Target Market Guidelines

Including Freight Preparation Guidelines

FEBRUARY 2025: VERSION 13.0







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Introduction

Defining our target market means that we can focus our efforts in the right area to deliver the greatest quality of service to our customers.

With a clear strategy, and the right customers we can:

- · Deliver industry leading levels of service performance.
- · Keep our staff, our customers, and our regional delivery partners safe from the harm that is associated with some freight types.
- · Continue to provide economical and commercially viable domestic transport solutions.

This document will be subject to review on a quarterly basis to ensure that we are continuing to secure business that aligns with our business strategy.



Our Vision

"To be recognised by our customers as the industry leader for service, delivery and value. To achieve this, we will leverage off our greatest assets – people, process, innovation and technology, in an environment that is focused on safety and sustainability."

At the heart of the Border Express culture, is a strong set of values that define who we are. Our culture is one of excellence, continuous improvement, and high performance. In everything we do, our people are committed to deliver 100% through our Vision and Values.

BE BETTER

We strive to improve every day

BE SAFE

We will ensure everyone returns home safely to their families

BE ONE

We are one team built on mutual respect

BE PROUD

We are proud of who we are and what we do

BE REAL

We are open honest and true to our word



Chain of Responsibility and your Legal Obligations

The Heavy Vehicle National Law (HVNL) notifies us that each party in the heavy vehicle transport supply chain has specific legislative obligations to ensure the safety of their transport activities, known as the Chain of Responsibility (CoR). As a consignor, packer or loader of the freight, you have legal obligations, specific duties and responsibilities under CoR.

CONSIGNOR:

Under the HVNL, you are classified as a consignor of goods when you engage a heavy vehicle operator (through an agent or other party) to transport goods (consignment) to a consignee (such as a buyer receiving your goods) by road for commercial purposes.

Your key responsibilities as a Consignor include:

- · Goods carried on your behalf are appropriately secured and safe to handle/transport.
- · Goods carried do not exceed vehicle mass or dimension limits.

PACKER:

Under the HVNL (you are classified as a packer when you engage in the process of placing goods into packaging or assemble goods in packaging for a heavy vehicle or container that is part of its load. If you supervise, manage or control these actions you are also considered a packer.

Your key responsibilities as a Packer include:

- · Good packaged are marked correctly and all documentation is accurate.
- · Goods packaged are appropriately secured and safe to handle/transport.



LOADER:

Under the HVNL, you are classified as a loader/unloader of goods when you engage in the process of loading or unloading a heavy vehicle or any container that is part of its load.

Your key responsibilities as a Loader/Unloader include:

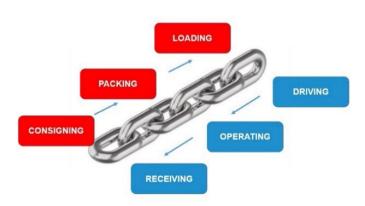
- · Goods carried are appropriately secured (loading) and safe to handle and transport.
- \cdot You provide reliable weight information to drivers.

PENALTIES:

CoR breaches may incur penalties established under the HVNL.

The three penalty categories are infringeable offences, court-imposed penalties and demerit points.

Insufficiently presented goods pose a high risk of becoming damaged in transit and pose a serious hazard to drivers, freight handlers and other road users. Essentially, these hazards breach your duties under the NHVL and CoR obligations.





Customer Pickup & Delivery 'Non-Negotiable' Guidelines

Insufficiently presented goods pose a high risk of becoming damaged in transit and pose serious hazards to drivers, freight handlers and other road users. Essentially, these hazards breach your duties under the NHVL and CoR obligations.

- All packaging (including wrapping & strapping controls) must ensure both the integrity and stability of the freight for all road or rail transport over short, medium and long distances including some remote area rough terrain.
- All goods must be suitable to endure multiple handling activities. Freight can be handled many times in the transport chain before it reaches its final destination.
- All packaging must be robust enough to cope with lifting on and off transport vehicles and being safely transported without rolling, tipping, sliding or spilling.
- Packaging presentation & load restraint methods used must ensure safe delivery of the goods to the Site. They must take into account the value of the item and the weight and size limits of cargo that is be transported.
- · All items that are packed to be forklifted, need to have standard forklifts access points for the tines that are 210mm wide x 80mm high.
- Goods are to be generally packaged in an upright and secure position, unless they can travel in a flat configuration.

Driver Safety and Customer Loading/Unloading Activity

- Driver safety zones must be implemented at customer sites where loading activity takes place.
- · Driver safety zones must be located a safe distance from the loading activity.
- Driver safety zones must ensure our driver is safe from all forklift or other mobile equipment activity.



- · Driver safety zones must ensure our driver is safe from falling freight hazards.
- · Customers are responsible for our driver's health and safety whilst on site.
- Customers are to ensure our drivers do not assist with loading activity which may put their health and safety at risk.

Driver Obligations and Refusal of Freight

• Border Express and its drivers reserve the right to decline a consignment if the goods are not packed and loaded according to standards set out in this document. Our drivers reserve the right to request the load to be reloaded or repositioned. If this request is denied, the goods will not be collected or accepted.

Freight Assessment and Auditing

 Please note, that freight will be assessed at each of the three stages of network movement:

CUSTOMER PICKUP

ENTRY ONTO BORDER EXPRESS EXIT FROM BORDER EXPRESS

- If freight presentation deviates from the approved standard within this document, or breaches CoR obligations, the matter will be escalated to the appropriate account manager and customer through our reporting flowcharts.
- Freight may be subject to regular CoR auditing protocols at each of the three stages of network movement.



Specifications for Freight Profiles

| MAXIMUM SPECIFICATIONS FOR BULK FREIGHT PROFILE | MAXIMUM SPECIFICATIONS FOR PARCEL FREIGHT PROFILE |
|---|--|
| 1.2m L x 1.2m W x 2.1m H | Carton dimension not exceeding: 1.2m x 1.2 m x 1.2m |
| 1000kg dead weight per pallet | Maximum per carton weight of 32kg |
| On the assumption that the receiver has the appropriate unloading equipment | |

Exception Handling Process

Prior to trading with Border Express, all exceptions outside of the maximum standards set out above must be approved through the Border Express CRM. Approval must be obtained from State GM and HSC.

- · Over-sized pallets and parcels (non-standard and/or unsortable)
- · Additional manual handling resource
- · Home deliveries
- · Approved Dangerous Goods
- · Timeslot Deliveries
- · Tailgate Deliveries
- · After hours deliveries
- High proportion of local-to-local deliveries





Freight Packaging Presentation

General Carton Labelling Standards

Border Express, through its 'BE Safe' core value, is committed to ensuring all employees return home safely to their families. The following labelling guidelines must be maintained to ensure the safety of all Border Express employees, including drivers, loaders, handlers and sorters.

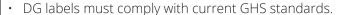
| 1. CARTONS UNDER 10KG | LABELLING STANDARD |
|---|---|
| Under 10kg Authority mount (carent of Takan- teas to the Company of the Company CAUTION | New cartons are recommended. Carton integrity and strength must support contents during all transport and handling activities. Avoid empty space, use void fill to eliminate crushing. Ideally, all cartons under 10kg should be labeled as shown. All labels must include weight information. Aligns to Border Express safe lifting standard (≤25kg) |
| 2. CARTONS 11-25KG | LABELLING STANDARD |
| 11kg to 25kg Markan navadarene of Danish proof Hing terrogane CAUTION | New cartons are recommended. Carton integrity and strength must support contents during all transport and handling activities. Avoid empty space, use void fill to eliminate crushing. Ideally, all cartons between 11kg & 25kg should be labeled as shown. All labels must include weight information. Aligns to Border Express safe lifting standard (≤25kg) |
| 3. CARTONS OVER 25KG | LABELLING STANDARD |
| 25 to 50 kg. In marked of Farmy first produced a construction of the construction of | New cartons are recommended. Carton integrity and strength must support contents during all transport and handling activities. All cartons over 25kg must be labeled as shown. This is a mandatory consigning rule. All labels must include weight information. Aligns to Border Express safe lifting standard (≤25kg) Seek assistance at the delivery point to lift freight if it is oversized or on the extreme limits of carton weight. All cartons over 32kg should be palletised. All cartons over 50kg must be palletised. |



LABELLING STANDARD

- · New labels are recommended.
- All labels must be visible during all handling and transport activities.
- Sender, Receiver, Weights & Special Instructions on labels.
- Do not apply new labels over old ones to avoid misdirection.
- Always remove old labels prior to applying new labels.
- · Labels must be of good print quality.
- Barcodes must not be obscured by tape, wrapping or strapping.
- Two barcodes per pallet, one at the front and the other at the back, do not apply barcodes to the pallet top.
- Additional labelling must be visible and positioned on sides where forklift handling is preferred. Examples include "This Way Up, Fragile, handle with Care".

PACKAGING AND LABELLING STANDARD





- DG labels must be placed on both sides of a mixed load pallet
- DG labels must be visible on cartons facing outwards on all wrapped mixed pallets.

6. BEST PRACTICE

LABELLING STANDARD



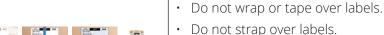


- Ensure box is in a good condition & place label on a flat surface.
- Print two labels and apply to both sides of the pallet for visibility to the forklift operator.



7. THINGS TO AVOID

LABELLING STANDARD





• Do not stick the label down the cylinder.

· Avoid seams, joins and corners.

· Remove old barcode labels.

· Avoid bad print quality.

• Do not cover clear space around barcode.













General Guidelines

Border Express, through its 'BE Safe' core value, is committed to ensuring all employees return home safely to their families. The following freight presentation guidelines must be maintained to ensure the safety of all Border Express employees, including drivers, loaders, handlers and sorters.

| 1. WOODEN PALLETS | PACKAGING STANDARD |
|----------------------|--|
| | New pallets are recommended. Pallet boards must meet minimum standards, for example, cannot be cracked or missing. |
| | Protruding nails on pallet boards will not be accepted. Traditional pallets (1.2x1.2) must be utilised for mixed pallet builds. |
| | Pallets must be strong enough to support the freight weight during all handling and transport activities. |
| 2. CARDBOARD CARTONS | PACKAGING STANDARD |
| | New cartons are recommended. |
| | Carton integrity and strength must support contents during all transport and handling activities. |
| | Consider strapping cartons to maintain carton integrity. |
| | Avoid empty space, preference to use void fill to eliminate crushing. |
| | Perforated or POS product must still be packaged with an outer carton. |
| | All cartons over 25kg must be labeled with 'heavy sticker'. |
| _ | All cartons (including small sized cartons) over 11kg must be labeled with the new 'orange 11-15kg' sticker. |
| | All labels must include weight information. |
| | Weight information must align to contents. |
| | All cartons over 32kg should be palletised |
| 3. WRAPPING | PACKAGING STANDARD |
| | Always apply more than one layer of wrapping. |
| | Always ensure the wrap reaches over and secures over pallet base. |
| D B B | Freight should always be secured to the pallet to reduce the risk of goods shifting or slipping off the pallet. A combination of wrapping and strapping must be used to ensure freight stability at all times. |
| | Goods must not overhang the pallet, as this reduces support and promotes damage to the freight. |
| | All wrapping must cope with safe lifting and safe delivery of goods. |
| | All wrapping must cope with all transportation activities between senders to receivers. |
| | Wrapping alone is not a load restraint control. |



Palletisation

The stability of palletised freight (single sku or mixed freight) is critical during all handling and transport activities. Freight distribution activities and stabilisation must meet the standards as established below:

| 1. PALLETISED CARTONS TO 1.5M HEIGHT | PACKAGING STANDARD |
|--|--|
| | Wooden pallet integrity – no broken boards and must support the weight of the freight. |
| CHANN CONTRACTOR | Heavy items (greater than 10kg) must be placed below the 1.5m level in an interlocked palletised arrangement. |
| 210kg | Freight integrity – wrapping and strapping of freight to withstand all transport and handling activities. |
| | Freight must not overhang the pallet or wooden base footprint. |
| | Border Express may choose not to accept pallets that appear unstable in nature or prone to collapse during any transport or handling activity. |
| | CoR consignor, packer & loader legal obligations apply. |
| 2. PALLETISED CARTONS | PACKAGING STANDARD |
| 1.5M TO 1.8M HEIGHT | |
| | Wooden pallet integrity – no broken boards and must support the weight of the freight. |
| TORON CLASSIC | Items (less than 10kg) must be placed between 1.5m and 1.8m in an interlocked palletised arrangement. |
| | Freight integrity – wrapping and strapping of freight to withstand all transport and handling activities. |
| | Freight must not overhang the pallet or wooden base footprint. |
| | Border Express may choose not to accept pallets that appear unstable in nature or prone to collapse during any transport or handling activity. |
| | CoR consignor, packer & loader legal obligations apply. |
| 3. PALLETISED CARTONS 1.8M TO 2.1M HEIGHT | PACKAGING STANDARD |
| The state of the s | Wooden pallet integrity – no broken boards and must support the weight of the freight. |
| | • Items (less than 5kg) must be placed between 1.8m and 2.1m in an interlocked palletised arrangement. |
| | Freight integrity – wrapping and strapping of freight to withstand all transport and handling activities. |
| >1000 | Freight must not overhang the pallet or wooden base footprint. |
| | Border Express may choose not to accept pallets that appear unstable in nature or prone to collapse during any transport or handling activity. |
| | CoR consignor, packer & loader legal obligations apply. |



Irregular Freight Profiles

Presentation and stability of irregular, tall, heavy and special freight is critical during all handling and transport activities. The freight must be secured according to the specified packaging standards below.

| 1. HEAVY & TALL FREIGHT | PACKAGING STANDARD |
|-------------------------|--|
| | Wooden pallet integrity – no broken boards. |
| | Wooden pallets must support the weight of freight. |
| | Where possible freight should be fastened to wooden pallet using available bolt holes. |
| | Wooden pallet sizing – the pallet dimensions must be at least ½ the overall height of the goods (i.e., 2m tower and 1m x 1m pallet). |
| | Forklift tyne pockets must be located at pallet ends for handling stability. |
| | Freight must be secured to wooden base to ensure no movement during loading and transport activities. |
| | Plastic straps and plastic wrapping are unsuitable as load restraint controls. |
| | CoR Consignor, packer & loader legal obligations apply. |
| 2. BULK & HEAVY FREIGHT | PACKAGING STANDARD |
| | Wooden pallet integrity – no broken boards. |
| | Wooden pallet length equal to freight footprint. |
| | Wooden pallets must support weight of freight. |
| | Forklift tyne pockets must be located at pallet ends for handling stability. |
| | Freight must be secured to wooden base to ensure no movement during loading and transport activities. |
| | Plastic straps and plastic wrapping are unsuitable as load restraint controls. |
| | CoR Consignor, packer & loader legal obligations apply. |
| 3. LENGTHS | PACKAGING STANDARD |
| | Wooden pallet integrity – no broken boards. |
| | Wooden pallet length to support 80% of freight length. |
| | Ends must be wrapped or secured to prevent movement. |
| | Wooden pallets must support weight of freight. |
| | Freight must be secured to wooden base to ensure no movement during loading and transport activities. |
| | Plastic straps and plastic wrapping are unsuitable as load restraint controls. |
| | CoR Consignor, packer & loader legal obligations apply. |



Rounds and Barrel Profiles

Presentation and stability of round, barrel shaped or circular freight is critical during all handling and transport activities. The freight must be secured according to the specified packaging standards below.

| 1. ROUNDS & SPOOLS | PACKAGING STANDARD |
|--------------------|--|
| | Wooden pallet integrity – no broken boards. |
| | Wooden pallets must support weight of freight. |
| | Spool freight must be secured with suitable strapping capable of restraining spool movement. |
| | Wooden chocks must be added to either side and secured to timber pallet. |
| | Plastic straps and plastic wrapping are unsuitable as load restraint controls. |
| | CoR Consignor, packer & loader legal obligations apply. |
| 2. SINGLE DRUM | PACKAGING STANDARD |
| | Wooden pallet integrity – no broken boards. |
| | Wooden pallets must support weight of freight. |
| | The drum must be centralised onto wooden pallet. |
| | Drum must not be damaged, rusted or cracked. |
| | Drum freight must be secured with suitable strapping capable of restraining drum movement. |
| | Product wrapping (shown in blue) is optional. |
| | Plastic straps and plastic wrapping are unsuitable as load restraint controls. |
| | CoR Consignor, packer & loader legal obligations apply. |
| 3. MULTIPLE DRUMS | PACKAGING STANDARD |
| | Wooden pallet integrity – no broken boards. |
| | Wooden pallets must support weight of freight. |
| | The drum must be centralised onto wooden pallet. |
| | Drum must not be damaged, rusted or cracked. |
| | Drum freight must be secured with suitable strapping capable of restraining drum movement. |
| | Minimum 2 straps per side secured from bottom pallet to top support frame. |
| | Product wrapping (shown in blue) is optional. |
| | Plastic straps and plastic wrapping are unsuitable as load restraint controls. |
| | CoR Consignor, packer & loader legal obligations apply. |



Mixed Bulk Goods

Presentation and stability of mixed bulk goods is critical during all handling and transport activities. The freight must be secured according to these specified packaging standards:

| 1. MIXED BULK GOODS TO 1.5M HEIGHT | PACKAGING STANDARD |
|--|---|
| 7089 < 1.50 7089 < 1.50 7089 < 1.50 7089 < 1.50 | Wooden pallet integrity – no broken boards and must support the weight of the freight. Items (greater than 10kg) must be placed below the 1.5m level in an interlocked palletised arrangement i.e heavy items at the bottom. Freight integrity – wrapping and strapping of freight to withstand all transport and handling activities. Border Express may choose not to accept pallets that appear unstable in nature or prone to collapse during any transport or handling activity. CoR consignor, packer & loader legal obligations apply. |
| 2. MIXED BULK GOODS 1.5M TO 1.8M HEIGHT | PACKAGING STANDARD |
| 10kg clan 10kg clan 10kg clan 20kg c | Wooden pallet integrity – no broken boards and must support the weight of the freight. Lighter items (less than 10kg) must be placed between 1.5m to 1.8m level in an interlocked palletised arrangement and heavy items at the bottom as shown in the image to the left. Freight integrity – wrapping and strapping of freight to withstand all transport and handling activities. Where practicable, freight must not overhang the pallet or wooden base footprint. And lighter items on top. Border Express may choose not to accept pallets that appear unstable in nature or prone to collapse during any transport or handling activity. CoR consignor, packer & loader legal obligations apply. |
| 3. MIXED BULK GOODS 1.8M TO 2.1M HEIGHT | PACKAGING STANDARD |
| 100 < 1.87 1.000 < | Wooden pallet integrity – no broken boards and must support the weight of the freight. Lightest items (less than 5kg) must be placed between 1.8m to 2.1m level in an interlocked palletised arrangement and heavy items at the bottom as shown in the image to the left. Freight integrity – wrapping and strapping of freight to withstand all transport and handling activities. Where practicable, freight must not overhang the pallet or wooden base footprint. And lighter items on top. Border Express may choose not to accept pallets that appear unstable in nature or prone to collapse during any transport or handling activity. CoR consignor, packer & loader legal obligations apply. |



Crates and Machinery

Presentation and stability of crates with machinery is critical during all handling and transport activities. The freight must be secured according to the specified packaging standards below.

| | l |
|--------------------------------|--|
| 1. CRATES | PACKAGING STANDARD |
| | Wooden crate integrity – no broken pieces. |
| | Wooden crate strength must support the freight. |
| | Crate lid must be secured with nails & strapping. |
| | The freight must be supported inside the crate, no loose items. |
| | Forklift tyne pockets must be located at pallet ends for handling stability. |
| | Consider stapling label to timber in recess of crate, or attach in an 'Invoice Enclosed Sleeve'. |
| | Appropriate labelling (including DG) must be present. |
| | CoR Consignor, packer & loader legal obligations apply. |
| 2. SMALL MACHINERY | PACKAGING STANDARD |
| | Wooden pallet integrity – no broken boards/pieces. |
| | Wooden pallet length equal to freight footprint. |
| | Wooden pallet must support weight of freight. |
| | Forklift tyne pockets must be located at pallet ends for handling stability. |
| | Freight secured to wooden pallet with secondary support base and/or fastened into place (bolted). |
| | Plastic straps and plastic wrapping are unsuitable as load restraint controls. |
| | CoR Consignor, packer & loader legal obligations apply. |
| 3. LARGE CRATES WITH MACHINERY | PACKAGING STANDARD |
| | Woodenl pallet integrity – no broken boards/pieces. |
| | Wooden pallet length equal to freight footprint. |
| | Wooden pallet must support weight of freight. |
| | Forklift tyne pockets must be located at pallet ends for handling stability. |
| | Freight must be secured to wooden/metal base to ensure no movement during loading and transport activities. |
| | CoR Consignor, packer & loader legal obligations apply. |
| | Plastic straps and plastic wrapping are unsuitable as load restraint controls. |
| | Border Express may choose not to accept heavy machinery freight that appear unstable in nature or prone to collapse during any transport or handling activity. |



Furniture, Sheets and Bottles

Presentation and stability of miscellaneous furniture, sheets and bottles are critical during all handling and transport activities. The freight must be secured according to the specified packaging standards below.

| 1. FURNITURE | PACKAGING STANDARD |
|--------------------------|---|
| | Wooden crate integrity – no broken pieces. Wooden crate strength must support the freight. Crate lid must be secured with nails & strapping. The freight must be secured inside the crate, no loose furniture items. Forklift tyne pockets must be located at pallet ends for handling stability. CoR Consignor, packer & loader legal obligations apply. |
| 2. SHEETS AND FLAT PACKS | PACKAGING STANDARD |
| | Flat packs and sheets should be strapped to pallets or wooden pallets. Strapping to ensure the freight is contained in all directions from movement during transport activity. Flat packs and sheets should sit on bearers (if wooden pallets are not available). The bearers should support the freight when lifted by forklifts. Flat packs should have a solid protective top and bottom packaging sheet for goods protection during handling. CoR Consignor, packer & loader legal obligations apply. |
| 3. BOTTLES | PACKAGING STANDARD |
| | Individual glass bottles must be placed inside a durable carton and labelled as glass. Bottle packs must be placed inside a durable carton with additional foam or bottle divider inserts to limit the movement of bottles during all handling activities. Labelling to include reference to fragile, glass and direction of content. CoR Consignor, packer & loader legal obligations apply. |



Prohibited Freight Profiles

Unless approved by GM of Operations

- · Bulk DGs
- · Tyres / Tubes not on timber and secured
- · Organic Material
- · Un-crated Machinery
- · Bundles of any description
- · Cable Reels not on timber and secured
- · Cartons Exceeding 32kgs not on timber and secured
- · Auto parts:
 - · Bumpers
 - · Panels
 - Tow Bars
 - · Wind Screens















Prohibited Dangerous Goods

All cartons containing hazardous chemicals/dangerous goods must be clearly marked with their class in diamond labels that are always visible on cartons, external packaging and as part of any presented or consolidated mixed pallet. Please contact Border Express directly for confirmation as part of the approval and enquiry process.

| CLASS | DIVISION | LABEL |
|---|--|--|
| Class 1 Explosives | | EXPLOSIVE |
| Class 2 Gases | Division 2.3 - Toxic gases | TOUIC GAS 2 |
| Class 6 Toxics | Division 6.1 – Toxic Substances | TOXIC 6 |
| Class 6 Toxics | Division 6.2 - Infectious Substances | INFECTIOUS SUBSTANCE |
| Class 7 Radioactive | | AMDIGACTIVE 7 |
| Class 2 Gases | Division 2.1 - Flammable gases | RAMMARLE DAS |
| Class 2 dases | Division 2.2 - Non-flammable -non-toxic gases | 12 |
| Class 3 Flammable Liquids | | PI AMMARILE LIGUIO |
| | Division 4.1 - Flammable solids | |
| Class 4 Solids with a Flammable hazard | Division 4.2 - Spontaneously combustible materials | W. Carlotte |
| | Division 4.3 - Dangerous when wet substances | DANIGEROUS WEST WEST |
| Class 5 Oxidising Substances | Division 5.1 - Oxidising agents | OXIDIZING AGENT 5.1 |
| | Division 5.2 - Organic peroxides | REAM PRODE |
| Class 8 ** Corrosives | | CONSISSION |
| Class 9 Miscellaneous Dangerous Goods | | MESCHLANGUE MESCHL |

 $^{^{**}}$ Note: Any potential customer with a Class 8 product must obtain approval from the National Business.



Examples of Customer CoR Breaches

UNRESTRAINED FREIGHT - COR BREACH



POORLY RESTRAINED MIXED PALLET (NO STRAPPING)



FREIGHT NOT SECURED TO PALLET



POORLY RESTRAINED FREIGHT - TRANSPORT UNSUITABLE



UNRESTRAINED 70KG FREIGHT (3 UNITS)



HEAVY FREIGHT OVER 2M IN HEIGHT (TOP HEAVY)





Examples of Customer CoR Breaches

