



December 6, 2021

To Our Customers:

We went into 2021 hoping it would be different than 2020 – and it was. Unfortunately, Covid is still a daily topic. The slow and uncertain business volumes have been replaced with record activity and serious strains to import supply chains. I hope you and your businesses are managing your way through these difficult times.

Overall, at Carmichael we are doing very well. About 90 percent of our employees are now working from the office. Our volumes are up by about 38 percent over the 2019 baseline. Since January, our total employee headcount has increased by 22 percent. This, along with our low employee turnover, we feel we are well positioned to manage the increase in entry volume we are anticipating in 2022.

Last year I announced that we would break our normal tradition of sending our customers calendars, chocolate, and gift baskets. Instead, each of our offices selected a local Food Bank – or similar worthy cause – and we used this money to make a financial donation to them. Where possible, we also volunteered time to support what they do. The response from both our customers and employees last year was so supportive of this strategy that we have decided to do the same this year. We can still clearly see that there are people in our communities that are struggling and could use the support.

We value our partnership and relationship with each of you. Our growth and success are because of you. We spend every day trying to support your supply chains and make you successful and compliant.

We wish you and your families a very happy holiday season and great New Year. We are excited to face the challenges and opportunities for 2022.

Todd Boice
President