreight Warehousing Ploiesti
Troy Bennett	20 years	Mainfreight Training Team Sydney
Aaron Bond	20 years	Mainfreight Warehousing Derrimut
Stuart Clarke	20 years	Mainfreight Warehousing Tauranga
Kerry Cogan	20 years	Mainfreight Air & Ocean Melbourne
Arron Davis	20 years	Mainfreight Auckland Wharf
Jeroen de Lange	20 years	Mainfreight Transport 's-Heerenberg
Leanne Drube	20 years	Owens Auckland
Jeanette Frauenfelder-Frazer	20 years	Mainfreight Transport 's-Heerenberg
Joost Froeling	20 years	Mainfreight European Support
Jessy Hardy	20 years	Mainfreight Transport Ghent
James Hartigan	20 years	Mainfreight Air & Ocean Sydney
Gordon Hay	20 years	Mainfreight Warehousing Larapinta
Nicole Hegeman	20 years	Mainfreight Air & Ocean Melbourne
Paula Herden	20 years	CaroTrans Melbourne
Michael Hood	20 years	Mainfreight IT Melbourne
Kingi Hoskin	20 years	Mainfreight Prestons
Glenn Huwel	20 years	Mainfreight Warehousing Oostende
Riyaz Jordon	20 years	Mainfreight Warehousing National Support Sydney
Dallas Keevers	20 years	Mainfreight Larapinta

Michael Keith	20 years
Anna Kersten	20 years
Erol Kilicdere	20 years
Mirjam Lieven	20 years
Shane McDougal	20 years
Andrew McLeod	20 years
Daniele Moana	20 years
Cambridge Moore	20 years
Colleen Moore	20 years
Kate Oakley	20 years
Adrianne Pongi	20 years
Michelle Purvis	20 years
Lisa Raimondo	20 years
Gerrard Robinson	20 years
Dorie Rutjes-Janssen	20 years
David Scott	20 years
Adrian Stanila	20 years
Justina Stanila	20 years
Mulivai Televave	20 years
Bjorn Theijssen	20 years
Graeme Tilley	20 years
Darren Turner	20 years
Filipine Vave	20 years

Chemcouriers Auckland
Mainfreight Warehousing ANS
Mainfreight Transport 's-Heerenberg
Mainfreight Transport 's-Heerenberg
Mainfreight Masterton
Mainfreight IT Melbourne
Mainfreight Prestons
Mainfreight Tauranga
Mainfreight Training Team Melbourne
Mainfreight IT Melbourne
Mainfreight Auckland
Mainfreight Prestons
Mainfreight Air & Ocean Adelaide
Owens Auckland
Mainfreight Transport 's-Heerenberg
Mainfreight National Support Melbourne
Mainfreight Transport Ploiesti
Mainfreight Transport Ploiesti
Mainfreight Warehousing Westney Road
Mainfreight Trucks & Drivers 's-Heerenberg
Mainfreight Prestons
Mainfreight FTL Neilson Street
Mainfreight Prestons

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

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



Well-deserved recognition Tim!
Melissa Collier of Deloitte presents Tim with the Award for 2020 CFO of the Year at the Deloitte NZ Top 200 Business Awards



Jules van de Pavert received a commemoration of his 45-year service from Ben Fitts, at his retirement in May 2021

Let it snow, let it snow, let it snow



February 2021: Europe
You'd have to be part snowman to enjoy lunch outside today



June 2021: Australia
Arctic Blast has hit the Blue Mountains, NSW and Thomas Pham is cold



Rowan Preston from our NZ Supply Chain team in camouflage, as we recently replanted some gardens in Auckland



February 2021: Newark
L-R: Logan Muckle, Elaine Wong, Adriana Pincay, Brianna Stein, Matteo Sironi!



Carolyn Sim from the Mainfreight Auckland kitchen regularly whips up a batch of scones for the hungry team (every Friday, if you're planning to visit!)

New Zealand and Australia recently completed our annual apple deliveries ... Photos sent from team and customers show how much these juicy, crunchy apples are enjoyed – not to mention the beloved buckets!



Breakfast on the run!



From: Wendy de C
Date: 11/6/21 11:11 am (GMT+10:00)
To: Scott Nunan, Mainfreight Ballarat
Subject: Apples

Hi Scott,

Just thought you would like to know how some of your apples ended up.

We had apple pie day Friday.

Kind Regards

Wendy de C
Support Services Assistant



Luckily Bruce was able to find a bucket (or 5!) to mop up after the Queen's Birthday storm ...



Huge excitement from our sponsored kids!
Book Giving Assembly at Broadmeadows Primary School – April 2021



Paul Riethmaier and son Max
Starting him on the forks – someday soon he'll be running Auckland Airfreight



The Mainfreight Main Divide Team – April 2021 – Awesome Effort!
 Standing Back L-R: Hafe Vilitama, Michael Heremaia, Sam Sullivan-Laws, Craig Walker, Felix Fotunga,
 Dylan Wheatley, Sam Falakiseni, Arthur Tusa, John Graham, [Syd Woods Hidden Valley]
 Front Row L-R: James Thompsett, [Slee Larcombe Hidden Valley], Lapu Alaelua, Geronimo Guado



Nic Kay giving a helping hand with the final clean-up of the office before the Levin Branch opening.
 Sssshhhhh don't tell Kiri!

Paint it Blue

Spring in Europe, and with everything around us slowly getting greener we look for ways to make it a little more blue as well. As a team activity during

the 10 Years Mainfreight Europe Anniversary week, we decided to paint our bicycle shed in Evergem in our favorite color. The entire team

was involved and we all took turns to put on a layer of paint. Teamwork makes the dream work! Looks pretty great, don't you think?



L-R: Arno Versprille, Hannelore De Muynck, Kwaku Addai



Left: Kwaku Addai and right Kenneth Kooy



Mainfreight Seoul celebrates their 1st Birthday - 13 April 2021



Melbourne Air & Ocean Sea Team
 A night out at the Moonee Valley Racing Club, the home of the famous Cox Plate, certainly proved we know a lot more about moving freight than we do picking winners!

Feedback

From: Jacqui Whyte
Sent: Monday, 25 January 2021 1:00 PM
To: Shannon Hegan (MFAO AKL)
Subject: A thank you from Waterview School
Hi Shannon,

Hope all is well at MFT Air and Ocean- this came in for you guys from Waterview School in Auckland, a special thank you for your support in 2020. Please feel free to share with your team ☺

Ngā mihi,

Jacqui Whyte
Coordinator/Role Models & e-library

"Books are a uniquely portable magic." – Stephen King



From: MSM
Sent: Friday, 19 February 2021 9:05 AM
To: Clinton Garrity (MFT WGN); Craig Evans
Cc: John Graham [MFT WGN]
Subject: We rank Mainfreight No 1 in the country

Good Morning Clint, John and Craig

Just want to take a moment to thank Mainfreight so much for the fantastic service.

Our freight was picked up from Auckland and delivered to Wellington in record time and has got us out of a very sticky position - they are amazing.

We dealt with George on the phone he is so patient and is just fantastic to work with.

We would also like to personally thank Paul (Candy Man) whose attitude and help is second to none he made it a very easy drop off and was great to deal with, it is great to see how much he really enjoys his job and his customers, well done

Thanks once again and another up for Wellington

Regards
Graham H, Joanne H

From: Phil - SJ
Sent: Tuesday, 15 December 2020 12:08 AM
To: MFD Southport
Subject: Feedback on Josh

Hi,

I wanted to provide some positive feedback on Josh from the Gold Coast depot.

I have dealt with Josh on a few issues over the past few weeks and he always been really helpful, going above and beyond to make sure that issues are resolved. He is also refreshingly good-humoured and deals with problems in a positive way that doesn't make the customer feel like it's a pain or burden. He just accepts it and goes about resolving it in a positive way. A fantastic trait to have.

Josh does what he says he is going to do, calls back when he says he will call back and is an absolute asset to the Mainfreight brand.

Kind regards
Phil



Well done Maurice Clarke –
you're a credit to the Owens Tankers
business and the Mainfreight family

From: Andrew M
Date: 18 December 2020 at 5:10:29 PM NZDT
To: Don Braid
Subject: Congrats, thanks and best wishes

Dear Don

Where to start... what a year! It's certainly one for the record books in so many ways, in fact it's hard to reconcile full stop (and we're not done yet!).

One thing that isn't hard to reconcile and where I have complete clarity, is with respect to the work ethic, support and output the entire Mainfreight team. I cannot thank you and your team enough for all the support, their dedication and commitment in going above & beyond and importantly what stands out more than anything - it's not what they do, it's how they go about doing things that shines. I know 2020 added even more pressure given the shipment issues we had and stock shortages etc, but your team didn't miss a beat.

In a year as challenging as this one (bushfires, Covid, storms and industrial action + more), knowing we have a partner, demonstrating the highest standards on a daily basis is not just reassuring, but humbling.

Wishing you and the entire Mainfreight team a very merry Christmas and may 2021 contain much less of 2020 "highlights".

Warm wishes
Andrew

From: Annie J
Sent: Friday, 14 May 2021 2:22 PM
To: Jaysin Hurrell (M2Home CHH)
Subject: Thank you

Hi Jaysin

Not sure if you are the right person to contact.

I had a delivery today for a rocking chair to Prebbleton. Hopefully you can search the delivery to find the guys who delivered it.

Long story short, our front door knocked a vase from a decent height onto my foot. It caused a very deep laceration and I lost a fair amount of blood. I have a newborn which complicated things a bit. I had just fed her so couldn't hold her and stop the bleeding.

Both your delivery guys came to my rescue. One of the guys kindly held my newborn and made sure she was ok while the others brought in a first aid kit to help as the ambulance was delayed.

They kept me calm, cleaned up all the glass and stayed with me until help arrived.

I just want to say, they are absolute legends. I was scared, I had a newborn, I couldn't get hold of my emergency contacts, the ambulance was delayed but they stuck around and helped me.

They deserve a massive pat on the back and to say thank you I would like to drop something off for them. I just didn't catch their names.

Please let them know I am ok. I was stitched up and back at home this afternoon.

I just really want to say a huge thank you!!!

Annie J



Tony Cummings on the left,
Rob Hayes on the right – Legends!

From: Louise X
Sent: Wednesday, 10 February 2021 11:21 AM
To: Cici Wang (MFI Shanghai)
Subject: THANK YOU

Dear Cici,

I would like to take this opportunity to share my appreciation working with Mainfreight team in the past few years. Specially in the year 2020 under Covid period. Eddy from MFT Shanghai and Jacinta from MFT Qingdao office carried on their professional and reliable services to F.....P..... Sometimes we do need urgent attention even after business hours, but they always support us with efficient reply and never give up searching solution for our shipments.

Believe you have great team there and we are lucky to have partner like Mainfreight to support our business as always. There's no doubt we will work more together in the coming years.

Happy Chinese New Year to Mainfreight team and your families.

Best regards
Louise X

From: Tracey W
Date: 23 April 2021 at 4:32:21 PM NZST
To: Dave McLauchlan [MFT GIS]
Subject: Excellent Service

Dear Dave & Elaine,

I would like to let you know about the enjoyable and friendly experience I had with your service.

I unfortunately missed a delivery on this date 23/4/21 and pulled into your company to pick up the items. Your frontline staff were very friendly and welcoming and did not hesitate to assist me with my orders. I had just caught your truck driver 'Peter' on his return back from his deliveries and he assisted with squeezing the two large items into my little Nissan Tiida.

All in all, your staff were very friendly, accommodating, professional and helpful and are a credit to your company and you should be proud of them. Your yard was very tidy too! I hope you pass this on to them.

Thank you for your service.
Tracey W

From: Enrique B
Sent: Tuesday, 5 January 2021 4:28 PM
To: Magic Tsang (MFI Hong Kong)
Cc: Jacky Lam (MFI Hong Kong)
Subject: Re: Thank you note for the gift

Dear Magic,

Thank you for your note. I'm very glad you liked the flowers, it's coming from Gail and I.

I have been many years in this business and dealing with logistics worldwide and I can tell you that you and your team are on the top of people we love working with, extremely professional and always on top of everything. I hope we have many successful years ahead of us.

Warmest regards
Gail and Enrique

From: Tamsen F
Sent: Wednesday, May 26, 2021 10:28 AM
To: Louise Cook (MF SFO)
Subject: Air Freight shipments

Hi Louise,

I just spoke with Ramine on the phone, but I wanted to let you know as well that Ramine is doing an amazing job of taking care of our account.

We are moving several large air freight shipments out of Qingdao, and our decision to go with Mainfreight was solely based on the customer service and confidence that we have in Ramine. Our shipments to PW in MS are replenishment for our T... retail products, and we could not have done this without the extra effort that he has put into these shipments. Mainfreight's teams overseas and in the US are helping us grow our business and maintain our relationship with T... at a critical time for our business.

Thank you again for everything you're doing for us, and please make sure that Ramine is acknowledged for his excellent work!

Regards,
Tamsen

From: Pamela C

Sent: donderdag 1 april 2021 9:01

To: Bram Schoutteten; Audrey Mc Laughlin; Gianna Labeke; Stephanie Camerlynck; Mansur Gandalojev; Isabelle Vandenberghe; Export Daikin; Operations FU; Miguel Hollevoet

Cc: Omega Ceniza; Zahid Ismail; Qayyumuddin Mohammed; Louise Davies

Subject: Thank you Mainfreight Team

To: Bram, Audrey, Gianna, Stephanie, Mansur, Isabelle, Pascal, Miguel, and the rest of the Mainfreight Team,

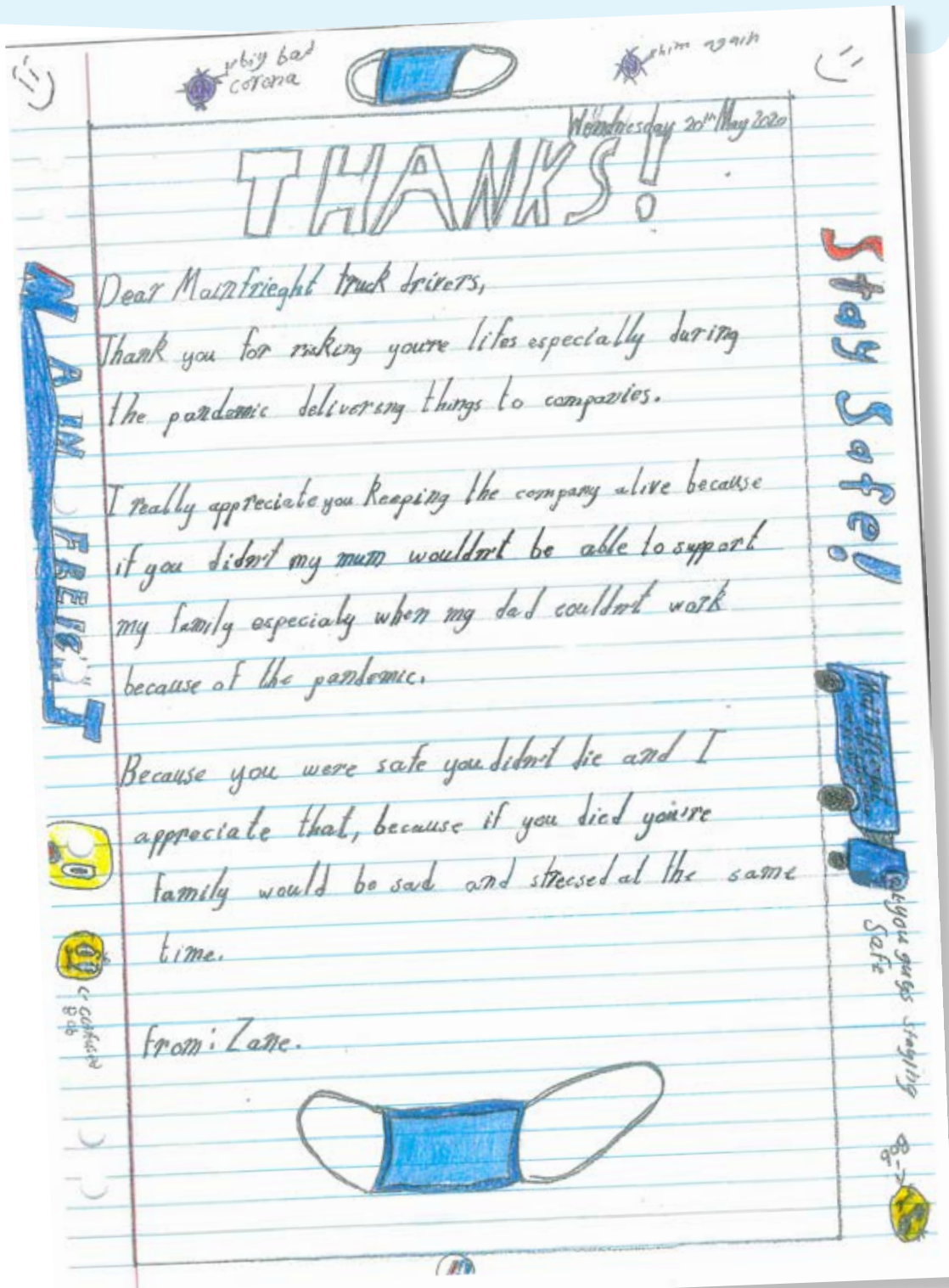
On behalf of DAME, we would like to express our sincere gratitude and appreciation for supporting us finalizing our Financial Year. The considerable effort and coordination of the team allowed a smooth year ender.

We appreciate the hard work each one of you has extended and looking forward to a more challenging year ahead.

Thank you once again for your commitment and invaluable contribution.

From:

DAME Team





ASIA



AUSTRALIA



NEW ZEALAND



EUROPE



AMERICAS



www.mainfreight.com



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Thanks NZX – feeling the love!
14 June 1996 – 14 June 2021



The Mainfreight Newsletter was printed in New Zealand on a carbon neutral press and on paper certified against the Forest Stewardship Council® Standards. FSC promotes environmentally responsible, socially beneficial and economically viable management of the world's forests

MAINFREIGHT

CHEMCOURIERS

OWENS

DAILY FREIGHT

CaroTrans