

MAINFREIGHT TEAM REVIEW

NEWSLETTER JULY 2025



MAINFREIGHT

DAILY FREIGHT

CHEMCOURIERS

OWENS CarTrans

Note from Don

Welcome to our mid-year newsletter. This edition has wonderful contributions from our people all around our international network. No matter the difficulties our markets are facing, struggling economies, tariff upheavals for import and export businesses or new facilities adding to our overhead cost structures, our people continue to front each as a challenge and an opportunity that will ultimately benefit the ongoing growth of Mainfreight.

To each and every one of our Mainfreight family, thank you for your energy, passion, belief and customer ethics that make us who we are.

Whilst our results in the year ended 31 March 2025 disappoint, we have continued to improve our infrastructure and capability. Our sales revenues continued to improve, to now exceed of NZ\$5 billion, and proof we are delighting our loyal customers and are attracting new customers.

Within this result we have reported our best ever Australian performance. The investment we made in the Australian transport market 27 years ago is now our largest revenue and profit

contributor, although New Zealand continues to outperform in terms of net margins. We have invested in excess of A\$443 million in capital to build our Australian network, which now includes warehouses, specialist air and ocean facilities, wharf cartage operations alongside our transport network. It is a far cry from those early days in 1998 where the business we acquired had invested zero over many years. This result is a credit to the efforts of our Australian team.

The new facilities we have built or opened in New Zealand, Australia, Asia, Netherlands, UK, Romania and in the USA, represent our continued investment in the very best infrastructure to enable our people to deliver improving service levels – not just for today, but for the growth that is coming.

We are planning to invest another NZ\$330 million over the next two years to continue the development of our network. In some cases we are investing in specialist facilities that will allow us to service our customers across the supply chain. These include hazardous goods warehouses, refrigerated vehicles and warehouses and robotics partnered

with AI to enhance efficiency.

The ride continues to be exciting and full of opportunity.

The uncertainties around international trade remain, but faltering economies provide so much opportunity for us to provide stability, capability and service for our customers. We are well placed across many locations in 27 countries to assist our customers with their supply chain challenges and changes.

Quality remains the cornerstone of our customer relationships. Let us provide that with a smile that is a mile wide.

It is beholden on us to keep our business simple, efficient and necessary, as we find more growth in more cities and countries to open in.

A special company powered by very special people.



“Give people more than they expect, and do it cheerfully.”

- Unknown

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Australia



Mainfreight Australia

Rodd Morgan

Team,

Firstly, a quick comment on the financial year that ended in March 2025. We were able to beat last year's profit and sales results, which is very important to us. Making more money this year than last year is a simple but vital principle that is deeply ingrained. To grow our business year on year in a very tough environment, is something that we should all be immensely proud of.

Our branches have each set their financial targets for this current year, and are determined to do all that is required to exceed them.

Doing the things necessary to produce great quality of service for our customers remains at the core of our strategy. We know this is the only way to have long-term success. We always have strong growth expectations, but we are particularly focused on finding profitable growth rather than growth for growth's sake. Continuing to improve the return we get from the sales we achieve is important. To that end, let's ensure that branch by branch, we are doing our absolute best to manage costs and find efficiencies in the way we move freight, with the aim of doing more with the same.

The most important meeting we have each year is our Branch Managers' meeting, which we held in March. Part of the meeting was spent discussing productivity and planning how we will achieve the growth targets we have set ourselves. We also focussed on learning and living our culture. As we become a bigger business, we are steadfast about ensuring our team behaviours continue to reflect the way we want to do things across our business – not just now, but for the next 100 years.

Although we are a business that continually looks forward, the Branch



Managers' meeting is also an opportunity to celebrate successes from the previous year:

- Cash Collection King and Turnaround Branch of the Year were both won by Canberra, ably led by Ashley Hemopo.
- Toowoomba (James Podlich) was the Remeasure Branch of the Year.

The most significant award, the Branch of the Year, was won by Wharf Melbourne, really well led by Jake Hedley.

In a big improvement from last year, we presented 36 profit plaques to branches that achieved their profit target (up from 25 last year) and six profit pins to Branch Managers who have achieved this five times (Sander Vreeburg, Pasqua Riservato, Vanessa Ings, James McCrone, Tim De Beer

and Nick Marshall). We also presented the special Mainfreight Branch Manager blazer to seven team members who have been promoted to Branch Manager for the first time.

Thank you to our team who contributed to last year's successful result. As good a business as we are, we are now excited and determined to take our business to the next level. That, of course, starts with each of us really getting stuck in and ensuring we play our role in providing excellent quality of service and efficiency for our customers.

In closing, please enjoy our mid-year team newsletter. I hope you can feel the optimism and unique specialness of our business coming through.

Best Wishes,
Rodd.

Transport Australia

Simon Hart

Our priority is building long-term customer relationships by consistently delivering outstanding quality. To us, quality means:

- Delivering on time, in full and good condition
- Maintaining immaculate presentation – if you look tidy, you will play tidy
- Continuously seeking improvement through our Positive Action Team meetings
- Doing all of this with the well-being of our team and the public in mind

This commitment sets us apart from the competition. Quality is always at the forefront of everything we do. As we write this newsletter, the 2024/25 financial year has come to an end. We've experienced growth this year thanks to the performance of our sales team's new business gains, combined with retention driven by the quality delivered by our operational teams. While we don't pay much attention to what our competitors are doing, it's hard not to notice their diminishing service. This has worked to Mainfreight's advantage, as the value we offer is to deliver our customers' freight worry-free.

Efficiency is defined as the ability to achieve the largest amount of useful work with the least amount of effort. Productivity is the ability to do as much work as possible in a defined period of time. We are asking our team to improve productivity by seeking greater efficiency. One way to achieve this is by targeting the 3Rs of operational efficiency:

- Reduce travel time
- Reduce the number of times freight is handled
- Reduce the time freight spends on the floor

The challenge is set to target weekly improvements through incremental changes empower the team to find and implement solutions. Why is this important? Because we want to improve ROR (Return on Revenue). We will hit our targets if we achieve sales growth and become more efficient.

We have numerous building projects underway to support our growth. These new facilities are designed to provide our teams with the tools and environment they need to continue delivering exceptional quality. New sites, including Townsville and Willawong, are currently under construction. These facilities will feature sustainable elements such as solar power, battery storage and water capture systems that meet potable standards.



Opportunities for Improvement:

1. **Delivery performance:** This is a daily challenge and our number one expectation of our branches. We need to challenge the team to find continuous improvements and take an uncompromising stance on being better than the standard.
2. **Follow through:** If you commit to something, make sure to follow through. We've set clear goals in our recent planning sessions – let's act swiftly to make them a reality, especially when promising our customers. "Vision without action is a dream."
3. **Presentation:** A tidy appearance leads to a tidy operation. To provide the best service, we need to maintain immaculate standards across our people, facilities, equipment and trucks. Exactness is a characteristic we demand from all of us. We want to be a business that's good enough to keep the bins clean... "Clean the bins."
4. **Enjoy the journey:** While there's work to be done, enjoying the process is essential. We spend a lot of time together as a team – let's make sure we bring positivity and a smile to each other's faces.
5. **Bottom-Up Innovation:** Our team makes this business special, and we rely on your ideas and actions to make us better. The PAT meetings are a platform for you to contribute and drive positive change in the best interest of our customers. Keep the ideas coming!



Claims Performance

| Outward Consignments Per Claim | | | |
|--------------------------------|-------------|-------------|-------------|
| Branch | To Mar 2025 | To Sep 2024 | To Mar 2024 |
| MFT BENDIGO | 19193 | 31812 | 0 |
| MFT GEELONG | 15484 | 7260 | 2353 |
| CCA DANDENONG SOUTH | 11634 | 19634 | 35540 |
| CCA EPPING | 9475 | 7924 | 6575 |
| MFT DUBBO | 7324 | 0 | 5580 |
| MFT CANBERRA | 7005 | 4576 | 3334 |
| CCA BRISBANE | 6354 | 9442 | 8925 |
| CCA ADELAIDE | 6352 | 0 | 20874 |
| MFT ALBURY | 5210 | 7166 | 2663 |
| CCA PERTH | 4693 | 17802 | 4674 |
| MFT DANDENONG SOUTH | 4635 | 4829 | 3325 |
| MFT NEWCASTLE | 4492 | 5841 | 4450 |
| MFT TOWNSVILLE | 3225 | 3225 | 4409 |
| MFT MACKAY | 3192 | 4677 | 2031 |
| CCA PRESTONS | 2998 | 4046 | 6694 |
| MFT BALLARAT | 2689 | 1969 | 2484 |
| MFT TAMWORTH | 2655 | 1892 | 2305 |
| MFT EASTERN CREEK | 2576 | 2208 | 955 |
| MFT TRARALGON | 2551 | 3646 | 2084 |
| Total Company | 2251 | 2768 | 2438 |
| MFT NARANGBA | 2184 | 3316 | 2604 |
| MFT ADELAIDE | 2161 | 2341 | 3218 |
| MFT PRESTONS | 1658 | 2242 | 4115 |
| MFT TOOWOOMBA | 1566 | 1701 | 1825 |
| MFT GOLD COAST | 1540 | 1408 | 1405 |
| MFT EPPING | 1379 | 1956 | 2184 |
| MFT BUNBURY | 1313 | 678 | 0 |
| MFT BRISBANE | 1209 | 1208 | 1363 |
| MFT PERTH | 932 | 1618 | 1075 |
| MFT WOLLONGONG | 832 | 3765 | 679 |
| MFT ORANGE | 740 | 593 | 1150 |

| Inwards Consignments Per Claim | | | |
|--------------------------------|-------------|-------------|-------------|
| Branch | To Mar 2025 | To Sep 2024 | To Mar 2024 |
| MFT GOLD COAST | 24191 | 0 | 8343 |
| CCA DANDENONG SOUTH | 17510 | 0 | 28640 |
| MFT PRESTONS | 13236 | 13876 | 1675 |
| MFT DANDENONG SOUTH | 12311 | 20389 | 6034 |
| MFT ALBURY | 11546 | 11517 | 12302 |
| CCA ADELAIDE | 11287 | 5775 | 16044 |
| MFT GEELONG | 9559 | 4501 | 6013 |
| MFT TAMWORTH | 8912 | 0 | 0 |
| MFT MACKAY | 8535 | 4221 | 3629 |
| CCA PRESTONS | 8441 | 15376 | 10032 |
| MFT ORANGE | 7991 | 3226 | 1788 |
| MFT BENDIGO | 7541 | 0 | 5556 |
| MFT CANBERRA | 7501 | 7326 | 3925 |
| CCA BRISBANE | 6915 | 6518 | 5960 |
| MFT EPPING | 6356 | 8609 | 4963 |
| CCA EPPING | 6333 | 3909 | 8789 |
| Total Company | 5509 | 6788 | 4737 |
| MFT TOOWOOMBA | 5478 | 6702 | 0 |
| MFT BUNBURY | 4736 | 6873 | 0 |
| MFT PERTH | 4678 | 5184 | 2724 |
| MFT ADELAIDE | 4238 | 6296 | 3003 |
| MFT BRISBANE | 3889 | 4963 | 4911 |
| MFT NARANGBA | 3607 | 7391 | 3987 |
| MFT EASTERN CREEK | 3438 | 3241 | 1828 |
| MFT TRARALGON | 2472 | 3036 | 8792 |
| MFT NEWCASTLE | 2347 | 3995 | 2720 |
| MFT TOWNSVILLE | 2294 | 1797 | 3660 |
| MFT WOLLONGONG | 1794 | 3947 | 2445 |
| CCA PERTH | 1756 | 1873 | 3696 |
| MFT BALLARAT | 0 | 0 | 17200 |
| MFT DUBBO | 0 | 0 | 4638 |

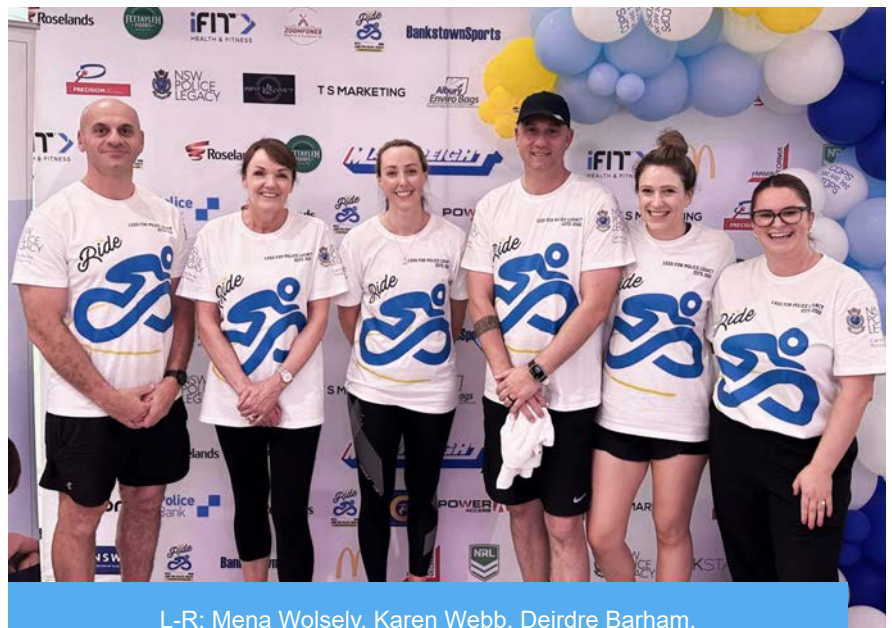
If your branch is below the Total Company number, then you are below average. Make sure you and your team members work hard next year to be above this line.

Legs for Police Legacy

Jessica Curtis | Business Development Executive
Transport Eastern Creek

Several of our NSW branches partnered with the Police Legacy Charity for their annual Legs for Police Legacy 24-hour Spin Bike Challenge. The challenge aims to raise awareness and funds to support both serving and retired police officers in times of tragedy and need, and care for the wider police family when they are facing difficult times.

Each team member completed a 1-hour ride alongside Police officers from Sydney, and six remote stations joined virtually from around the greater NSW region. Some of the Mainfreight team were able to do our part and jump on the bike.



L-R: Mena Wolsely, Karen Webb, Deirdre Barham, Dan Curtis, Jessica Curtis, and Shenaye Campbell



L-R: Greg Tuckwell and Nicola Robinson

Tamworth Turns 4!!

Nicola Robinson |
Operations Manager
Transport Tamworth

Over the past four years we have established ourselves in the local market, developed a loyal customer base and refined and improved our services to meet and exceed our customers' needs and expectations.

Tamworth has experienced many significant changes in its four short years, and we are excited for what the future holds. We have built a strong team that all play a significant role in running a smooth and now profitable (weekly) operation. We are a small but close-knit team - 7 in total - including our owner drivers and company drivers.

It is crucial that we continue to search for and win new business, which will allow us to further expand into our region. Controlling more of our customers' pick-ups and deliveries ensures our quality of service. Tamworth covers over 111,000 km² - just under half the size of all of Victoria.

Exciting times lie ahead for Tamworth, as we expect to break records this year and achieve our first annual branch profit ever in 2025/2026.



Temperature Control Comes to Metro Sydney

Dallas Blitvic | Branch Manager Metro Sydney

Sydney Metro has added a new 12-tonne, 14-pallet refrigerated truck to its fleet.

Introduced explicitly to support deliveries from our temperature-controlled warehouse in Moorebank, this truck is equipped with a temperature data logger and can transport chilled and frozen products.

Currently servicing confectionery and chocolate customers across the Sydney metro area, this new truck marks an exciting step into a new market for Metro Transport in NSW, with promising growth opportunities ahead.



L-R: Sarah McPherson, Air & Ocean Geelong, Felix Price, Transport Geelong, Miranda Loats, Transport Geelong

10,000th Consignment Celebration

Scott Jones | Branch Manager Transport Geelong

At Mainfreight Geelong, we take pride in delivering more than just freight – we deliver partnerships, reliability and a whole lot of teamwork. This year, we celebrated a major milestone with one of our valued customers, as they hit 10,000 consignments dispatched!

To show our appreciation for their trust and ongoing support, the Geelong team fired up the BBQ and headed to our customer's site to cook a feast for their entire crew. Burgers, sausages and

plenty of laughs were on the menu as we celebrated this incredible milestone together.

From the very first delivery to this incredible achievement, it's been an absolute pleasure working alongside this customer to ensure their products get where they need to go – on time, every time. Their trust in Mainfreight, and our shared commitment to quality service, has built a strong partnership that keeps growing.

Warehousing Australia

Riyaz Jordan

Welcome Team. As we roll into another big year, it's great to see our branches hitting their stride. With the teams growing fast, especially Moorebank (Sydney) and Dandenong South (Melbourne), we want to give a big Mainfreight welcome to all our new team members who've joined the family. We hope you enjoy this newsletter. It's a fantastic way to catch up on what's happening around the Mainfreight team, both here at home, and with our brothers and sisters overseas.

Looking ahead, we expect more of the same as last year: steady but cautious growth. There's still a bit of uncertainty globally, so we're carefully approaching our volumes and activities. Sales continue to be a priority, and we've got to be smart about bringing on the right customers who value our service, and fit our network. This strategy will keep us on track to beat last year's numbers and keep the momentum heading into peak season and beyond, right into 2026.

This year, we've been pushing hard on one clear idea: "measure what matters". With dashboards, KPIs and endless data at our fingertips, it's easy to get lost in the noise. So, while we keep an eye on the numbers, let's not lose sight of the basics: high quality, immaculate presentation, strong team morale and sticking to what works. If we get this right, the results will speak for themselves.

Later this year we're looking forward to bringing our teams and customers together for the official openings of our Moorebank and Kenwick (Perth) branches. Much hard work and long hours have gone into setting up these warehouses, and it's going to be fantastic to celebrate these wins with our teams and customers.

Each year, we take a moment to reflect on the areas where we can improve, and it's no surprise that the same key areas continue to stand out. Why? Because the fundamentals never change.

1. Decision making. Our team usually see the challenges first, and often know the best way forward. Let's bring these up in our Positive Action Team meetings and encourage them to make decisions and take accountability to fix these challenges.
2. Value the improvement of a good idea: Celebrate good ideas and create an environment for our team to ask questions and share ideas.
3. Meticulous attention to presentation: Our world-class facilities reflect who we are, and they should always look world-class. Every team member plays a part in keeping our environment clean and tidy and a place we're proud to work in.
4. Stock accuracy: Our IRA (Inventory Record Accuracy) cycle count program is key to delivering outstanding customer service. Think of us like a bank; instead of cash, we're trusted to store and manage our customers' products. It's even more critical to keep our focus and stick to the process when we're flat out. Getting it right every time is what sets us apart.
5. Cyber security awareness: It only takes one click to compromise our systems. Let's all be alert and proactive in our efforts to protect our infrastructure. If something looks off—trust your gut and report it.

A huge thanks to all of you for the effort you've put in over the past year. Now's the time to lift again, level up and continue delivering the service our customers expect from us.

Riyaz Jordan



Annual Customer Carrier Conference

Once a year the team travel to one of our valued customers' head offices in Crestmead, Queensland, for their annual Carrier Conference. This important meeting allows their senior leadership team to update our team on the company's strategy for the next 12 months, and what they will value most in their 3PL partners and carriers. This year, Mainfreight sent a joint delegation from Warehousing, Transport and Wharf to the conference and shared in some key strategic discussions that will set us up nicely for the coming year and harvest season.

A Note from Team Wacol

As we close out another financial year at Warehousing Wacol it is important to reflect on our achievements as a team, and look for opportunities to become an even better branch. Wacol achieved our profit target, were a runner-up in the branch of the year and we welcomed five new young Mainfreight team members into the branch. Operationally, we made tweaks to the team throughout the year, cross-training between our customers and providing more depth. It is a testament to our long-term team members who have trained our new team members, and have anchored our team over the past 12 months driving our performance.

Over the past 12 months, the team focused on our quality; this is a constant challenge and climbing to the top always has slippery moments. As we move forward, we

focus on making decisions on the ground more quickly, empowering our team to take ownership of our functions and be accountable for our quality. Our peak period planning was pivotal to the success of our branch. The team provided insight, bought into it and executed very well. We will need to rinse and repeat.

On behalf of the Wacol team, I'd also like to thank the teams at the Larapinta, Radius Drive and Berrinba warehouses for their continued support. It's true that help is only ever a phone call away.

Thanks again Team

Tim



L-R: Adi Vosaki & Chanelle Imad



Our outstanding team chef, Dale Armstrong



Kalen Rawiri-Reed utilising one of our electric vehicle charging bays

Minimising our Mark at Moorebank

Our team are consistently looking for practical and innovative approaches to improve our footprint here at Moorebank, leading with strategies of high impact in addition to the mindfulness of how seemingly small improvements compounded over time can make an immense difference.

One of our most recent plans of action was to target and reduce our wastage onsite. As a result, we acquired eight heavy-duty compressors and bale press machines to compact our recyclable disposals onsite. This machinery has been purposefully placed throughout our warehouse, and has contributed to

the reduction of our wastage by almost 50 loads per month, providing major cost and environmental savings for the branch.

Our team have also recently installed raised garden beds with clear access to our kitchen, creating an exciting opportunity for our team to begin growing our own vegetation as well as fostering a home for garden worms, and an opportunity for us to compost scraps from our kitchen. This further contributes to reducing our general waste and the effects of overconsumption and pollution.

Looking ahead at the year that remains, we are extremely excited for what the future holds. Cultivating new and innovative ideas from our team, with quality for both our community and our customers at the forefront of all we do, we look forward to seeing these ideas sprout into fruition.

From the immediate impacts of electrical charging bays for our hybrid vehicles to our 1,854 solar panelled rooftop, to the smaller impact of our garden beds and critters alike, no matter the enormity of the effect, we believe getting the little things right consistently combine to deliver a great impact.

Air & Ocean Australia

Grant Draper

It's great that our team are agile and can think on their feet to find solutions for our customers because we have certainly seen some challenges this last six months. Our sales teams have been fighting hard to bring in new customers, and our operations teams are working tirelessly to deliver the quality service we pride ourselves on.

There is uncertainty in the world trade markets, and customers are experiencing a lower demand for their goods due to inflation and cost pressures around the world. As the world's leaders search for solutions, we at Mainfreight will remain true to our culture and values. We know that if we deliver quality service to our customers, our team morale will stay high, and profits for the business will follow.

This year, we must maximise the use of our existing facilities and use the experience of our team members to generate more business. We want to put more freight in all our new and existing services to extract more profitability. We have very good internal and external technology systems, and we need to continue to train our teams on how to use these systems in the most efficient way to enable us to move more freight every day for all our new and existing customers. This will feed the network of branches we have internationally, providing great service to our customers, but also giving revenue to our overseas branches.

I had the pleasure of attending and presenting at our sales conference this year, and crikey what an enthusiastic and exciting group of professionals we have developed. I felt energised and positive about our future, knowing that this mix of young and more mature sales professionals is in the marketplace daily, representing Mainfreight to customers. Their hunger for knowledge and success was evident, and I encouraged customers and our team members to get close to them, ask them questions and challenge them to find logistics solutions for your needs. They will love the challenge, and I am sure you will love the results.

Things for us all to think about:

1. We are all salespeople representing Mainfreight. Find leads and be inquisitive when talking to our customer-facing teams to help gain new business.
2. The quality of our service is what keeps customers coming back to us. We can't let it slip. If you see our quality drop, find ways to correct it urgently.
3. Be efficient and accurate in all we do. Do things right the first time so others in our network can rely on what you do.
4. Do your best every day. I love this truck saying – "the harder I work, the luckier I get".
5. Don't let your branch be the weakest link in our network. Work hard to make your mates in the other branch proud of what we can do together.



Jess Trace is excited about her 'Crabby' Customer movement

Exporting Crabs

Jess Trace | Brisbane Airfreight

The Brisbane Airfreight team recently brought on a live spanner crab exporter in Queensland, sending their product to Guangzhou, China. The crabs are caught the day prior to export. They are packed into poly boxes overnight and delivered to our site by 5am on the day of the flight. The boxes are screened and loaded into an AKE for transport to the terminal at 6am. The flight arrives in China at 5pm the same day, and is collected by the receiver at 6:30pm. The total time to market from the catch is less than 48 hours, and relies on the speed and efficiency of our team to turn around the product within an hour.



Kyle Fishlock enjoying the sun in the Barossa

Barossa Blitz

Kyle Fishlock | Air & Ocean Adelaide

Mainfreight Air & Ocean Adelaide have recently helped the Barossa Barons Centre by purchasing a vine. This allows us to participate in events and local introductions to further develop our presence within the Barossa Valley region. We are committed to refreshing our relationships in the Barossa with planned regular visits to targeted wineries that are having a rise in export activity. Our blitz uncovered that wineries are experiencing extreme growth in untapped European countries (Finland, Slovakia, and Ireland), along with continued strong growth in China, Singapore and the UK.

Wharf Australia

Mike Reid

Team,

We have seen some great achievements amongst the Wharf Team, with our Melbourne site winning both Branch of the Year and Sales Team of the Year. Fantastic team efforts have led to their branch's success.

Firstly, I want to extend a thank you to everyone on the Wharf team for your dedication and continuous commitment over the past few months. Whether you have been working behind the scenes, dealing directly with our customers or driving our fleet, each team member has played an essential role in the ongoing success of our business in challenging moments. Your resilience shines through, and when we reach new milestones it is because of the collective effort you all put in.

On the business front, I am pleased to report that we are ahead of last year's profit numbers. While this is certainly a positive sign, we are still not where we want to be in relation to the ambitious targets we set for the new financial year. We have made significant strides in improving our operations and working more efficiently. Every part of our business is evolving, which gives us confidence that we will close the gap and hit our goals moving forward. One area where we have seen improvement is in our operational workflows by implementing better communication systems, streamlining processes and focusing on smart decision-making. The goal is always to find the best possible way to serve our customers.

Every interaction with our customers, no matter how big or small, is important to us. I encourage each of you to think about how you can continue to go above and beyond. How can we address issues more efficiently? How can we improve processes to enhance not only internal operations but also the customer experience by continuing to focus on delivering exceptional service which sets us apart in a highly competitive industry?

The success of our customers is linked

to our own. If we support them, they will continue to come back, and so will the growth of our business. As we continue to grow, this mindset will be critical. Our customers expect the best from us, and we must deliver – no excuses. The addition of direct rail access from the ports in Sydney and Perth will allow us to serve our customers more efficiently, reducing turnaround times and improving our delivery to customers. This is just one example of how we are evolving to meet our customers' needs in real-time.

Another key area where we can all continue to make an impact is in the way

we present ourselves in our interactions with customers, and the appearance of our fleet and facilities. A professional and consistent image is essential to reinforce our reputation as a reliable and trustworthy transport provider. Each time a customer sees one of our vehicles or talks with one of our team members, it is an opportunity to build trust and loyalty.

Thank you all once again for your incredible work and for being the driving force behind everything we have accomplished. I look forward to the next phase of our journey together.

Things to do better:

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



Proof That Hustle Wins

Jaan Ilhan |
National Sales Manager

What a year!

2024 reminded us of a simple truth – when we back ourselves, chase new work and deliver for our customers, we win.

And we've got the results to prove it:

- Wharf Melbourne Sales Team: Named Australian Sales Team of the Year, a result driven by consistency, hunger and chasing the right work.
- Sydney's Customer Development Executive, Liam: Took out the state title! It is a massive achievement and reflects what strong customer care can achieve.
- Wharf Melbourne Branch: Crowned Branch of the Year! This wasn't luck, it was built on relentless effort, customer service and pride in performance.

These direct customer wins weren't handed to us. They came about because our teams pushed hard, stayed close to their customers and weren't afraid to get uncomfortable.

We've doubled down on direct wharf work across the country, and it's paying off. Whether it's side loader deliveries, drop trailers, reefers, fumigation or unpack services, we win the work when we lead the conversation and take control.

2025 isn't about slowing down, it's about backing up what we achieved in 2024, and taking it further.

To the wider Wharf team, we've done this together, and without you, our promise to customers means nothing.



Sales Team of the Year
L-R: Emre Aldemir, Courtney Glenister, Jaan Ilhaan, Andrew Thompson, Bryan Tchung, Mackenzie Rex & Mike Reid

Branch of the Year – Wharf Melbourne

Jake Hedley | Branch Manager

What a year 2024/25 was for Wharf Melbourne! We are incredibly grateful for being recently awarded both the Branch of the Year and Sales Team of the Year! To be recognised through one of these awards is a fantastic achievement, let alone both. This didn't happen overnight; this is the result of years of hard work to achieve a plan set out by the team.

What makes these awards so special is that they truly belong to everyone. From the drivers to the sales team, operations, customer service, admin and even our families. None of this would've happened without the energy, effort and high standards you all bring to the table every day.

Our sales team kicked off the financial year with a clear growth plan – and the whole team got behind it. A few key goals and wins that made a big difference:

- Pushing export volumes: This helped reduce the number of empty running and gave us greater front loads heading into the ports, which was great for efficiency and margins.
- Altona yard expansion: With more space in the West, we went after high-volume business that also needed extra services like reefer power, storage and biosecurity services. This meant more controlled value for our customers, and more revenue streams for the branch.

- Targeting specific shipping lines: Helped us get smarter with our container re-uses and exchanges (Matchbox).
- Matchbox magic: With a greater focus and emphasis on this, our whole team brought into this initiative and, as a result, we recorded 8,230 transactions, up 86.6% from last year. This meant fewer empty park visits, lower operational costs, smoother deliveries and better turnaround for exports.

This is something we are all proud of, and everyone played a part in it. These awards and the numbers behind them are the result of a whole team working together, staying focused and keeping standards high.

Thank you for everything you've done to make this happen. Let's enjoy the win – and get ready for another strong year ahead!



L-R: Mike Reid, Courtney Collier, Josephine Riservato, Andrew Smith, Jake Hedley, Jaan Ilhan, Jaimie Collyer, Hayden Smith and Pasqua Riservato



New Zealand

Mainfreight New Zealand

Carl George

Our last financial year started April 2024 with good levels of energy, momentum and trading volumes. We were quickly brought back to reality the following month, which would continue to be a challenging year for most branches in New Zealand.

From a divisional point of view, our Warehousing teams have performed well over these past 12 months, with consistent storage and activity levels across most warehouses. Our Air & Ocean and Transport teams have felt the impact of reduced consumer demand, shipping line recalibrations and a competitive and challenging economy which has put pressure on our revenues, margins and ultimately our profits. Our annual branch awards reflected this, where only 27 out of 94 branches achieved their profit pledges.

Whilst the impacts of the economy are beyond our control, it has been positive to see our teams elevate the focus on the quality expectations and performance of their branches, ensuring they are consistently exhibiting and delivering above-the-line behaviours. In tough economic times, quality always wins over anything else. A non-negotiable attitude to the image and standards of our business is paramount.

With our branches and network capable of moving a lot more volume, we must all be in the market, being far more curious with our customers, asking how we can help more and introducing more “blue” to their business, locally and internationally.

We have a wonderful network and the capability to provide a large range of services to our local customers. Let’s promote this far more. Let’s make sure we are hosting our existing and potential customers through our branches, sweating our assets and providing additional services with our large “tool belt” of offering. It’s time to bring more hustle everywhere.

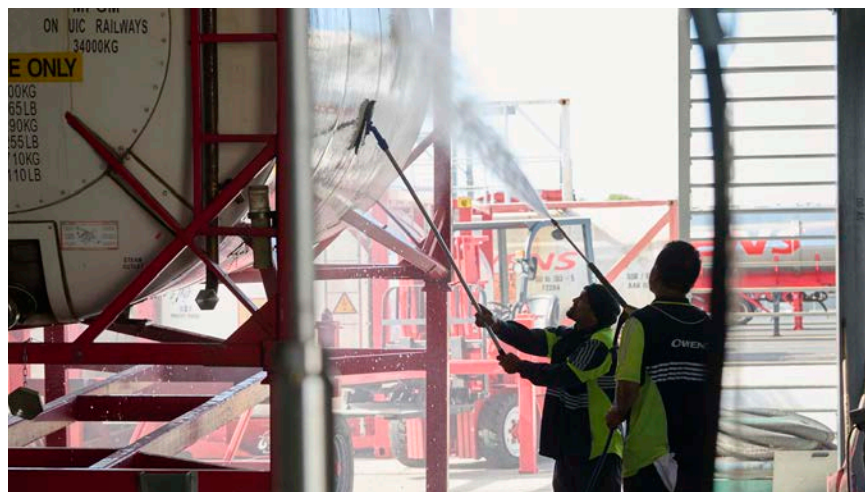
We have delivered some very special facilities this year. To those branches that have moved into new operations in the last 12 months, we need to push harder to grow volumes through these sites that are capable of a lot more. This year we will take delivery of our renovated Daily Freight Auckland transport site, our new transport branch in Hastings, Hawke’s Bay, our new Whanganui transport branch and our Beach Road major hazardous facility in Auckland. To these branches, we need to keep pushing sales activity and front-loading new opportunities to make the transition to these new sites less onerous.

As we move through this new financial year, we all need to act quicker with key daily decisions within every branch. Don’t do the same daily routines if things change quickly in your operations. We have many levers that can be pulled to ensure we are right-sizing the business.

Team, although last year was a year full of challenges, we can also take away many positives and, like every year, take away some good lessons for this new year ahead of us. Thank you, team, for all your contributions this year. We would not be able to do it without your support and efforts every day.

Some thoughts for the year ahead:

1. Strive for excellence in everything you do in your branch. Quality, image, standards, how we communicate and a strong Mainfreight culture will always win above anything else.
2. Our network is geared for growth. Let’s make sure we are looking at what else we can do in every operation for our customers – bring out that Mainfreight entrepreneurial flair.
3. HUSTLE – are we maximising the capacity available to us in all divisions? Let’s make sure every warehouse, container, truck and train is full to the roof.
4. Communication – keep your teams up to date on what is going on in your branches and around the network.
5. Live and breathe your weeklies. Know what your required profit run rate is every week and what inputs you need to beat it.





Back row L-R: Lisa Parangi, Zoe Wilkinson, Carmen Robertson, Melanie Katu, Elizabeth Castillo, Haylee Woodmass, Dallis Parker-Waters
 Front/Middle row L-R: Charlotte Gordon, Hannah Doocoy, Noreen Taurua, Christine Awatere, Esther Viau, Martin Devereux

Wahine Toa Conquer the Main Divide

Recently a remarkable group of Wahine from our NZ team completed the challenging and life-changing Main Divide weeklong course across the Broderick Pass in the South Island of New Zealand. Wahine Toa means “strong woman” or “warrior woman”.

This was the first Wahine Toa group to take on this expedition. Traditionally, this experience was for our operational Transport teams however, to recognise the exceptional females we have within the business across all divisions, it has been inspirational to see and hear the experiences of this group.

“We showed up for each other every day, and we learned that strength doesn’t always mean going it alone - it’s also knowing when to lean on your team.”

We celebrate these incredible women for their bravery and determination, and look forward to seeing how they carry this experience forward from a personal and professional point of view.



Mainfreight Hastings

The team in Hawke’s Bay is excited to see the progress of their new Transport and Air & Ocean branch taking shape, and it is due for completion in October 2025. Fully equipped with rear loading docks at one end, this is a significant development with the transport team currently operating off two sites in the last five years, and Air & Ocean working from a separate office due to space restrictions at our current Napier facility.



CaroTrans CFS, Alderman Place – Inland Rail Port

A big focus for the team at our new Alderman Place container packing station is to maximise the cubic metre volume of each container in order to maximise return. As you can see below, the FAK (Freight All Kinds) export loading is a well-planned jigsaw puzzle of our customer’s freight. It is great to have the experience of Brent and Norm on the tools loading one of our 1MF containers.

Fred Kalman – A True Mainfreight Legend

Fred features on the back of our 2025 Annual Report. This is his Mainfreight story.

Fred Kalman has been part of the Mainfreight family for many, many years, and he's one of those people who exemplifies what being an owner-driver is all about. Come rain or shine, Fred is reliable and friendly, and customers love dealing with him. He's not just a truck driver – he's a mentor, a problem-solver and someone who really represents the Mainfreight brand out on the road.

Fred's Mainfreight story started back in 1989, when he took over an old (but good-looking) Mack truck from another driver, Adam Lennox. That truck blew out clouds of black smoke, so Fred upgraded to a Volvo as soon as he could – and he's stuck with that brand ever since.

Fred did the Wellington "swap" run for 36 years, and he's proud to say they never missed a delivery in all those years. "Sometimes we were a bit late because of snow or truck problems, but we always got the freight home," he says. He gives a lot of credit to the night drivers over the years who helped make that happen.

Back in the early days, our day work was done with flat-top trailers and lots of ropes, tarps and effort just to keep the freight dry. Fred remembers a funny radio ad from a guy called "Loosehead Len" who joked that Mainfreight drivers looked after the freight so well, they used lace doilies instead of tarps. "Yeah, right!"

It was a small team back then - only about 20 trucks in Auckland. Everyone pitched in to get the job done. "On Fridays, the drivers, store team and office team all stayed to help until everything was cleared out and clean. Then we'd have a couple of 'lemonades' before heading home," Fred remembers.

Fred recalls one of the most interesting jobs he did for a few years was carrying munitions for the NZ Defence Force from Kauri Point to Waiouru. "We had big EXPLOSIVE signs on the front and back of the truck, and that bought us a lot of respect from other motorists!"

He says the transport industry is tough, but one thing that made it easier was that Mainfreight ALWAYS paid on time. That kind of trust and support helped him keep the business going.

Fred and his team have also been involved in heaps of community events over the years — Round the Bays, Books in Homes, school fairs and big parades like the Olympic homecoming. At one point, they even painted their truck and trailer black with a giant silver fern to show support for our national sports teams.

A big part of Fred's story is also the next generation. Jason Street worked for Fred for seven years before taking over the Wellington run himself. Fred had great pleasure in mentoring Jason – and he reckons Jason's doing an even better job than he did. "It's in good hands."

Even though Fred's now retired and 86 years old, he still drives a truck when he can. "I just like to keep my hand in," he says.

Fred's story is a great example of the kind of people who make Mainfreight what it is – dedicated, hard-working and proud to be part of something bigger. Thanks for everything, Fred!



Fred Kalman, 86 years old and still behind the wheel – LEGEND!

Transport New Zealand

Nic Kay

Another financial year has started, and no doubt it will be another action packed year. We have a solid foundation to launch into the 2025/26 financial year, with good alignment across our operations and transport processes throughout the network. Our weekly financial “run rates” have been set for the year and will be the key targets to attack every week to achieve your profit pledge. Understand your influence on these key target numbers to ensure we do everything we can to achieve our profit pledge in 2025/26.

Sustaining excellence in everything we do consistently is our key objective. This requires all team, drivers and the network to deliver the highest service levels and keep the high standards we all expect every day! Live transport dashboards have lifted the quality key performance indicators across operations and transport. Having real-time live dashboards that provide data and measurement assists our teams to make better decisions regarding freight volumes, lift service levels and customer experiences. The hard work must remain to continue to improve and hold onto the improvements made. Offering the BEST quality and service levels consistently is the best platform for our energetic, hungry sales team to hustle solutions and convert new opportunities.

The investment in our network has continued this year, with the following buildings making great progress and ready to transition later this year:
Daily Freight Auckland – O’Rorke Road development September 2025
Mainfreight Hastings – October 2025
Mainfreight Whanganui – July 2025
Along with the above new builds, we have the expansion of our Wellington, New Plymouth, Palmerston North, Cambridge and Whakatane sites opening up more capacity and opportunities for new service offerings and growth. The network is well placed to manage more freight and provide customers with the best service and customer experience.

We are a growth focused business that

seeks to improve operations, transport, sales and customer experience. This continuous improvement and growth aspiration we have as a business creates many career and development opportunities. Challenge yourself in 2025 to expand your knowledge. We have so much experience in our business – tap into this and find a mentor that can help you keep growing your skillset and career opportunities.

Thank you to all our Owner Drivers who are an integral part of our service offering. We appreciate the investment you have made into the business, along

with the professionalism, presentation and work ethic you bring every day to our business. Mainfreight Mondays have lifted image and quality – thank you for the ongoing support and for all you do for our special business.

Team, thank you all for the commitment, passion and energy you bring every day to ensure our quality, service, and, most importantly, customer experience is the best! We thank you for making a difference and for your passion. Let us maximise this to dominate every opportunity in 2025/26.


Key focus in 2025:

1. Sales – We are a growth-focused business where everyone is a salesperson. Go get it!
2. Keep hold of the progress we have made – no slippage in quality or image.
3. Deliver your mate’s freight across every branch. Don’t be the weakest link.
4. Sustaining excellence with honesty, integrity and consistency across all services
5. Our image is everything – protect it by ensuring our buildings, fleet and team look the best! The standards you walk past are the standards you set.
6. Health and Safety – protect yourself and your teammates in your workplace.

Mainfreight Touch Tournament

Thank you to Mike Perez and the volunteers who helped on the day!

Congratulations to the Metro Auckland Mets on their victory in the Taiaha Final! Well done also to XDK – the combined team from Railway Lane Warehousing and Cross-Dock – for securing the win in the Plate Final.



Claims Performance

| Outward Consignments Per Claim | | | |
|--------------------------------|-------------|-------------|-------------|
| Branch | To Mar 2025 | To Sep 2024 | To Mar 2024 |
| FTL South Island | 24,249 | 11,741 | 7,446 |
| Metro Christchurch | 9,522 | 10,995 | 24,379 |
| Metro Auckland | 6,454 | 8,097 | 6,339 |
| FTL Neilson Street | 4,930 | 5,171 | 2,131 |
| Kaitaia | 3,249 | 1,717 | 438 |
| Chem Auckland | 2,027 | 1,797 | 2,165 |
| Hastings | 1,941 | 1,941 | 1,853 |
| 2Home Hastings | 1,806 | 1,656 | 709 |
| Timaru | 1,725 | 1,750 | 973 |
| Rotorua | 1,701 | 2,183 | 1,229 |
| 2Home Christchurch | 1,507 | 1,972 | 1,161 |
| Gore | 1,495 | 2,117 | 1,268 |
| Invercargill | 1,454 | 1,382 | 822 |
| 2Home Auckland | 1,234 | 2,063 | 1,164 |
| Greymouth | 1,207 | 1,177 | 762 |
| Palmerston North | 1,193 | 1,123 | 675 |
| Oamaru | 994 | 1,105 | 1,036 |
| Masterton | 985 | 1,175 | 1,157 |
| Whakatane | 975 | 1,265 | 324 |
| Tauranga | 913 | 933 | 828 |
| Hamilton | 883 | 1,022 | 957 |
| 2Home Tauranga | 839 | 835 | 597 |
| Levin | 819 | 1,021 | 893 |
| Napier | 813 | 1,152 | 734 |
| Gisborne | 812 | 988 | 1,239 |
| Whangarei | 781 | 639 | 523 |
| Thames | 759 | 1,230 | 627 |
| Ashburton | 722 | 628 | 365 |
| Owens Auckland | 718 | 818 | 666 |
| Total Company | 716 | 742 | 667 |
| Whanganui | 711 | 957 | 553 |
| Dunedin | 672 | 734 | 748 |
| Taupo | 650 | 633 | 440 |
| 2Home Hamilton | 630 | 277 | 233 |
| Hobsonville | 614 | 552 | 544 |
| Wellington | 614 | 670 | 635 |
| Blenheim | 591 | 464 | 425 |
| Nelson | 555 | 505 | 483 |
| Owens Christchurch | 553 | 638 | 527 |
| New Plymouth | 518 | 492 | 617 |
| DF Christchurch | 508 | 534 | 489 |
| Auckland | 450 | 510 | 543 |
| DF Auckland | 433 | 349 | 324 |
| Christchurch | 424 | 444 | 483 |
| Cromwell | 411 | 571 | 437 |
| 2Home Wellington | 395 | 402 | 346 |
| Cross-Dock Auckland | 226 | 62 | 463 |
| Mobile Hire | 161 | 120 | 1,152 |
| FTL North Island | 13 | 18 | 104 |

| Inwards Consignments Per Claim | | | |
|--------------------------------|--------------|--------------|--------------|
| Branch | To Mar 2025 | To Sep 2024 | To Mar 2024 |
| Hastings | 5,640 | 5,640 | 6,164 |
| Ashburton | 3,922 | 3,153 | 1,740 |
| Chem Auckland | 3,662 | 3,188 | 2,679 |
| Timaru | 3,186 | 3,167 | 1,561 |
| Whanganui | 3,167 | 2,825 | 2,522 |
| Masterton | 3,008 | 2,881 | 6,730 |
| Owens Auckland | 2,996 | 2,986 | 1,541 |
| FTL South Island | 2,922 | 2,129 | 1,436 |
| Christchurch | 2,916 | 2,162 | 3,038 |
| 2Home Auckland | 2,863 | 2,710 | 2,714 |
| Metro Christchurch | 2,720 | 2,062 | 1,936 |
| Metro Auckland | 2,648 | 3,658 | 3,436 |
| Gore | 2,608 | 1,986 | 1,810 |
| Hobsonville | 2,517 | 2,602 | 1,444 |
| Levin | 2,204 | 3,617 | 3,350 |
| Taupo | 2,153 | 2,920 | 1,339 |
| Wellington | 2,069 | 1,962 | 2,053 |
| Tauranga | 1,951 | 2,585 | 1,998 |
| Oamaru | 1,771 | 2,393 | 3,964 |
| Palmerston North | 1,711 | 1,712 | 1,466 |
| Whakatane | 1,710 | 3,225 | 3,219 |
| Auckland | 1,628 | 1,699 | 1,430 |
| Invercargill | 1,573 | 1,640 | 1,218 |
| Total Company | 1,563 | 1,579 | 1,393 |
| Hamilton | 1,520 | 1,771 | 1,807 |
| 2Home Hastings | 1,511 | 1,473 | 1,419 |
| 2Home Tauranga | 1,495 | 1,493 | 432 |
| Napier | 1,436 | 1,688 | 1,359 |
| Dunedin | 1,335 | 1,358 | 1,209 |
| DF Auckland | 1,290 | 1,112 | 853 |
| 2Home Wellington | 1,267 | 1,482 | 1,113 |
| Rotorua | 1,230 | 1,923 | 1,927 |
| New Plymouth | 1,226 | 1,286 | 1,650 |
| Cromwell | 1,197 | 963 | 1,462 |
| Thames | 1,187 | 1,999 | 1,437 |
| 2Home Christchurch | 1,168 | 1,247 | 1,156 |
| DF Christchurch | 1,162 | 1,113 | 798 |
| Greymouth | 1,119 | 949 | 1,240 |
| Blenheim | 1,099 | 1,138 | 1,061 |
| Owens Christchurch | 1,046 | 904 | 917 |
| Nelson | 975 | 908 | 560 |
| Kaitaia | 898 | 617 | 485 |
| Whangarei | 678 | 661 | 609 |
| FTL Neilson Street | 654 | - | 110 |
| 2Home Hamilton | 562 | 509 | 789 |
| Gisborne | 537 | 461 | 634 |
| Cross-Dock Auckland | 338 | - | 718 |
| FTL North Island | 2 | 3 | 2 |
| Mobile Hire | - | - | 79 |

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



Redevelopment of 42 O'Rorke Road

The soon to be completed Daily Freight terminal at 42 O'Rorke Road, Penrose, will significantly enhance our operational capabilities. This purpose-built hub will feature expanded depot space, a crucial central rail siding seamlessly connecting to the main railway line and brand-new two-storey offices. Equipped with loading docks and advanced material handling systems, the facility will optimise our receiving, sorting and dispatch processes, leading to faster turnaround times and improved efficiency in serving our customers across the region. Furthermore, dedicated areas for specialised freight handling and enhanced security measures will ensure the safe and secure transit of all deliveries. This strategic investment underscores Daily Freight's commitment to providing superior freight solutions and accommodating future growth.

The development is comprised of a single-level terminal with canopies and a two-storey office building. The terminal is made up of an existing floor slab, columns and roof structure with new walls, ramps, docks, doors, columns, rafters and roof. The office is entirely new, as well as the new truck wash, weight bridge, car parking layout and yard and train tracks. It is also fitted out with a commercial kitchen, sleeping rooms for our owner drivers, a manual truck wash and solar panels.

The estimated completion is September 2025.

Total site: 13,925m²



Progress Update – New Plymouth Office Rebuild

Looking firmly towards the future, our New Plymouth branch is embarking on an ambitious expansion project that will significantly enhance Mainfreight's operational capabilities. This development will substantially increase our existing footprint, growing to an impressive 20,573 sqm. This strategic growth initiative is designed to optimise how we work and dramatically increase our capacity, allowing us to better serve the growing needs of the Taranaki region. A key part of this forward-thinking development is the integration of a dedicated, truck wash facility.



Whanganui New Build

A brand new purpose-built transport building is to be completed in mid-2025. The 3,217 sqm building will comprising office/amenities, high-stud warehouse, drive through breezeway, truck wash and secure sealed yard and parking, all situated on a 6,320 sqm industrial site.

The new facility is located in Whanganui's newest industrial precinct of "Mill Road", with extensive new developments recently completed, under construction and planned for this location, and all only eight-minutes from the CBD.

Demonstrating a commitment to sustainability, our new facility will also incorporate water collection, solar panels, contributing to reduced energy consumption and a lower environmental footprint. This forward-thinking approach aligns with our 100-year vision of investing in our people and communities and reducing the environmental impact of our activities.

Earthworks commenced on site in October 2024, and is on track, and some areas is well ahead of schedule, with estimated completion in July 2025.

Warehousing New Zealand

Brynley Richies

Thank you, team, for a great year. You should all be justifiably proud of your contribution towards delivering exceptional service to our customers. This year has been marked by numerous milestones and achievements that wouldn't have been possible without the dedication of our team. We must never underestimate the importance of the small details and doing the extra work – the difference between success and failure can often be found in the small stuff.

The recipe for success at Mainfreight is simple: our focus must be on quality, the development of our people and culture, the right people in the right seats and delighting our customers. At the heart of our mission is a commitment to consistently improving the quality of service through both individual growth and strategic business practices. For individuals, this means embracing self-discipline, consistency and a mindset of continual improvement - comparing yourself to yourself, staying focused and understanding your intrinsic motivation.

We prioritise accountability, the right incentives, and a strong foundation of values, principles and purpose. Our strategies are designed to drive sustainability and innovation, while embracing change and thinking big. Whether you're a leader, team member or individual contributor, we all share the desire to be seen, heard and understood - and to stay connected to our collective "why".

Key Areas of Focus for 2025/26:

1. Our image is everything: protect it by ensuring our buildings and team look the best! The standards you walk past are the standards you set.
2. Delight our customers: continuous improvement plans are critical to keep our customers engaged and happy.
3. Quality: in all we do. Never accept second best.
4. Communication: regular engagement with our customers and our team
5. Sales: we are a growth-focused business, and everyone is a salesperson.
6. Team training: create pathways and careers, and continue to learn and evolve.

The key to continued growth lies in our sales pipeline as we look to expand our property portfolio on the back of increased enquiries for outsourced services. We are making future investment decisions to ensure additional capacity is available to cater for growth.

In the last year we have increased our operational footprint with the opening of the 9,000sqm Savill 2Home Warehouse in Auckland catering for inventory complementing the Mainfreight 2Home delivery network. The recent completion of 23,000sqm Beach Road Hazardous Goods Warehouse replacing the Kahu Street facility in Auckland, increases our capacity to hold dangerous goods across classes 2.1, 3, 5.1, 6, 8 and 9.

Continuing to invest in our future, we are currently reviewing options within the Auckland area, and in Christchurch, we have reached an agreement with a local developer to construct a 23,000 sqm warehouse at Mānia Road, with a delivery date of April 2026.

In the fast pace of modern life, it's easy to lose sight of the moments that matter – where we are, who we work with and the pride we share in being part of something bigger than ourselves. We often find ourselves caught in the daily grind, missing the small opportunities to connect, reflect and appreciate the people beside us. A quick conversation at break time, a shared laugh or simply checking in on a teammate - all these moments help build the culture that makes Mainfreight special.



Beach Road Warehousing, Auckland

To our entire Warehousing family – thank you for your drive, commitment and contribution to what makes Mainfreight such a powerful place to work. Together, we'll continue to build something we're all proud to be part of.

Let's make 2025 a year of connection, growth and shared success.

SalesStar

We're excited to share the recent SalesStar Training for our Warehousing Sales Team! This comprehensive training is designed to elevate our team's skills, enhance product knowledge and sharpen sales strategies, ensuring they are fully equipped to meet the evolving needs of our customers. The session focused on advanced sales techniques, effective communication and building long-lasting relationships - key elements that will drive success in the warehousing industry. With expert-led workshops and interactive discussions, this training will empower our team to deliver exceptional service, exceed sales targets and maintain our reputation as leaders in the field.



We're confident that the insights gained from SalesStar will help our team shine even brighter in the competitive landscape!

107 Westney Road

Nicholas Winchester

As a half-Canadian, half-Thai born in Hong Kong, most find it crazy that I learned to skate before I could run. Growing up, playing ice hockey taught me life lessons that I use on a day-to-day basis, from leadership skills and team utilisation to discipline and integrity. I was fortunate to represent Hong Kong at several international tournaments throughout Asia and Canada, playing the likes of teams from Italy, France and Czechia, to name a few. I was extremely fortunate to have a sport I loved that took me across the world, and I eventually landed myself at a boarding school in Canada. Playing ice hockey in Canada was like moving to New Zealand to play rugby, highly competitive and, honestly, very daunting at first.

Nevertheless, I met some lifelong friends through the sport, and I cherished every moment. It is fair to say I am now "retired", unfortunately, due to concussions. However, what partially stemmed from these injuries became my interest in neuroscience. I became fascinated and curious about behaviours, how they changed and adapted under certain conditions, and ways to improve the human mind. I eventually went on to study Neuroscience at University. Learning about the human brain's intricacies has greatly influenced how I approach a task.



Nicholas in action on the ice

In a previous role, I led a team of nine to oversee marketing for a Neuroscience conference. This meant working with sponsors and filming promotional videos from saunas, cold plunging and baking cookies at a local bakery. Despite being intrigued by Neuroscience, I did not think it would be the right career fit. Hence, I looked at other industries, eventually landing myself at Mainfreight. My first seven months in New Zealand have been nothing short of amazing. Being part of a special company with special people, I look forward to meeting more like-minded individuals from various backgrounds.

Manu Street

Tom Clyma

The past 12 months at Manu Street have been a whirlwind. Financially, the branch has had an incredibly successful year, breaking our weekly P&L record four weeks in a row - a rewarding outcome for the team after overcoming several tough weeks. This achievement earned us the coveted profit plaque, a well-deserved recognition of the team's hard work and dedication.

Throughout the year the team implemented strong stock control measures, significantly boosting warehouse efficiency during the busy periods. Their efforts also resulted in continuous improvements across all key stocktake results. To further enhance operations, we made several key investments, including a carton sealing machine, roller beds and robot wrapping machines, all of which have streamlined our processes.

The team's commitment to excellence didn't go unnoticed. They were nominated for Branch of the Year, earned 1st equal in the Warehousing Health & Safety Audit, and were 1st equal for the EcoPortal Forklift Training.

With such outstanding results behind us, this year presents a tough challenge to top, but the team is ready and eager to take it on. I'm personally excited to see what we can achieve together in the coming year!



Carton sealing machine and roller bed set up

Triple Crown 2025

We're proud to celebrate our Triple Crown for Warehousing - a standout achievement that reflects our team's dedication to excellence in every corner of the operation.



Sales Team of the Year – New Zealand Warehousing, whose outstanding efforts have set a new standard for performance.



Salesperson of the Year – Sam Irving, whose dedication and passion have driven remarkable results



Branch of the Year – Warehousing 107 Westney Road, for its unwavering commitment to excellence across all areas of business.



Kahu Street to Beach Road

Jeremy Williams

We moved pallets. We moved customers.

With 16 customers and fewer than 40 pallets left at Kahu, we knew this would be a challenge. Regardless of a customer's size, the same amount of effort goes into communicating and planning their move. On average, we contacted each of these customers three or four times.

It's no secret that smaller customers often need more attention than the big global ones. Nine times out of ten, they're owner-operators who have poured their life savings into their businesses and are incredibly passionate about their products. As a branch, we had to make sure we didn't impact their operations - because missing just one order could mean the difference between turning a profit and copping a big credit card bill. This meant a lot of after-hours work, moving stock post cut-off and ensuring it was booked in at Beach Road before the next day. Early mornings and late finishes have been the norm for a while now. Despite the chaos, we still managed to move over 1,200 pallets out of Kahu Street.

Meanwhile, at Beach Road, we officially went live with orders - and let's just say it was a bit of a cluster at first. We couldn't print freight labels on-site, so the team had to run back and forth to our old warehouse to grab them until the Beach Road label printer was up and running - only after Big Jerry whipped out his Big Sticky. No one wants to be on the receiving end of Jerry's Big Sticky, so things got sorted quickly! Thankfully, the rest of the week ran smoothly once that was sorted. Everything went out on time, and our customers are happy.

Looking ahead, we've got all fingers and toes crossed to receive our DG licences. There are just a few small items left to tick off, but the major requirements are already done. That cert will allow us to begin moving our larger agriculture customers - mainly bulk tanks and drums. This is our bread and butter: heavy tanks, drums, and bulk bags. The team is ready.

These accolades are a testament to the hard work, collaboration and high standards that define our entire organisation and drive our continued success.

Air & Ocean New Zealand

Paul Riethmaier

At the time of writing, we find ourselves at the starting line of the 2025/26 financial year, and with it comes another opportunity to reflect, reset and start again. We take some good learnings forward with us into the new financial year. We must build on our operations efficiency progress, and continue to use our full network and technology stack to find better, more efficient ways of getting things done. The opportunity to reset is refreshing, so let's embrace the chance we now have to turn things around and try to become the best at getting better.

Despite the challenges last year, we still managed to grow our airfreight, perishable, less-than-container-load (LCL) and import full container (FCL) volumes. Growing market share in a tough market is an achievement, and will help us this year when we hope that the New Zealand economy will return to growth and more of our down-trading customers will start to up trade again.

There are still challenges in both New Zealand and the international economy, with a local recession and uncertainty around global trade due to tariffs and retaliatory tariffs starting to emerge post-changes in the USA. Taking lessons from the past, we know that trade will find a way through. We are in a good position to prosper with an expanding Air & Ocean branch network, and our own team of proud Mainfreighter's across the world ready to go the extra mile for our customers.

Focusing on us, and what we can do to act quickly to keep our customers informed of changes, will help us continue to grow our freight volumes. Similar to the pandemic years, when we saw more CEO-level eyes on freight rates than ever before, we now have a captive audience wanting to understand more about Harmonised System Tariff Codes (HS Codes) and what a customs broker does. The value of our customs brokers around the world who understand the tariffs, and how to navigate through the change, will set us apart. This is an opportunity for us to leverage our long-standing commitment to placing customs brokers as close to the customer as we can, not back officing to a foreign branch

in another city. This has long been our strategy, and is where our value will be recognised and our customs brokerage revenues will increase.

This is an opportune time for us to win, not just the brokerage work, but the air and ocean freight attached to these movements. We have a strong sales team hungry to win as much business as possible to grow our volumes. Like all previous years, our new business sales performance will play a huge part in determining our success this year. Start strong, place a priority on sales call numbers and bring a new sense of urgency to sales call follow-up.

Lastly margins. We know we need to lift these, and the best way for us to do this is to grow our 1MF consolidated airfreight and LCL volumes. We earn more margin off these products,

and expect to start a Manchester to Christchurch, and Xiamen to Auckland LCL service this year. This will bring us to 110 consolidated sea and air freight services to and from New Zealand every week. The depth of our 1MF LCL and airfreight service offering in New Zealand is unmatched. Let's make sure all our team understand what we can offer, and do as much as we can to top up these consols with as much freight as possible each week.

Team, thank you all for your efforts over the last financial year. We have faced some challenges, and while our results have not been to our satisfaction, all of you have put a lot of effort into navigating the bumps and still managing to grow our freight volumes in a tough New Zealand economy. The opportunity in the year ahead is exciting, let's make the most of it.

Key Focus Areas for 2025:

- Be the best at getting better: focus on margins, KPIs, customer service levels and sales urgency... find improvement week-to-week
- Consistency over intensity: discipline in sticking to our processes, reviewing our KPIs and chasing everyday freight that runs a city
- Better discipline in our positive action team (PAT) meetings: More consistency and better participation led by example, with branch leadership PAT minutes sent every Monday with the weekly result
- Sales calls: 20 per week for new business execs, 10 per week for key account managers and 5 per week for branch managers and national support team is the target. Beating call numbers from the same week last year is the minimum!
- Quality urgency: don't walk past poor standards. We must deliver the best service in the market if we expect to keep growing our market share
- Restore our margins through:
 - more LCL & Airfreight sales (our highest margin products)
 - better utilisation (last-minute freight hustle makes all the difference)
 - entrepreneurial operators (better carrier choices / non-operating reefer usage / promoting our freight service offering with each customs brokerage entry)
 - Promoting our new airfreight x-ray screening service





L-R: Rob Tucker, Josh Neilson, Jamie Hedgman, Kai Yao, Ryan Robinson, Steve Hendry, Corey Seator

Volunteer Days

The Air & Ocean Auckland Ocean Freight team recently came together to support our local community. We volunteered at two nearby primary schools, helping them prepare for the new school year. Our team pitched in with garden clean-ups – removing weeds, getting areas ready for the students to plant vegetables and clearing and painting fences.

It was a rewarding experience to give back to our community. A big thank you to our team members who generously gave their time – the schools truly appreciated the support.

Live Goats

What did you guys do on 22 March around 5:45am?

Our Air & Ocean Auckland Airfreight team arrived at work early that morning to prepare and welcome our very important guests – THE GOATS. A total of 62 goats arrived at our yard, 53 females and nine males.

While the most luxurious option we humans can book is a first-class seat, this herd of goats travelled in an even grander style – they had two entire PMCs (airline containers) to themselves! That's right, we secured the full livestock allocation for the day. Typically, airlines only allow two PMCs for livestock per flight.

To make sure all 62 of our four-legged travellers were ready for take-off, planning began a full three months in advance – a significant lead time in the fast-paced world of airfreight! Shipping goats isn't something you can organise overnight. Our team worked closely with the supplier, MPI, and the buyer, holding several meetings to coordinate every detail of the move carefully, includes the design and construction of custom crates just for the goats. Rest assured, they weren't standing loose in the PMC – each one was securely housed in specially built crates, made to fit the airline container's dimensions perfectly.

It wasn't just the logistics that needed careful planning – the goats themselves had to be well-prepared too. These



The team getting the goats ready for their big overseas trip

weren't just any 62 goats; each one was hand-picked with care. Curious how? They were all measured, weighed, health-checked and blood-tested before departure, as required by MPI for any live animal exports from New Zealand. And no, they weren't being sent for meat. These goats are on an international mission to share their top quality genetics with the world. It's not just Kiwi humans who have a global reputation – our goats are among the best bred anywhere, which is why someone was happy to fly them 10 hours across the globe to their new home.

So, where were these gorgeous goats bound for? None other than South Korea – the land of kimchi, K-pop and culture galore. Annyeonghaseyo!

A huge shoutout to the leaders of this

operation – Brian Chen, Kura Kiria, Kevin Huang and the entire airfreight team for going above and beyond to make sure everything ran seamlessly. I'm pleased to report that not a single goat made a break for it! Each one was safely loaded into their custom crate, with every PMC expertly strapped and netted – just the way we do it at Mainfreight. The goats arrived safely in South Korea and are likely settling in...maybe even enjoying a bite of kimchi!

An LD7 container (also called a PMC) is an airline unit used for shipping goods on airplanes. It's about 3 meters long, 2.2 meters wide and 1.6 meters tall. Inside, it can hold about 10.6 cubic meters of freight and, when it's empty, it weighs about 200 kgs. When fully loaded, it can carry up to five tons of freight.

Project from India – Part 2

Air & Ocean Tauranga

When our last newsletter went to print, this project was still on the water from India to New Zealand. We're pleased to share that since then it has successfully arrived, been delivered to site and is now in place in the customer's brand-new, purpose-built facility.

That said, the statement doesn't quite capture the level of coordination required to move equipment of this scale. The process begins with timing the arrival perfectly. Since the cargo was lifted directly from the ship's hook onto our trucks, we had to ensure an open delivery window that aligned precisely with the vessel's arrival.

Once loaded and inspected, the next challenge was transporting it to site. We are talking about a unit weighing just

under 60 tonnes, and measuring over four metres in both width and height. Moves of this size can only take place during designated transport hours and must follow a pre-approved route. These routes are carefully planned in advance to account for factors like bridge limits, overhead power lines, overpasses and other potential obstacles along the way.

All of this was coordinated to arrive at the site ready to be unloaded into the new building. For this part, a 200 tonne crane was brought in to lift the equipment off the trucks and thread it down through the roof to where they were going to live. There was a small issue with having to remove an aluminium spreader to get the turbine in, but other than that, everything went as planned and has now been installed.

With a project of this size, it took quite a while to get to this point, and there are still parts being installed and tested before the new power station will be up



and running. But when completed, it will be able to power up the customer's entire site, and feed surplus power back into the grid.

Cherries

Air & Ocean Auckland and Christchurch Airfreight

The New Zealand cherry industry is growing year on year, with new orchards going in, and existing orchards maturing (it takes five years for a new tree to reach full production). Summerfruit NZ is the industry body representing the interests of over 250 apricot, cherry, nectarine, peach and plum growers.

Industry stats show that the 2024/25 cherry season was the biggest on record, and has doubled in volume since 2020/21:

| | |
|---------|---------------|
| 2020/21 | 2,508,103 kgs |
| 2021/22 | 3,219,229 kgs |
| 2022/23 | 3,594,317 kgs |
| 2023/24 | 3,779,959 kgs |
| 2024/25 | 5,157,912 kgs |

Most of the exported cherries are grown in Central Otago, which is known for its very hot, dry and low-humidity climate. However, every cherry season is very weather dependent, and with a cooler spring this season, we started slightly behind last year. Our first export this season was on 10 December, but went much later, with the previous export on 13 March. Thankfully, there



Export cherry shipment getting packed and ready to ship out

wasn't a huge amount of rain this season, which can cause splitting and wipe out entire varieties.

The majority of cherry exports head to Asia (Taiwan, China, Vietnam, etc.) for Chinese New Year celebrations, so the timing of Chinese New Year plays a big factor in how much of this volume moves by air or sea. Our Christchurch and Auckland airfreight teams moved 1,053,056 kgs of cherries and apricots by air this season, representing about 20% of New Zealand's total export volume.

Seventy-eight percent of this volume moved from Christchurch using year-round and seasonal airlines, with the overflow being trucked to Auckland. Capacity is always an issue with such a large volume over a very short timeframe. Exporters generally prefer to export from Christchurch, which reduces transit time and the risk of temperature fluctuations.

Estimated export forecasts of 8-10 million kgs in seasons to come are exciting and offer great opportunity for our air, sea and transport teams!

Wahine Toa Main Divide 2025

Lisa Parangi

In December 2024 I found out that I had been nominated and selected to take part in the very first Wahine Toa Main Divide.

I was put in touch with the other Wahine selected, and that was the start of our Main Divide journey and bond.

We all trained relentlessly for the next eight weeks to get 'hike fit', as I had never hiked before. Then came the time to take on the Main Divide. The journey was nothing short of extraordinary – an experience so profound that it's difficult to put into words.

It was challenging in so many ways but also incredibly rewarding. I embraced the highs, the hardships and the wild beauty of the journey. It has given me a deep sense of achievement, cherished memories and a lasting connection with



the wahine with whom I shared this journey.

For anyone fortunate enough to face the challenge of the Main Divide, I wholeheartedly encourage you to seize the opportunity and embrace every part of the journey. It'll challenge you, change you and leave you with stories worth telling for a lifetime.



Tugboats on the Port Of Tauranga

WISTA - Women's International Shipping & Trading Association - Port Event

What a fantastic day it was for some of our Air & Ocean Tauranga team ladies from across sales, import and export who took part in the WISTA networking event in Tauranga. We were split into groups and rotated through the tugboats, pilot boats and the office, finishing with a sit-down session with one of the actual pilots.

The tugboats were exceptional. It's easy to underestimate their size, given

the large vessels they help guide into the harbour, but these are impressive machines. Each tugboat has an operator and an engineer onboard, working 12-hour shifts regardless of the weather. They have two rooms with a desk and bed each, as well as a small kitchenette. The motors, rotors and generators are truly remarkable. These tugs have unparalleled mobility. We were given the opportunity to operate the tug, and some took advantage of it while others

chose not to. All of this took place in the picturesque surroundings of Pilot Bay.

We boarded both the new pilot boat (a jet boat) and the refurbished one, where we learned about the process of pilots disembarking from the pilot boat to board vessels using rope ladders. A pilot provided us with an overview of the embarkation process, highlighting the challenges of communication despite English being a universal language. It is easy to understand why some pilots spend their entire careers in this field.

We gained valuable insight into this critical aspect of our industry. The work that pilots do is truly amazing.

It's not a matter of first-come, first-served when it comes to vessels entering the port. Instead, the decision is based on the inertia from vessels and the current they bring with them. Every aspect of wind speed, temperature and current determines which vessel enters the port and when. As a result, we are now better equipped to explain to clients why their cargo was delayed from entering the harbour.

The experience was enlightening, and we have gained a deeper appreciation for the complexities involved at our ports.

Europe



Mainfreight Europe

Ben Fitts

We're well into this financial year with an ambitious target to beat. To achieve this, we need to be "all hands on deck," working together as one team, and tracking our progress toward revenue and profit goals week by week. This means measuring the run rate required to reach these goals, and moving quickly to make changes where needed. Part of being on our team means you're inherently empowered to make decisions. Ask for forgiveness, not for permission.

While current geopolitical tensions create uncertainty, we have learned a lot over the past few years and are in good shape to deal with whatever lies ahead. Who likes normal years anyway?! Regardless of what happens around us, much remains within our control; do the simple things well, and we'll keep moving forward.

The following pages reflect our team's drive and determination to move forward, no matter what's going on in the world. Thanks for your energy and positivity, team...enjoy the read!

Our network has expanded this year with the opening of our second UK warehouse in April, in Castle Donington, providing another 31,000 pallet spaces of capacity. The UK market has plenty of opportunities, and with two warehouses there now, our first UK transport branch is proudly delivering freight from our warehouses to customers across the UK, while helping the European fleet return home with full loads.

We've opened dedicated Port Operations branches in the Netherlands and Belgium, with the support of the ocean freight branches in each country. This is a good example of teams working together to channel freight spend internally, retain margin and ultimately improve quality for customers.

We can do more in this area: always use our own services without question

when available, working together with your brothers and sisters to make this happen and pushing freight into the network at every opportunity. If we give freight to a competitor, we're helping their business grow. When you use Mainfreight services only, we all win.

Big congratulations to the Zaltbommel warehousing team, winners of the 2024/25 Branch of the Year – an immaculately presented 52,000 sqm branch, bustling with energy and activity. Well done also to the Barcelona Air & Ocean team for winning Turn Around Branch of the Year, and to Jorge Ulric (A&O Barcelona) for winning Salesperson of the Year – outstanding work!

Especially during this uncertain time, we

all have a responsibility to drive sales growth – not just the sales team! Every interaction you have with customers counts, quality in our communication and service matters, and remember that each positive experience can lead to more opportunities.

Our belief, determination and confidence in building a European supply chain company are as strong as ever. Focus on tracking financial performance, doing the simple things well, keeping freight in our own hands and sniffing out sales opportunities.

If you're taking a break over the European summer, have fun, keep fit and find a way to switch off and recharge. Thanks, team, for all that you do.

Five Priorities:

1. Think much bigger. If you think you're thinking big now, multiply it by 10 and put a plan together to make it real.
2. Be honest. It is our customer's perception that counts – not our perception of ourselves.
3. Do more with what we have. There is plenty of tech around to help but doing things right the first time is the best efficiency driver of all.
4. Sales is a lot of fun. Don't be shy, if you're interested, make it known.
5. Help others to succeed. We would like everyone on the podium at the end of the year.



Transport and Trucks & Drivers

Frans Zuidgeest

Team,

A lot has been going on in the supply chains in our region, and we should be ready for more. We can consider change to be standard. We have proven that we can deal with this if we stay disciplined in everything we do.

The conference theme for the Branch Managers and the Sales Conferences was 'Active Growth'. It is about taking action to grow our business. Work together as one team, and have the mindset to do better every day. It is the responsibility of all of us.

We have a lot to work on. Branch quality and efficiency targets are set. Embrace the expectation. Ensure that you are aware of these targets in your branch, and look for opportunities to do better. Maintaining a high quality means fewer inquiries, e-mails and discussions. Efficiency improvements will come along with this.

As you can read in the article about Mainmove, another big step forward has been taken. Thank you to our drivers, team on the dock, dispatchers, the IT team and others involved for the efforts made to realise this. This technology upgrade supports our teams

in delivering efficient services. Several improvement projects kicked off that also helped to create more alignment in our network. Examples are e-mail handling, truck capacity visibility and status code reporting. New training on the proper usage of our technology is underway. Follow the messaging on this.

The article about the shipment from China to Italy is a great example of utilising our network. Intensifying our

network and creating more line hauls between Mainfreight branches will continue. Sales development is an important part of this. Always look for the opportunity to fill up every truck that arrives at your branch.

Keep on high activity levels, define actions that are tangible enough to realise improvements and arrive in your branch every day with the mindset to do better than the day before.

Point to focus on:

1. Sales – Grow our pipelines. Freight that contributes to our network. Hard work at a constant pace.
2. Safety – An everyday priority. We want all of you to return home safely in the evening.
3. Security - This includes cyber security and the physical movement of goods. Stay alert, if you don't trust it, report it.
4. Customer Quality Journey – Embrace the standards. Doing it right the first time. Where can you make the difference?
5. Communication – Use the phone. Set objectives and note tangible actions when having meetings. Smile and have fun.

Team, thank you for the effort and energy you put into our business. Enjoy the summer break!



L-R: Steve Patrick, Natasha Linton, Jack Curd, Patrick Rosellosa

Mainfreight Transport UK has Arrived!

We're excited to announce the launch of our first Transport branch in the UK. We are currently operating out of our Coalville Warehouse near Leicester in the East Midlands. This is the perfect location as it is only 20 minutes from our second UK warehouse in Castle Donington, and within a 4-hour drive of 90% of England.

Our new branch strengthens the Mainfreight European transport network by serving as a cross-dock hub and increasing our brand presence on UK roads. Our focus is on growing shipment volumes from the UK into Europe, optimising utilisation of the empty trucks leaving the UK, and improving margins. Additionally, we can now offer domestic and European transport solutions for our UK warehousing and A&O customers, keeping their supply chain business within the Mainfreight group. Since starting in November we have grown from one to four trucks, and are excited to continue growing whilst providing a high-quality service to our customers.

Thank you to everyone who has contributed to our branch, and we look forward to the journey ahead.



Arjan Meijer charging our brand-new E-truck

First Direct Current (DC) Charger for Mainfreight E-Trucks

Recently, we put our first DC fast charging station to use at the 's-Heerenberg Trucks & Drivers branch. With these chargers, we can ensure that our e-trucks are charged fast and efficiently between trips.

With the current net congestion, the available power capacity in 's-Heerenberg is limited, making it a challenge to find a solution that is both scalable to meet future needs, and with the ability to use the maximum available capacity of our main power connection.

We have chosen a modular charging station that can be scaled up to eight connectors and a total charging power of 400 kW, which means up to 350 km of range in one hour of charging. Combined with load balancing and a proven high uptime, this solution ticked all the right boxes.

Finally, our truck workshop's paint shop ensured that the new chargers are up to Mainfreight standard with a fresh coat of Mainfreight Blue.

Port Operations Netherlands and Belgium at Full Steam

With the ports of Rotterdam and Antwerp, the Benelux region is home to Europe's two largest container ports. This strategic location offers Mainfreight unique opportunities to grow and strengthen our port operations across the network.

In the Netherlands, our Trucks & Drivers 's-Heerenberg branch started port operations last year with just one Mainfreight vehicle in Rotterdam, and now we run six vehicles. We are moving an average of 70 to 100 containers per week, mainly to our branches in 's-Heerenberg, Zaltbommel, Born and Rotterdam.

Managing these deliveries ourselves brings major advantages. We maintain direct contact with our Warehousing teams, allowing for quicker communication, more flexibility and a stronger connection between operations. This setup also creates a "control tower effect", enabling us to better coordinate and optimise our equipment across the network.

In Belgium, from our Transport Ghent branch, port operations began in 2018, initially for a single customer. Over the past year, we've significantly expanded these services. The team now handles container transport from the port to delivery and pickup addresses for multiple customers. Thanks to even closer cooperation with our Antwerp Ocean team, we can now fully offer container transport and customs clearance under Mainfreight control – a major step forward in delivering complete end-to-end service.

The recent investment in an additional genset chassis has allowed us to expand into reefer haulage for our Ocean team, offering even more value to our customers.



L-R: Sebastiaan van Aken and Gerben Heymen

Mainmove Mainyard completion

Transport 's-Heerenberg

We have implemented the last part of Mainmove in our biggest European transport branch, and the go-live went well, working together as one team. With this go-live, we've implemented our cross-dock module and Mainyard, which gives us a total overview of the yard at any given time. Also, when our trucks enter the geofence, they get a specific dock assigned to unload their cargo, which helps in an efficient process and a fast flow of goods onto the cross-dock. In total, we unload and load 400 trucks daily, with a peak during the evening. Alongside this, we updated our resource planning so that it's possible to see when a driver or a truck is available to drive a route, creating visibility and structure for the dispatch teams. With Mainmove implemented, we can go further than we have ever gone before. We are now able to optimise internal processes better to create an even more efficient and effective way of working where we can ensure the best possible quality to our customers. Our next step is to introduce Mainmove into our new UK Transport branch to gain the same benefits as in our other European transport branches.

Seamless Collaboration Across Borders: Our Successful China to Italy Transport Shipment



At Mainfreight, teamwork and innovation are at the heart of what we do. Recently we had the privilege of executing a complex transport project that showcased the strength of our global network, and the exceptional collaboration between three of our branches:

1. Mainfreight Chongqing Air & Ocean Branch
2. Mainfreight Transport 's-Heerenberg Branch
3. Mainfreight Milan Air & Ocean Branch

Our customer requested a transport solution for LTL cargo from China to Italy. This marked the first time we utilised our rail LCL service on a DAP incoterm, making it a unique and challenging opportunity.

The long journey began in Chongqing,

where our team arranged for the cargo to be moved by rail to Duisburg, Germany. Upon its arrival in Duisburg, our 's-Heerenberg branch ensured a Mainfreight truck was ready to collect the cargo and continue its journey by road. The truck travelled from Duisburg to Freiburg in Breisgau. The truck and cargo were transported by rail from Freiburg to Novara, Italy. Once in Novara, the truck carried the shipment to the customs clearance location. From there, our Milan branch facilitated smooth customs clearance, enabling the cargo to be delivered on time to its final destination.

This project exemplified the power of teamwork across our network. From rail to road to rail and back on the road again, our teams worked tirelessly to ensure our customer's requirements were met with precision – the customer

places a high emphasis on on-time performance.

Beyond operational excellence, this transport solution highlighted our commitment to sustainable practices. By combining rail and truck services, we achieved a more environmentally friendly approach, reducing CO2 emissions compared to more traditional methods.

The success of this shipment has already led to additional requests from the customer, reaffirming their confidence in Mainfreight as a reliable and innovative supply chain partner. We are proud to see how our global branches came together to make this possible, and look forward to continuing to deliver excellence in every aspect of our operations.

Air & Ocean Europe

Brad Russell

This newsletter provides a great opportunity to update our team and customers on the progress of our European branches. We are moving towards mid-year with optimism and energy as we continue to improve our business in all eight Air & Ocean countries. Our new customers are contributing significant volume, and our growth is directly linked to this sales activity. The world continues to change. However, we can constantly provide our customers with regular market updates, operational quality and a willingness to go the extra mile.

You can read about our progress in the following articles, which include our greater sales presence in the North Rhine-Westphalia region of Germany. This is a large market, and to support our existing and prospective customers in the region, we have strengthened our sales team. We differentiate ourselves as Mainfreight when we are together with our customers, and a fourth branch in Germany is on our roadmap. Our sales capabilities in the pharmaceutical vertical are also developing, with Amsterdam leading the way. We are handling more shipments, and our total

quality approach and full supply chain visibility resonate with this industry.

In line with supporting our customers with additional services, our London Airfreight team has added a transit bond to their warehouse near Heathrow. Avoiding airline storage is a key benefit through simplifying the customs clearance process. All our branches are focused on feeding the Mainfreight network, and the London warehouse status also allows us to clear bonded European road freight from our Transport branches. This support for each other is highlighted in Rotterdam's overview

of the use of our Port Operations for import container deliveries. The loading of our ocean export consolidations in the Netherlands is also kept in-house, with Rotterdam Transport taking pride in ensuring our containers are left well-packed and on time.

We have ambitious targets ahead of us this year, which are not only financial but also include branch and product development. What is clear in this newsletter is that we are in it together, we help each other and we are a much stronger business when we rely on our network.

5 focus areas:

1. Margin improvement – let's ensure our export 1MF consolidations are departing fully utilised.
2. Sales teams – get everyone involved and enjoy getting to know our customer's business.
3. Operational efficiency – our branch cross-training is critical, as is the induction of new team members.
4. Succession – who is in line to take your role when you have the next opportunity?
5. Market updates – global shipping is dynamic. We keep our customers informed and provide solutions.

First step towards further expansion in Germany



Tim Stubbe

By opening up branches in Hamburg, Frankfurt and Munich in the past decade, we have been gaining increasingly more traction within the German air and ocean market. To continue this trajectory, as of January 1st 2025 Tim Stubbe (formerly based in Rotterdam) was appointed the dedicated team member to hunt for freight in North Rhine-Westphalia (NRW).

NRW – located in Western Germany, and home to big cities like Düsseldorf, Cologne and Essen – is a major industrial hotspot and the largest contributor to Germany's economy, accounting for about 20% of GDP. With 160 million consumers within a 500-kilometre radius, and relative proximity to major sea and airports, NRW is considered Germany's logistical heart and economic engine. This is precisely the reason why NRW is home to large manufacturers and importers alike, making it a region with immense potential.

With this renewed and more focused attention on NRW, we aim to strengthen and expand our customer base. The first step is to build a strong pipeline to attract new customers, with the ultimate goal of opening a dedicated branch in the Düsseldorf area. Stay tuned!

Celebrating a Milestone: First GDP - Dedicated Sales Rep in Europe

We're proud to announce our milestone in Pharma and GDP (Good Distribution Practice) operations: Daniel Joor is our first GDP-dedicated sales representative in Europe. Over the past 12 months we've handled 224 orders worldwide for our main GDP customer, launched exports to the UK and managed ad hoc shipments from Pakistan and the U.S. These operations have included everything from vaccines and blood samples to active pharmaceutical ingredients (APIs). While we're still in the early stages of our Pharma journey, the growth has been steady and encouraging. Each shipment contributes to building our expertise and reinforces our long-term commitment to this critical sector.

We're excited about what lies ahead – this is just the beginning.

Rotterdam Ocean & Transport | Growing Stronger Together

Mainfreight is a network business, and collaboration drives growth. Our Rotterdam Ocean team is combining its strengths with our Transport team in Rotterdam and Port Ops in 's-Heerenberg to deliver reliable, end-to-end services to our customers.

Over the last couple of months our partnership with the Rotterdam Transport branch has led to a significant increase in the number of 1MF consolidation containers being loaded and unloaded at their site. Thanks to their dedication the process has become much smoother, more efficient and better aligned, giving us the opportunity to grow our 1MF volumes. Next to the 1MF loading/unloading, pickups and deliveries, the Transport team also



plays an active role in the distribution of New Zealand onions throughout Europe during its season.

Our collaboration with Port Ops has also become vital to our daily operations. They ensure the smooth and timely delivery of FCL containers directly to our customers across the country. With their expertise and flexibility, we can maintain high service levels and meet tight delivery schedules. Together, we're actively working to grow this part of the

business. We are welcoming new customers, while also expanding volumes and services for existing ones.

By supporting each other and aligning our efforts, we're improving our day-to-day operations and actively growing the business. Together, we're building a stronger, smarter and more connected Mainfreight network.

Let's keep building on this momentum.

Boosting efficiency in London with a Bonded Warehouse & External Temporary Storage Facility (ETSF) capabilities

Our London Airfreight branch took another step forward with the addition of a bonded warehouse, with ETSF status and T1 discharge capabilities. This is a game-changer for our operations, offering greater flexibility, faster processing and enhanced cost efficiency. By leveraging this facility, we can optimise customs handling, reduce delays and provide a seamless experience for our customers.

- ETSF Status: We can receive and temporarily store goods before customs clearance, reducing delays at ports and decreasing storage costs, ensuring a smoother process.
- T1 Discharge: With the ability to discharge T1 transit documents, we can quickly process goods moving under customs control, minimising bottlenecks and improving turnaround times.



a wider range of shipments with greater efficiency and compliance, ensuring that we meet both customer demands and regulatory requirements.

Key Benefits:

- Duty & VAT Deferment: Storing goods under bond allows us to delay tax payments until release, improving cash flow for both us and our customers.

By fully utilising our warehouse capabilities, we can provide better service, attract more business and strengthen our position as a logistics provider. The facility allows us to handle

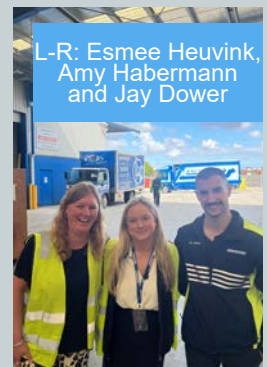
Let's make the most of this strategic advantage – promote it, optimise it and drive more business through our bonded warehouse!

Esmee Heuvink Reviewing GDP Processes with a Visit to Australia

In early April I visited the Epping and Springbank perishables branch in Melbourne - Australia, to review their processes and share knowledge regarding pharmaceutical products (GDP). Both branches are WHO GDP certified, and Carolyn King is in control of all the processes. It was so nice to share our knowledge, and to learn a lot from each other. I visited the Springbank branch the next day and met Jay Dower and Amy Habermann. This branch has its own temperature-controlled warehouse, including freezers, and its own security screening machine on site. They are soon moving to a new facility, which is exciting news. It was a pleasure to meet with them, and I can't wait to work more closely together to expand our business! Teamwork – Coming together is a beginning, keeping together is progress, working together is success.



Esmee Heuvink and Daniel Joor



L-R: Esmee Heuvink, Amy Habermann and Jay Dower

Warehousing Europe

Liane Philipsen

This year's Branch Managers Conference theme was 'Active Growth'. We want to control our own destiny, and actively pursue growth. In this issue, you'll find a couple of examples of how Warehousing Europe is pursuing growth.

Congratulations to Branch Zaltbommel, the Branch of the Year 2024 award winner. An excellent example of 'success comes after hard work'. In the past six years, the 52,000 sqm Zaltbommel Branch has been focused on gaining new customers and delighting them with consistent quality. Furthermore, they kept selling as if there were no walls surrounding the branch. At the same time, the Zaltbommel team looks at innovative solutions to support the team. Next to the inventory counting robot featured in the last newsletter, the team is implementing lean lifts, including an order consolidation solution, to reduce the walking distance for our team members.

Sales play a crucial part in our growth ambitions. The sales cadet program exposes our Warehousing team to sales and the sales processes. Growing sales from within is important. There is nothing more convincing to potential customers than sales team members selling the solution they have been an operational part of.

Active growth means looking for new countries for Warehousing. Fact-finding trips to Poland and Germany have been planned for this financial year. Our brothers and sisters from Air & Ocean and Transport are enthusiastic that we will join them in providing a full supply chain solution in these countries. The joint sales teams organised Big M's in Germany and Poland. The first leads for these new countries have already been shared!

Team, lots of new challenges for the next couple of months. Thank you for your enthusiasm and energy.

Enjoy the summer holiday.

Focus areas: "If you want to see different results, do things differently".

1. Sales: This will always be our number one priority. Grow our sales team from a number and experience perspective. More team members 'on the road' conquering Europe. Sales pipelines need the constant attention of the Branch Manager.
2. Succession planning: To facilitate growth, we need team members ready in the starting blocks.
3. Small teams: Better communication; more personal attention.
4. Finance: Thoroughly understand your financial numbers. This is your steering mechanism, and gives you input for Continuous Improvement Proposals.
5. Cuddle the customer: Our customers will appreciate the 'we will look after you' mentality, especially during challenging supply chain times.



L-R: Daniel Kirsch, Laura Klimek, Danijela Schmidt-Baumann, Finn Dulisch, Tobias Collatz, Timo Garcia Aranda, Sascha Paul, Nic Matthews, Hubert Kamphuis, Ivo du Plessis, Harald van Schooten and Maarten Mo

Big M Meeting Germany

At the end of January, we gathered in Frankfurt for the first Germany Big M meeting! Mainfreight's presence in Europe's largest economy is currently limited to air and ocean activities in Hamburg, Frankfurt and Munich. However, our ambition to provide full supply chain solutions in Germany matches the economic opportunities in the German market.

The meeting was held with a clear purpose: to drive growth through increased cross-product sales, and enhance team collaboration to increase product knowledge. With the German market presenting new opportunities and challenges, organising these meetings provides a forum to reinforce our approach to customers and business expansion.

The main conclusion of the day remains the importance of selling across products. Sales teams are encouraged to include Air & Ocean, Warehousing, and Transport in customer conversations. Deeper product understanding will enable

sales representatives to confidently position customised solutions, making customers more committed. With Transport's capabilities more clearly defined, and Warehousing heading for expansion in Germany, the sales teams are now ready to proactively introduce all three products.

Another takeaway was about teamwork: Sales representatives are encouraged to engage in joint sales visits, using the expertise of fellow team members. Teamwork increases our chances of business expansion, and strengthens individual knowledge of the sales team.

Lastly, working together starts with getting to know each other. Thank you Frankfurt team for organising dinner: the best ideas are often born between the main course and dessert!

The next Big M is scheduled for the second half of 2025. The location is yet to be decided, somewhere between Düsseldorf and Hamburg.



Innovative Solutions for a growing skincare brand

We are excited to announce the upcoming introduction of a new customer into the Zaltbommel branch. For this high-end, luxurious skincare brand, we will start working with three Vertical Lift Modules in which we will store up to 12,000 different products or items. The customer profile: a premium skincare company selling through exclusive boutiques, partners and their own online platform. They have the ambition to grow and open up multiple new boutiques each year, to expand their footprint in the Netherlands and later throughout Europe.

Signing this partnership, and being able to invest in cutting-edge technology will help our branch to the next level. It shows our commitment to delivering advanced solutions and continuous improvements for our customers, which will only help in future sales processes.

We are excited to continue to strive for excellence and leverage this opportunity to showcase our capabilities even more, as Mainfreight supports the growth of our newest customer.



L-R: Zach Chambers, Edwards Lacis, Carl Panter, Andrew Proctor, Geoff Norman

Busy times for the Mainfreight UK Team with the Opening of our Castle Donington Warehouse

In April 2025 we officially began operation from our new 17,600 sqm warehouse in Castle Donington. This new site is a key milestone on our path to paint the UK blue, giving us the space to scale aggressively and grow our UK market presence, feeding Warehousing growth, Transport and Air & Ocean.

We have leveraged Very Narrow Aisle (VNA) racking technology to maximise storage space within our footprint. This will allow us to store over 30,000 pallets in the facility when fully utilised!

The team has been brilliant at adjusting to a new environment, and getting stuck into work while we are still getting everything up and running. At the time of writing, we are still contending with construction teams operating around us to finalise power, data and VNA racking works. We are looking forward to putting the finishing touches on our fit out and making ourselves more at home in the coming months!



L-R: Stanislav Kirillov, Carmen Yuste, Stephan van Breugel, Bram Goffin, Lorenzo Pendino and Hubert Kamphuis

Sales Cadet Programme

We kicked off 2025 with the Sales Cadet Programme in the European warehousing branches. Team members from all warehousing branches have signed up to be part of this programme to learn more about the sales processes. In their branches they get the opportunity to link their operational knowledge to sales actions, and to understand how sales and operations are related. The Twenty Mile March, prospecting, preparing sales meetings and presenting are some crucial examples of topics that are covered.

The Cadets put this experience into practice and join sales calls, prepare meetings and get acquainted with calculations. All in all, a really nice first step towards a sales role. It was great to see the enthusiasm that the cadets bring to the table, as well as their eagerness to learn more about sales. Learn by doing is the motto: one does not need to be a 10-year legend to become a sales rep.

The hunting season has opened!



Jose Nunes Tavares, on the scooter and Aleksandra Rojek cycling

A Safer, Healthier Way to Work: New Cycling Path Open

A brand new cycling path has been completed, leading directly to our warehouse Meiland branch, ensuring safer and healthier commute for team members.

The recently completed path is designed to modern safety standards, providing a smooth and secure route for our cyclists coming to our warehouse branch. This means no more navigating around busy roads and trucks, and reducing the risk of accidents. Instead, team members can now enjoy a stress-free ride to work.

Beyond safety, the new path encourages a more active lifestyle among team members, something we encourage within Mainfreight. By encouraging this way of transport, team members can incorporate fitness into their daily routines, improving both physical and mental health.

This initiative is part of Mainfreight's broader efforts to encourage a healthy workplace culture. It also reflects a commitment to sustainability by reducing reliance on cars.

Celebration Branch of the Year 2024 Zaltbommel

We're proud to have become the Branch of the Year – a recognition that reflects a year full of hard work, growth and teamwork.

This recognition is the result of our hard work, resilience and commitment to our goals. Over the past year we became a stronger and more experienced team, achieved our financial target, welcomed new customers and even introduced an inventory robot that now supports us in our daily operations – and that's just the beginning.

Winning this award is a true honour, and we're incredibly proud of what we've accomplished together. Of course, such a milestone had to be celebrated in a big way – and we did just that! We took to the water for an unforgettable afternoon on a boat, enjoying delicious food,

sunshine and each other's company. The highlight was a hilarious music bingo session that quickly became spontaneous karaoke moments.

It was a fantastic celebration with great energy, laughter and appreciation – a perfect reflection of the team spirit that brought us here.



L-R: Floris Proost, Janis Zvaigznons and Henrik Meelen



L-R: Klaudia Kozicka, Agnieszka Kowalczyk, Virginia Vasquez Polo, Patrycja Kurkowska and Dajana Mrowec

Asia



Mainfreight Asia

Cary Chung

Team,

Thanks again for such an amazing year, and all the hard work you have put in over the past 12 months. Reflecting on the past 12 months, we must not forget that we are in a network business, and it's so important that we appreciate all our team around the world taking those extra steps to support the network. Day in and day out! Thank you!

Our Asian results finished above last year's, but are still below our expectations. This comes from both internal reasons and external influences, however we should always focus on improving ourselves and on commercial developments. We have viewed China as being the cash cow, however now we need to change that mindset to think each of the ten other countries can equally be as big as China, or any other region. In many of our newsletters and presentations, we have reminded our team that Asia is one-third of the world's population – there is no excuse for us being only 4% of the total business. We need to take the leadership role in growth, especially in the Air & Ocean space.

Our Air & Ocean volumes vary, with some ups and some downs. We are seeing some growth across our FCL product, however margins on both exports and imports are around 7-10% lower compared to the previous year. We pride ourselves on some airfreight gains, but if you look closer at our airfreight products and some of the consoles (1MFs), both volumes and margins have dropped. This is such an important foundation for us that we must put greater urgency into growing it. In terms of airfreight gateways or hubs, out of our 11 countries, we have eight main airfreight gateways or hubs, but still, we are behaving very small. Focusing on growing actual airfreight customers, and making dedicated commitments for improvements.



Things we need to focus on and improve:

1. We are a network business; we need to connect with our team and customers. We have suggested our Branch Managers make international trips to visit customers, and build internal relationships. Let's do it!
2. Focus on the right type of verticals. We've repeatedly reminded our team to focus on recession-proof verticals, and build some expertise around them.
3. Customer focus: We should use QBRs as an entry point to review the current trading environment and to ask for more business. With the amount we invest in our technology per year, we should take advantage of these products to be in front of customers
4. Pipeline: It is easy to say we will grow the business, but where are the pipelines?! I'm sure most of you have had that discussion with me
5. Margin: We must always focus on margin improvements.
6. Training and development: Getting the right people with the right attitude to join our business is very important.

Thanks again, team, and we are looking forward to growing our region together!

"Life is very interesting. In the end, some of your greatest pains become your greatest strengths"

Warehousing Asia

Michelle Yip

“Coming together is a beginning, staying together is progress, and working together is success.” – Henry Ford

As we move further into 2025, I want to take a moment to thank everyone for the energy and passion you bring to our warehousing journey across Asia. It was a great time to meet and work alongside our local teams – your efforts and commitment are appreciated.

Let’s go ahead and keep building on this momentum: have fun, stay focused, and support each other every step of the way.

Business Review

Our warehousing operations in Hong Kong, Shenzhen, Shanghai, Singapore, Malaysia and Thailand are entering their third year. While we’re making progress, we continue to face challenges, especially in light of the customer loss in 2024, whether from fluctuating market demand, limited trading volume or underutilised warehouse space. These hurdles remind us that growth isn’t always linear, but with the right team, mindset and tools, we can make it work.

Our goal remains to improve our Return on Revenue (ROR) and create stronger integration between our Warehousing and Air & Ocean business. To get there we must be relentless in improving the way we operate and sell.

Every customer interaction is an opportunity to engage, learn and improve. Seek feedback to understand their needs and refine our approach. Sales is everyone’s responsibility – focus on building a strong pipeline, particularly in Food & Beverage, FMCG and imports, with tailored end-to-end solutions. Let’s fully leverage technology to work smarter, not harder. Collaboration is key – address challenges early, keep communication open and support each other’s growth. And always prioritise health and safety.

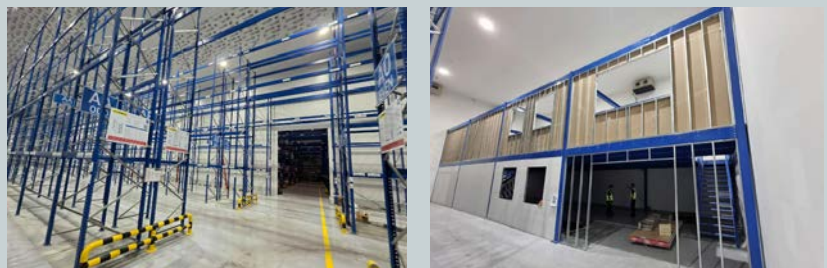
Things to Do Better:

1. Engage with customers: Build strong relationships by staying close to their needs, and asking for feedback to improve service and add value.
2. Drive sales growth: Secure new business, especially from small to medium sized customers in Food & Beverage, FMCG and imports, with tailored solutions.
3. Unlock cross-selling opportunities: Act on cross-selling opportunities within our Group and Air & Ocean customers to offer comprehensive, long-term solutions.
4. Optimise warehouse efficiency: Maximise space and streamline operations to boost productivity and create smarter workflows.
5. Develop a stronger team: Foster a motivated team culture, support internal growth and align with our 100-year vision for collective success.
6. Focus on smarter growth and better returns: Regularly evaluate costs and identify opportunities for efficiency. Let’s work smarter, optimise processes and boost profitability to achieve stronger returns.

Looking Ahead

This year is not just about doing more – it’s about doing better. We have a foundation, a committed team and the backing of the wider Mainfreight family. Challenges will come, but they also give us the chance to learn, adapt and get stronger together.

Let’s move forward with focus, energy and teamwork. Let’s make it count.



Changes to our warehouse in Thailand

We are proud to announce that we have completed the construction process of our new Pharmaceutical Air Con room at our warehouse in Thailand. This space has 1,500 pallet locations and a 280sqm service centre office for medical products. These new facilities opened in mid-April 2025 with 80-90% of the space already filled.

Our warehouse has been running on solar power since March 2024, saving us USD\$10,000 in electricity costs. Furthermore, we can reduce the use of coal by 23.60 tons and avoid the occurrence of CO2 28.03 tons in the world in one year.

We will also be the first warehouse in Asia to implement and certify GSDP License for Pharmaceutical and Medical Products. Training of our team members started in October 2024.

CaroTrans

Joan Ji

As we progress into 2025, I want to thank everyone for infusing CaroTrans Asia with energy and enthusiasm. It has been a delightful experience meeting and collaborating with our local teams – we sincerely appreciate your hard work and dedication.

CaroTrans Asia continues to maintain a leading position in the outbound consolidation market. In addition to increasing cargo volumes in existing locations such as Taiwan, Hong Kong, Shenzhen and Shanghai, new offices in Xiamen, Ningbo, Qingdao and Tianjin have significantly enhanced operational capacity. As a result, the proportion of free-hand export cargo volume reached 40% in 2024, contributing 60,500 CBM to sales in Asia, representing a 600% growth compared to the previous year.

Our performance analysis identifies critical areas for strategic focus to unlock greater potential. Enhancing Return on Revenue (ROR) can drive growth, optimising asset utilisation can improve operational efficiency, and refining pricing strategies can bolster profit margins. By systematically addressing these priorities, we can significantly enhance profitability and operational efficiency.

In 2025 we'll focus on market expansion, innovation and efficiency. With our team's dedication and clear strategies, we're confident we can meet our goals. We must keep our drive and momentum, making all efforts highly effective as we build on past progress.



Things to Do Better:

1. Enhance branch quality: Upgrade facilities, refine standards and create a professional environment to boost branch quality, brand and customer satisfaction.
2. Strengthen network collaboration: Promote branch cooperation, share resources/information and jointly make/implement winning strategies for a market edge.
3. Optimise sales and commercial strategies: Analyse markets and customers, adjust pricing and launch targeted marketing to increase sales and margins.
4. Drive sales growth: In 2025, expand the import business. Each office drives import sales and promote its development for growth.
5. Cross-selling opportunities: Business developers promote Group routes, to expand services and business.
6. Improve operational efficiency: Streamline processes, cut redundancy, adopt advanced systems to cut costs, speed up service and enhance competitiveness.

Mainfreight Bangkok Ocean Branch Relocated

We are thrilled to announce that Mainfreight Ocean has officially moved into our new office next to Bangkok Port (BKK), marking an exciting milestone in our journey to enhance efficiency, service quality and operational excellence. As we settle into our new home, we remain focused on expanding our services, improving technology and strengthening partnerships, and we look forward to an exciting future together!



Mainfreight Bangkok Ocean Team



Cary Chung is doing the eye-dotting of the lion dance



L-R: Rolla Liu, Cary Chung, Weidong Xiao, Vincent Lee, Jie Yan Lin

Mainfreight Shenzhen has a new office

We have moved! In March 2025 our Shenzhen branch relocated to new offices. Leaders and guests graced the opening ceremony.

Highlights of the ceremony included lion dance eye-dotting, ribbon-cutting, roasted suckling pig cutting, networking, office tours and a spread of snacks and desserts. Here's to a prosperous new chapter! May the new location bring even greater success and continuous growth.



Our team in India looking very colourful

Celebrating the Festival of Colours

In March 2025, the Mainfreight India team came together to celebrate Holi, the festival of colours, in a joyous and vibrant way.

Our team embraced the spirit of Holi with gusto, engaging in playful colour-throwing and indulging in delicious traditional treats. The day was a testament to the strong bond and camaraderie that defines the Mainfreight culture.

Celebrating festivals like Holi is not just about having fun, it's about fostering a sense of belonging and community within our workplace. It allows us to connect with each other on a personal level, build stronger relationships and appreciate the diversity of our team.

Holi at Mainfreight India was a celebration of our shared values, highlighting the importance of teamwork, inclusivity and a spirit of togetherness. It

was a reminder that we are more than just colleagues, we are a family united by our shared goals and commitment to excellence.

Next year, in March 2026, we look forward to creating an event with our network branches and playing Holi together.

Americas

Mainfreight Americas

Jason Braid

Team,

It's been a challenging last six months, and although we've made progress, with many branches finding a way to improve profitability compared to weeks, months, and years prior, the results have been humbling. We have some work ahead of us.

Our weekly P&Ls give us a unique opportunity to review our performance each week, allowing us to spot trends quickly, good or bad. We must always be honest with ourselves, and those around us, about whether our actions bring the results we expect. If not, let's move at pace and make the necessary changes.

Although sales performance has improved, and a number of exciting new customers have entrusted us with their freight, we can do better. We've all committed to making more sales calls and, in doing so, putting a larger emphasis on meeting with more of our existing customers. Let's not take one step forward only to take one step back. Look after what we have, as too much time and effort goes into gaining new customers.

We need to see an improved Return on Revenue, with more urgency given to margin growth. Don't forget the impact a 1%- 2% margin improvement has on our bottom line.

Likewise, as we find ourselves in the midst of some interesting times, it's an opportune time to review overheads and ensure we are prudent with our money. We are all in control of this, and would like everyone to take this on as a challenge. Being efficient, and doing more with less, is key. You'll be surprised at the savings you can find.

There will always be challenges, many of which are out of our control, and right now, there are many. Recent tariffs have brought about much uncertainty for our customers, so let us be the partner our customers can always rely on. Remember, there are always opportunities in times like these, and the cream rises to the top. Be positive and stay on the front foot.

Our customers value quality, and right now, this is more crucial than ever. We've seen our quality levels improve over the last year, thank you. But let's not settle and keep striving to be better. Communicate proactively with our customers and our teams, and use our supply chain offering to provide solutions to our customers during these times.

As can be read in the following pages, many exciting things are taking place across the business, including many investments in our future. We are excited about what lies ahead for us in all our countries – Canada, the USA, Mexico, and Chile – but getting the right results is going to take a lot of hard work. That

doesn't mean it needs to take a long time, however.

Less is more right now. We all need to stay focused, and tick off the things that will make the biggest difference. Get our quality and sales focus right, and the results will come.

We have something very special, and an amazing team of talented Mainfreighters who can help us achieve it. It's about moving forward positively each and every day, and doing what we say we are going to do.

We're in the right place at the right time to make a positive difference. Who would want to be anywhere else?! Remember, we are in control of our own success, but we have some work to do.

Thanks to every single one of you for all you do every day for our customers.

Things to focus on in the months ahead:

1. Keep it simple, and don't overcomplicate things. Tick things off one at a time.
2. Look after our customers and their freight.
3. Focusing on gaining the right customers is better for us. and better for the customer. We know our strengths.
4. Keep improving our quality levels, and do what we say we are going to do. Be honest in our own assessments of this.
5. Build a sales-focused culture, which starts with being on the road in front of customers. Please make more sales calls.
6. Look after our brothers and sisters and make them look good – around the country, around the world and across our supply chain.
7. Look after our team.

Transport Americas

Mitch Gregor

Paso corto, vista Larga.

(Translated from Spanish to English, it means short steps, long vision)

Our results may not yet reflect the many positive changes taking place within our Americas Transport business, however we acknowledge the effort and hard work being contributed across the country by all our team members.

While we have managed costs, made progress in building a better business structure, improved our culture and made key leadership changes, there is still plenty to do.

As we look ahead to 2025/26, our overall approach is simple: let's focus on our operational quality, sales growth and achieving improved consistency of service across our network.

The Americas is a vast region, and we now move over 85% of our volume through our own network. Year on year we have grown the number of shipments that move within our network (picked up on a blue truck and delivered on a blue truck) by approximately 10%. If we don't move it ourselves, it is very difficult to control our service.

The theme from recent Branch Managers' and sales meetings is to "Own our Future" and narrow our focus to two key areas for the year ahead: improving our financial results with sales, and our approach to quality.

Sales have become our number one priority across the business.

Our approach to sales improvement this year consists of three components:

1. Investing in, supporting and growing our sales team.
2. Increasing our focus on account management to protect and grow our existing customers.
3. Growing new business pipelines, setting targets and managing performance.

Our journey toward quality is improving but remains a work in progress. Our

Branch Managers are now well-versed in their financials and monthly Quality and Sales Stat packs. In addition to this information, our key tools to measure quality are our audits, daily delivery performance reports and feedback from branch visits.

Audit results have improved over the past financial year, with our teams agreeing on a minimum target of 80%. We have worked closely with them to emphasise its importance as a tool for how a branch should operate.

Daily delivery performance remains the biggest operational focus across the board – picking up, moving and delivering our customers' freight on time. We are working on a better approach with departure and arrival times for

linehaul, using geofencing of our set runs on Teletrac/Navman reporting.

Branch visits are an important tool for us to ensure that our teams understand what Mainfreight is all about, that they are doing things right, reviewing financials, holding P.A.T meetings, conducting driver meetings, participating in 'Mainfreight Mondays', protecting our image and building a strong culture. As part of branch visits, we aim to make as many sales calls as possible.

We look forward to getting around the business and catching up with all of you soon.

If we focus on these things, our results will follow.

Some key areas where we can improve in Transport 2025/26:

1. Focus on big-ticket items first – they will help move the needle.
2. Profit: achieve your branch sales targets and profit pledge in 2025/26.
3. Quality: get it right in your branch. It impacts everything!
4. Have a sales growth mindset – get everyone involved in sales, including our owner-drivers. Look after what we have and grow new business.
5. Daily delivery performance: have a passion for every piece of freight. Take ownership of arrival and departure times, load quality and stocktakes.
6. Manage linehaul utilisation and margin. Understand the profit of every truck.
7. Culture: it's what people do when you're not watching that matters. Teach people what our culture is about and why we do things differently.
8. Have the best-looking trucks on the road – Mainfreight branded, clean and looking great! Mainfreight Mondays.
9. Collect our cash. Accounts receivables for 45+ days should be under 10%.
10. Contribute toward the growth of the supply chain – support your mates.
11. Look after our team and owner-drivers, promote from within and create careers for our people.

Thank you to everyone in the Americas Transport business for your continued commitment to our business – and thanks to our Drivers, we cannot do this without you!

Keep on trucking.

LTL Brand – Fleet and Image Update

We have recently introduced an LTL logo on the side of our linehaul vehicles. This is being progressively rolled out on all new trucks and strategic set runs. Customer feedback says it helps people identify what we do, and what we are about in a very competitive market.



Mainfreight trailers in Charlotte

Building Updates and Progress – Existing Projects

Teams in Haslet, TX, and Carol Stream, IL, are now open for business! Check out the latest shots



Carol Stream, Illinois Cross Dock



Haslet, Texas Cross Dock



Our Latest Investment in Sustainability

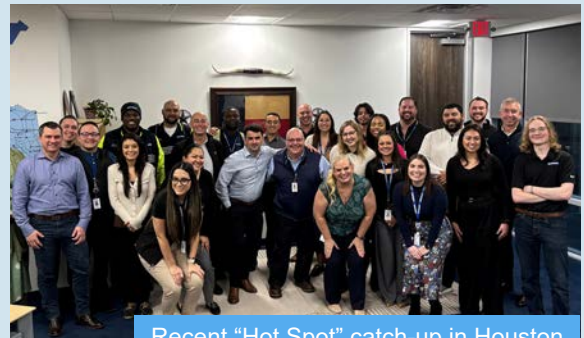
After almost two years, we can finally say we have our hands on these two new electric trucks from BYD. These Class 8 tractor units will be heading to our Port Division to operate local drayage to and from Los Angeles and Long Beach ports. They look fantastic together, and are the first of our EV implementation for the State of California.

Building Team Culture: Hot Spot Meetings

As a leadership group, we have identified a few areas in the business that we have decided to travel together to visit each year to provide more support and help identify areas for improvement.

Our teams do joint sales calls, present their ideas and business plans, have team talks and engage in discussions that stimulate ideas and improve quality, culture and profitability.

So far, we have been to Atlanta, Seattle, Houston and Toronto.



Recent “Hot Spot” catch-up in Houston



Cristian Seripais in Boston



Miguel Hernandez in LA

Take Pride in your Ride: Some Recent Examples of Trucks Ready to Roll

Thanks so much to our local team of owner drivers, many of who recently invested in tidying up their trucks and gear. Here are a few recent examples from around the country.

Warehousing Americas

Andrew Coulton

We have learned our lessons from our last financial year, and ensuring that we play to our strengths going forward is key to our success. There is excitement in the Warehousing business for the year ahead, with a crystal clear strategy focusing on legacy customers that have a strong understanding of B2B trade and value a quality service and strong supply chain partnerships. We have big goals ahead that are built around three key drivers:

1. Quality first to ensure we delight our customers
2. Sales – by building strong pipelines we place Mainfreight in a strong position for long-term growth
3. Succession – developing a team of leaders within our operations instills confidence and healthy competition in our business to lead the next wave of branches. We are all in this together and require our network of branches to step up, own our backyards, and get the job done year in and year out. That's what we do at Mainfreight, whether that's for our customers, our team, or suppliers – we are responsible for delivering results that enable growth to set us up for the year ahead. While things aren't the easiest, all of us and our special team need to find a way – we got this!

It's exciting to see new faces in our sales team. Sometimes, a Warehousing sale is a long process. It takes persistence, attention to detail and consistency with action. Ultimately, if our sales team can get an opportunity to the door, our team and branch will close the deal. With a much more active approach across the country, our pipeline, and the quality of it, will improve.

We look forward to seeing customers lining up to see our operations and get a taste of how we operate! Let's aim for 100 cold calls per week per sales team member – get it done, team! We have a target of doubling our sales team this year, and the only way to achieve this is by hiring team members with a plan in place for them to move into a sales role!

Top 5 Priorities for the Warehousing Business:

1. Margin improvement and focus on our handling activities. It starts with correctly understanding our costs!
2. Building on momentum by growing our Transport volumes from our Warehouse locations. We are one business – time to prove this!
3. Getting intentional with succession. Branches are buying into a sales cadet programme, providing career pathways into key sales roles.
4. Staying true to targeting customers that fit our strategy, and having the right customer profile protects our business long term.

Lastly, it's a big year ahead for the Warehousing business. We must be firing on all cylinders and doing things differently to ensure we evolve, challenge ourselves with ideas outside our preferences and enjoy the ride.

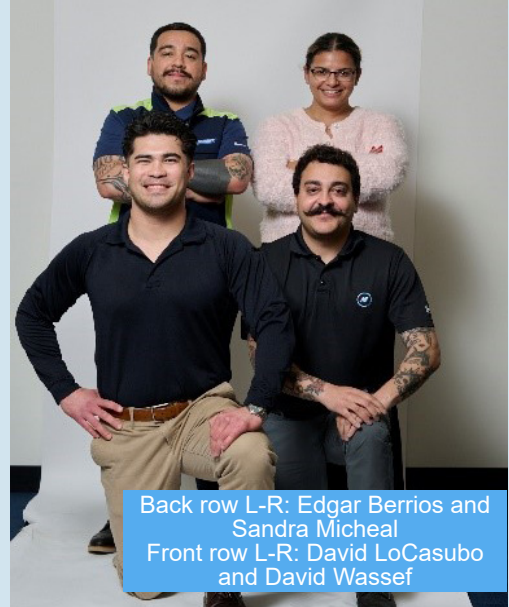
Yes, achieving our goals and targets will feel great, but the process we take to get there is the most fun – enjoy the ride everyone, and thanks for your commitment and support in driving our business forward.



Newark Sales Team: Our Team Is Growing!

The Newark sales team is just getting started – but we’re already building something real. We’ve come together with different backgrounds, fresh energy and a shared mindset: work hard, have each other’s backs and earn every opportunity that comes our way. This isn’t about quick fixes; it’s about building momentum quickly and doing things right from day one. We’re finding our rhythm, learning each other’s strengths, and locking in on what it takes to win. Among us are the current Salesperson of the Year and the most recent Warehousing Rookie of the Year—proof that we’ve got both seasoned leadership and emerging talent driving us forward.

Our goals are clear, and we’re ready to chase them down together. We’re focused on building trust with our customers, creating strong partnerships across the business, and delivering results we can all be proud of. We want to accomplish a lot, and we’re pushing to get there with pace and precision. This is a team built on effort, accountability, and shared pride in the work. The road ahead is wide open, and we’re ready to take it on—one win at a time.



Back row L-R: Edgar Berrios and Sandra Micheal
Front row L-R: David LoCasubo and David Wassef

Safe Quality Food (SQF) Training

Selene Estrada, who is Northlake warehouse’s Safe Quality Food (SQF) practitioner, is training team members on SQF process that every team member follows.



Sales Person of the Year goes to – DAVID WASSEF!

We were delighted to announce Dave as our group sales person of the year during the sales conference. Dave exceeded his sales target by 168%.

Selling our Warehousing services, Dave has solely targeted network customers, working successfully alongside our Air & Ocean and Transport sales teams to feed our warehouses, inbound and outbound. Further congratulations to Dave on his recent promotion to sales manager of Newark Warehousing!



Dave Wassef

“Education is optional but learning is compulsory”

Bolingbrook I – Busy Beavers: New Customer Go-Live with Transport

Kody Ichinaga | Branch Manager, Bolingbrook I

A common challenge communicated by our customer was on-time fulfillment. Their previous 3PL provider started with a backlog that they never recovered from, provided zero communication about when they would catch up, incurred retailer chargebacks due to order preparation and deliveries and failed to send any KPIs. Mainfreight's proposal highlighted our solution to address their operational challenges as an experienced B2B provider, in conjunction with a transport network that could handle most of their prepaid freight in-network.

Throughout the sales process, the customer recognised that a change was necessary, but they were hesitant due to the negative experience with their previous provider. Our implementation process began early, with attention to detail, thanks to Account Manager Quinn Luckie, who set clear timelines and established realistic expectations with the customer. We finally went live in January, starting with their inbounds.



Over 1.5 weeks the team received 2,500 of the 4,500 pallets and completed a successful stocktake before going live with the first set of orders in February.

Since the first week of orders, we are pleased to report that 100% of orders have left on time. This includes orders for two of their largest customers,



Chewy and Amazon. Our Chicago transport team have also been instrumental in servicing the customer, as our teams are working seamlessly to load drop trailers full of LTL orders, which our team delivers accurately and on time. We are averaging over 100 pallets shipped via Mainfreight for this customer alone each week!



FTZ = Foreign Trade Zone: Incoming. Newark, New Jersey!

Here in Newark, New Jersey, we continue to look for new ways to add value for our customers so we can continue to grow! We now have a Foreign Trade Zone designation available for a 12,000 sq. ft. section in our warehouse, which will soon be our entire 280,000 sq. ft. warehouse!!

What's an FTZ you ask? A FTZ is a secured, federally approved area

considered outside of U.S. Customs territory for the purposes of duty payments. This allows importers to delay, reduce or even eliminate customs duties and tariffs on goods stored or processed within the zone.

For us as a supply chain provider, this isn't just a client benefit, it's a way to enhance our service offering, attract new customers and streamline our

internal processes.

When talking to customers, we can share the following benefits of having an FTZ designation

1. Cost savings for new and existing customers

Goods brought into an FTZ aren't subject to duties until they leave the zone for domestic use – and if they're re-exported, no duties are owed at all. That can mean huge savings for our clients, and a strong selling point in a world of tariff uncertainty!

2. Weekly entry = lower fees

Instead of filing multiple customs entries per shipment, FTZs allow a single weekly customs entry, reducing both customs fees and admin time.

3. Operational efficiency & security

FTZ operations require tight processes and strong compliance protocols, which can also drive internal improvements across the board – fewer delays, better documentation and enhanced security practices.

Air & Ocean America

Matt Gustafson

Hello Team,

“The more things change, the more they stay the same.”

Never short of events to “disrupt” the market, we find ourselves in another interesting environment in the midst of a global tariff war. Once again, we find the perceived disruption to be an opportunity to strengthen existing relationships, while pursuing new opportunities. Another good time to be selling.

For Air & Ocean in the Americas, we find ourselves optimistic about our future, driven by a new and larger sales presence. With that growth comes the need to provide the training and resources to help our teams succeed. In our efforts to support the sales team with the right tools, we released a reference guide at the recent Sales Conference which was cleverly named “The Blue Book”. Each Air & Ocean Branch Manager and sales team member has received their own copy. This book is meant to be an additional resource for our teams to reference as they get out

in front of customers, while assisting in their continued individual development. We are very excited about the release of this tool, and look forward to seeing the increased results from our team as they are fully armed with the Blue Book.

Other notable announcements from our Branch and Sales Conferences included the winners of several prestigious awards. We proudly recognised the following achievements in Air & Ocean for the Americas:

- Branch of the Year | Albany Air & Ocean
- Account Manager of the Year | Dylan Ceide, Chicago Ocean
- Turnaround Branch of the Year | Charlotte Air & Ocean

There’s been a bit happening in the Americas, with exciting developments underway. Our branch network has expanded with the addition of Milwaukee Air & Ocean. Additionally, we are entering Monterrey, Mexico, to further invest in

this large and strategically important territory. Expectations are high, and we anticipate significant contributions from both of these new locations.

Progress continues in our efforts to create a more cohesive network. We are now fully supporting all possible moves for Port Operations in Los Angeles, and are excited as our Transport team looks to expand these operations into additional markets. Furthermore, we have begun transitioning Air Export pickups to Transport, as the team is now fully TSA-compliant. This complements the existing LTL services that our Transport team has already handled.

Consolidations remain a top priority. Currently, a dedicated group of branches are working on a project to uncover opportunities within our existing consolidations, while also exploring ways to consolidate more freight – ultimately enhancing our margins even further.




Areas of focus:

- Accounts receivable: With the increases in tariffs it’s as important as ever to ensure we are across our accounts receivables, and act with urgency to collect.
- Sales KPIs: Commitments have been made to meet and exceed our standards.
- The basics: When done right, the results will follow. There is no need to be concerned about competition when we have our house in order.
- Our Team!: Our team is the #1 reason for our success. Time and time again they rise to the challenge to make sure our customers are looked after.

A New Look for Improved Service

Jasmina Catic | Chicago Air

Introducing Chicago Airfreight’s inaugural trailer, the AIR460! This trailer comes equipped with a roller bed, drop deck and swing door, specifically designed to maximize ULD space and streamline the loading process. The trailer enhances our operational efficiency, and empowers us to take greater control over our business while driving improved service levels. This trailer opens up new avenues for additional revenue generation by optimising cargo capacity, and facilitating faster turnaround times. We are excited about the potential of the trailer to elevate our business and reinforce our commitment to excellence in airfreight.





L-R: Jenny Valle, Nick Arthurs, Natalia Zielinska

Going again!

Nick Arthurs | Milwaukee Air & Ocean

We're excited to announce that our Milwaukee office is up and running! Our team is fully operational and ready to handle both air and ocean import and export shipments. While we're starting small, our capabilities are anything but limited. We're confident in our ability to support our current and future clients with the highest efficiency and expertise. Our Milwaukee team is a dynamic and highly skilled group, with each member bringing a variety of experience across areas of international shipping. Although we're just getting started, we have our larger U.S. network's full backing and ongoing operational

support, ensuring that we can provide seamless and high quality logistics solutions across all regions.

Milwaukee, WI, is a strategic location for us, offering key advantages for trade and logistics. Situated in the heart of the Great Lakes region, the city allows access to major transportation networks – interstate highways, rail lines and international airports – making it an ideal hub for both inbound and outbound shipments, domestically and internationally. Its central location within the U.S. gives us direct access to major markets, positioning us perfectly for efficient international

operations. Milwaukee's thriving manufacturing and industrial sectors align well with our core services, allowing us to meet the growing needs of industries in the area.

Wisconsin has long been a major player in U.S. trade, especially in the manufacturing, agriculture and technology sectors. The state consistently ranks as one of the top U.S. states for both imports and exports. Key exports include machinery, electrical machinery and vehicles, while imports tend to focus on electronics, machinery and industrial equipment.

Our Milwaukee office is a natural extension of our existing operations. With the global expansion of trade, and our ongoing commitment to providing world-class shipping solutions, this move aligns perfectly with our long-term goals. Setting up in Milwaukee not only gives us direct access to crucial trade routes, but also places us within a network of industries that are vital to our client base. This location provides a strong foundation for future growth, enabling us to build deeper connections with local clients while expanding our service offerings. The addition of Milwaukee to our network strengthens our overall footprint and opens up new opportunities for growth – both within the U.S. and internationally.

Ready to Make an Impact

Houston Ocean

Y'all, everything's bigger in Texas – including our commitment to the Mainfreight pillars – where culture, family and philosophy drive everything we do! At the heart of our Houston Ocean branch is a hardworking and passionate team, led by Stephanie Middleton. A proud native Houstonian with 28 years of industry experience, Stephanie knows the ins and outs of the business like the back of her hand. Her dedication to exceptional service and operational excellence sets the tone for our entire team.

We take pride in delivering outstanding service with a people-driven approach. We believe in long term partnerships, personal responsibility and a strong, supportive team culture that drives us to



Houston Ocean Team!

go the extra mile for our customers.

Here in Houston, we don't just work together – we support one another, push for excellence and take pride

in what we do. We strive to innovate, collaborate and exceed expectations daily while keeping that friendly, down-home atmosphere.



Key Account Manager of the Year

Dylan Ceide | Chicago Ocean

I started my journey with Mainfreight in June 2021 as an Ocean Export Operator in Houston during the challenges of the COVID-19 pandemic. After gaining valuable experience in a volatile market, I transitioned into sales to learn and grow more in another aspect of the Air & Ocean business. When the Air & Ocean branches split, I joined the Airfreight sales team, embracing a new learning curve and focusing on relationship building.

After a year in sales, I transitioned to an Account Manager for the Airfreight branch, combining operations and sales to grow and retain key clients. In spring 2023, an opportunity to apply for the Account Management role in the Chicago Ocean branch opened, and I decided to put my name out there as I had never left the Southern U.S. and thought it might be a good change, not only personally but professionally.

Over the past year in Chicago as an Account Manager, I've managed a customer base generating over \$40M in revenue a year. With the support of many mentors, as well as the rest of the team, I was honored to receive the Key Account Manager of the Year Award at this year's sales conference. With the new fiscal year underway, I'm excited to continue contributing to Chicago Ocean's and Mainfreight Americas's success.



Consistently Consistent | Branch of the Year

Bryce Hicks | Albany Air & Ocean

What an honour, and a genuine surprise, to receive the most prestigious award at Mainfreight. Whether it was Red Sea disruptions, multiple port strikes or ever-changing rate fluctuations, the team was up for the challenge. Everyone played an important role in getting us to where we are today.

As I mentioned on awards night, our secret sauce is making sure we have some fun along the way. We held multiple team events, including group runs, a summer outing to the horse track and an evening at a comedy club.

I like to refer to our team as The Office – we truly have a full cast of characters, each playing an important role in the business. I'm incredibly proud of our team, and we look forward to the challenges that 2025/2026 will bring!



Branch of the Year: Albany Air & Ocean



Everyday Improvements | Turn Around Branch of the Year

Will Young | Charlotte Air & Ocean

What a journey the Charlotte Air & Ocean team experienced this year! It all started with a group of individuals who shared the same belief, passion and energy to make a positive impact. The Charlotte team adopted a winner's mentality and made a commitment to each other that the previous year's results were not acceptable, we were simply better than that.

With a new outlook and determination to succeed, the team embraced a simple strategy: narrow our focus to intensify sales efforts and improve quality across the operation. To achieve our goals, we knew how important it was to align with our Mainfreight network globally and domestically. This alignment enabled us to grow our consolidations, improve margins and delight customers with a true end-to-end Mainfreight experience. Full credit to the team for sticking to the strategy and showing determination and grit throughout the year, despite a few bumps in the road. While we celebrate the achievement and are proud to be recognised, we also have high expectations for the branch, and are determined to be a top contributor within Air & Ocean Americas in the coming years.

Look out, everyone - Mainfreight Charlotte Air & Ocean is here to stay and on its way!



Looking After Our Customers | Chicago Ocean

As cargo theft has been increasing, we've recently implemented the War-Lok IR20b high-security locks for international shipping containers, providing an added layer of protection for goods in transit. These locks offer superior defence against theft, tampering and unauthorized access, making it much more difficult for criminals to compromise our cargo. With their tamper-proof design and robust materials, these locks ensure that shipments remain secure, even in harsh weather conditions or during extended journeys. We've begun using these locks on our LCL consolidations and for high-value commodity customers. By enhancing cargo security within our LCL consolidations, we're now able to offer a safer solution for shipping high-value items via LCL, greatly reducing the risk of theft and opening up new opportunities for more secure shipments.

CaroTrans Americas

Matt Bloom

It's officially getting warmer in Chicago, and the team at CaroTrans USA has been hard at work over the past six months. After much anticipation, CargoWise was rolled out toward the end of last year, and the team has been working through the new system, along with our new online customer-facing tools, since then.

Like any journey, we experienced some rough seas along the way, but we've weathered the storm and are now sailing in smoother waters. Although still a work in progress, with a continued focus on our service and sales performance, we see our quality returning to previous levels.

This year brought changes to the CaroTrans network as we move forward with new partners in Europe and Latin America. Developing a new network in a short period of time wasn't an easy task, however CaroTrans' strong brand name and reputation in the market make us a desirable partner. We were quickly able to find agents in these markets eager to further develop their business through working with the CaroTrans network.

Our new partnerships in the UK, Spain and Latin America took effect on April 1, and we're excited to see the benefits the new network and partners will bring. We look forward to growing a better, leaner CaroTrans in the months ahead.

CaroTrans On the Move

This year has also brought more changes to the CaroTrans network, as several of our branches are migrating to their new homes. Our Atlanta team will be moving to a new location alongside the Transport, Warehousing, and Air & Ocean teams in East Point, Georgia. Over the past several months, construction has transformed an old, unused space at the East Point site into a beautiful new facility to house the CaroTrans Atlanta team. With the work now complete, the team has begun migrating to the new site, and it is now their new home.

Construction on the new CaroTrans Charleston site is underway, and the



team is excited to make their short move across the road into their new home. They are looking forward to moving into a larger space. The next big move will take place in Chicago, as work is underway at our Franklin Park site. The team looks forward to moving into their new space at the end of the summer.



CaroTrans Charleston and Globelink India Team during their visit



Alysha Carter and the team from Consolidated Shipping Group in Dubai

Our Sales Team on the Move

Our sales team was also on the move. Alysha, from our Houston sales team, recently travelled to Dubai to connect with one of our key partners. This trip provided a fantastic opportunity to strengthen our relationship, explore new business possibilities and gain valuable insights into international markets.

Building strong global connections is essential to our continued growth, and developing this partnership will open the door to exciting new opportunities. This experience benefits our company and provides our sales reps with invaluable exposure to international business, broadening their expertise and expanding their professional horizons.

Partner Visits

We also hosted several overseas partners. The team was pleased to have the opportunity to host the team from Globelink India for two weeks of sales calls earlier this year. Our partners from Green Carrier in the Nordics also visited our offices in New Jersey and Chicago for joint sales calls. We were honored to have Seino Logix President, Taka Amiro, visit for a sales call with our Los Angeles team and present at our sales conference. We have visits planned from our partners in the Netherlands, Cleve N Zonen, as well as our colleagues from CaroTrans New Zealand, China and Taiwan, all scheduled for the coming months.

Around the Branches - CaroTrans in Texas

Everything is bigger in Texas! CaroTrans is represented in Texas with locations in two of America's major cities: Dallas/Fort Worth and Houston. These are two of the largest freight markets in the U.S., and CaroTrans is always ready to mix in some pleasure while taking care of business. Please meet our teams from Dallas and Houston!

CaroTrans Dallas is a fantastic market that helps provide excellent quality to our customers. The team takes four things seriously: their work (obligatory), their relationships (non-negotiable), brisket, and Spirit Days! Whether they are rolling out their new service from South China to Dallas, or putting on their favourite costumes, the team in Dallas is always up for a challenge and having fun while doing it!

The CaroTrans Houston team is always looking for new ways to expand their knowledge of the



business. The team recently visited the Port of Houston Terminal, which provided a firsthand look at the terminal's operations, highlighting the scale and efficiency of one of the nation's busiest ports. Team members gained valuable industry knowledge, strengthening their understanding of logistics and supply chain processes.

The Houston team always sets the

example for collaboration and sharing with other divisions. CaroTrans Houston recently connected with Mainfreight Air & Ocean for a lovely dinner. This allowed both teams to strengthen relationships, share meaningful conversations and celebrate our shared values. These moments of camaraderie are essential to our culture, fostering collaboration and a sense of unity across teams.

Sales Focused

CaroTrans was pleased to honor our top sales performers at our annual conference in Oak Brook, IL, earlier this March. Our rising star from CaroTrans Houston, Alysha Carter, took home the "Rookie of the Year" award after a very successful first year in sales.

Charlton Elzey from CaroTrans Los Angeles won our Salesperson of the Year award, taking the crown from back-to-back winner Joe Zeno, which is no small feat. We congratulate both Alysha and Charlton for their outstanding sales efforts. With new sales team members in Charleston, Charlotte, Miami and Cleveland also recently starting, we look forward to seeing some of these newcomers on the podium next year.



Jessica Veenendaal and our Rookie of the Year, Alysha Carter



Jessica Veenendaal and our Salesperson of the Year, Charlton Elzey

Technology



Michael Hood

We continue our exciting journey to our new modern operating model.

As we continue our push to reposition the Mainfreight IT Platforms to be ready for future growth, we lay the foundation for a more scalable, flexible and secure future.

Our push to a modern operating environment continues, with most of the group transitioning to Exchange Online already, and Europe soon to follow.

Our next major milestone in this journey introduces SharePoint Online into the mix for a truly global solution to our document management platform that will allow new collaboration functionality to the team.

Along with repositioning the underlying technology, we continue to develop the software solutions our team and customers need, including our smart billing journey, new language experiences in Asia, new advanced security solutions in the Americas and our new driver mobile application.

Our data platform redesigns are starting to take shape around Azure and a cloud-delivered AI ready environment.

Cyber continues its push to align with new technology platforms and accelerate its initiatives to protect us better.

It's a long journey, but it is rewarding as we start to make progress globally towards our goals.

1. Simplicity
2. Alignment
3. Speed
4. Security
5. Raise the bar
6. Think cloud first
7. GLOCAL approach
8. Sustainability

Working Smarter Together

Our IT team has been rolling out practical tools across the globe that help us serve customers better, while making daily work more efficient. These initiatives reflect our commitment to continuous improvement and finding innovative ways to support our operations. From streamlined tracking in Asia, to enhanced security systems in the Americas, each initiative represents our commitment to using smart technology that drives efficiency and creates seamless experiences for everyone we serve.

Here's what's happening:

The Smart Billing Journey: From Discovery to Design

The Smart Billing Project stands as our most important Air & Ocean initiative for this year, which has successfully completed its discovery phase and is now entering the design and development phase. This initiative will fundamentally transform how we manage rates and process invoices across our Air & Ocean branches.

The message is simple.

- This is a critical business transformation initiative reflecting our philosophy of continuous improvement.
- It will streamline operations and improve efficiency, supporting our commitment to customer service.
- Your participation is essential, and we cannot succeed without your engagement and support.

Our project is being led by Patrick van der Hoek (EU), Alla Ermoliev (AU), Savannah Hildre (AM), Jolynn Bey (AS) and Annette Webb (NZ) who are putting tremendous effort into creating a centralised Smart Billing framework. It is an ongoing collaboration, with team members working early mornings and late nights across different time zones to ensure we get this across the line.

What will Smart Billing deliver? A framework that ensures consistent application of rates, reduces manual effort, improves reporting capabilities and enhances compliance with regional regulations. This business driven initiative will deliver cost savings through reduced manual processing and error correction.

The successful implementation of Smart Billing is also a key prerequisite for our planned development of the Quoting Tool, which will further enhance customer service and operational efficiency.

As we move through the next phase, where gaps and issues are identified and solutions developed, your continued involvement will be crucial. This transformation can only succeed with full team involvement, your engagement matters in every step of our Smart Billing journey.

Coming Soon: SharePoint Online

We are excited to announce our upcoming migration to SharePoint Online, a move that promises to enhance our efficiency and collaboration.

Key Benefits:

- **Accessibility:** Access files from anywhere, anytime, on any device for our team that travel.
- **Collaboration:** Real-time co-authoring and shared workspaces for better teamwork.
- **Security:** Advanced encryption and compliance standards to protect data.
- **Cost Efficiency:** Reduced hardware costs and predictable subscription pricing.
- **Scalability:** Easily scale resources to meet growing demands.
- **Automatic Updates:** Always have the latest features without manual updates.

Migration Process:

- **Preparation:** Backing up data and

ensuring compatibility.

- Migration: Scheduled to minimise disruption with full support provided.
- Training: Sessions and resources to help everyone get up to speed.

This transition marks a significant step in our digital transformation, enhancing our capabilities and service delivery.



Around the Regions

Unlock Asia's Market with Local-Language Tracking

Early this year our customer portal, Mainchain, received an important update to support our expanding customer base in Asia! We're excited to announce that our Track & Trace system now also supports Thai, Vietnamese, Japanese, and Korean. This update empowers customers to operate faster, smarter, and more efficiently across these dynamic markets.

Expanding Our Reach Across Asia

Asia is home to some of the world's fastest-growing economies, and with this update, we can now:

- Reduce language barriers – Navigate shipments and data in your preferred language.
- Accelerate cross-border trade – Enhance operations with localised tracking and reporting.
- Gain a competitive edge – Serve customers and partners with precision in their native language.

The Bigger Picture: We're helping our customers build stronger partnerships and smoother operations across Asia by removing language barriers.

Americas: Mainfreight's New Security Solution: Enhancing Safety and Efficiency

At Mainfreight, the safety and security of our facilities and people are of utmost importance. As we continue to grow and expand, we're excited to announce the implementation of a cutting-edge camera and security solution, Rhombus, across our new buildings. We have moved into our two new sites in Haslet, TX, and West Chicago. We are utilising this advanced equipment to enhance our security measures, streamline operations, improve visibility and reduce costs.

Why Rhombus?

After extensive research and evaluation, we chose Rhombus for its advanced, unified security platform that integrates cameras, access control, sensors and alarms under one easy-to-manage system. This solution offers several key benefits that align perfectly with our needs.

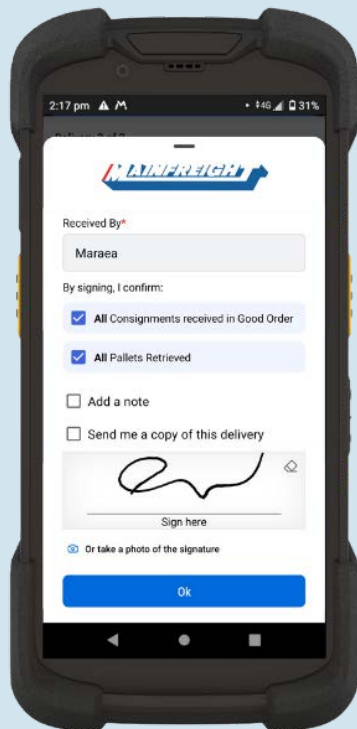
Australia: Driving Innovation: A Smarter Mobile App for Our Drivers

In February, our Australian team rolled out an upgraded Driver mobile application, bringing practical improvements to support smoother, more efficient operations on the road. Developed with cutting-edge technology, and designed in close collaboration with our dedicated drivers, the app has been designed to simplify daily tasks while delivering real-time insights and greater visibility.

From the outset, the project focused on creating a practical, driver-friendly tool. The result is a user-friendly interface with intuitive features designed to support those on the road. Drivers can now easily organise jobs in the order they'll be completed, update arrival times at customer location, and capture detailed information about freight quality at pickup and delivery.

One of the standout features is the improved customer sign-on-glass experience. Understanding how vital proof of delivery is to our customers, we've elevated the process – providing greater assurance that freight was received in full and in good condition.

Looking ahead, we're committed to evolving our systems further. With enhanced ETA notifications and increased transparency, our goal is simple: empower our drivers, keep our customers informed and drive quality service every step of the way.



Cyber Security Corner: Keeping Mainfreight Safe Device Safety Essentials

Keeping your devices safe is crucial to protecting sensitive information and maintaining the integrity of our operations.

Simple daily habits make a big difference in protecting our information:

- Lock devices when not in use to prevent unauthorised access
- Use biometric authentication whenever possible
- Keep your PIN or password secret – never share it
- Update your device operating system and apps regularly
- Only download apps from official app stores
- Never connect unauthorised USB devices to Mainfreight equipment

Remember to PAUSE if you're concerned about a security issue, SECURE your device when not in use, and REPORT lost devices or suspicious activity immediately.

Working Securely Away from the Office

The Mainfreight network is protected when you're onsite, but working remotely introduces additional risks.

When working remotely:

- Always use Palo Alto GlobalConnect VPN outside the Mainfreight network
- Avoid free public WiFi networks when possible
- Use privacy screens to keep your work confidential
- Bring your own charger rather than using public charging stations
- Have work conversations in private spaces when travelling
- Keep devices locked and secure when not in use

If you lose your device or suspect a security issue, report it immediately to your Branch Manager and local IT team.



Training & Development



Martin Devereux

“Welcome to Mainfreight” will mean different things to different people. For some, it might be their initial contact with us as a customer or potential employer. For others, it might bring back memories of our first day as one of the team. For me, my “Welcome to Mainfreight” was the first moment I saw my uniform neatly folded in the P.A.T meeting room with my name embroidered (and spelt correctly) on it. I remember that moment as if it were yesterday, and it was the initial moment when I felt a connection to something. I didn’t know what, but I felt an immediate sense of belonging. I still had all the fears, the nerves and the uncertainty of the unknown, but I felt like I belonged.

Culture is a topic we talk about all the time, everywhere in the business. Typically, we reference our “Three Pillars”, and all the wonderful points outlined. But these points are simply words on their own, and it is not until these moments present themselves in the form of actions and behaviours that the culture takes on form and meaning.

Another ‘moment’ early in my career involved a lesson taught to me by my first Branch Manager Bryan Curtis (BJ). As a loader in a Transport branch, the first responsibility each day was to prepare your area and set up for the day ahead. Then, as it is today, sweeping was a critical step in this process and one I had performed many times over many weeks. On this afternoon I was ‘sweeping’ the floor when BJ made his way down and approached me with his usual smile and spark. “What are you doing, Marty?” asked BJ, to which I replied, “Sweeping”. Without skipping a beat, he quickly informed me I wasn’t sweeping I was merely pushing the broom. Before I could process what was a particularly confusing moment, he had the broom out of my hands and was sweeping my area with more effort and energy than I had been. He handed me the broom back, warmly said, “Have a great day, brother!” and moved on to his next task or moment.

While my initial thoughts on that ‘moment’ were not overly positive or inspirational, in time, as I talked it through with mates and mentors, I finally got the lesson. If BJ allowed me to put 60% effort into a small routine task like sweeping, I would likely take that same 60% level of commitment and effort into every other part of my role and my career. It was in that moment I learned that the detail mattered. It was in that moment I realised people are always watching. And it was in that moment I experienced our culture coming to life. It was the decision BJ made to inject himself into my day that, to me, is what our culture is about. A culture that comes to life often in the most mundane or ordinary moments.

The true magic of our culture and our Three Pillars is their application and ability to take on meaning for all people in all regions. At times, we can speak of our culture as if it was something easy to learn, and something easy to understand. It is something that just when you think you have grasped what it means, you realise there is so much more. But that is the beauty of us and our culture. One of the enduring realities of being a company with a 100-year philosophy is the responsibility we all hold to help guide someone in the right direction or to pass on something we know that would make another person’s day easier. This is something we can all do.

To me, these moments teach us what a special business we are. Across the next few pages, you will see images of the Training teams fulfilling various roles critical to us as a business.

These moments may occur prior to a person starting with us. Across the world, our teams are actively promoting our business as a place for people to work, whether at a school, a university or a sporting event. These spaces are congested with other companies showcasing themselves, but we consistently find that people meet our team and make a connection. In their

moment of speaking with Alexandra or Dana, they meet a person sharing their story and their experience in their words. Commonly, we get the feedback that at this point, someone’s interest is often piqued, and they then start to consider Mainfreight as somewhere to further themselves.

Like my first day, the moment might be how we welcomed them into their first branch and gave them the appropriate Mainfreight cuddle and welcome. Often, those small things are those which we can take for granted, like making sure they are introduced to the whole branch and that they have a branch buddy and someone to share lunch with. These may not seem significant to us, but for a person on their first day and week, this can be the moment they start to think they are different.

The moment could be on an Induction course where the team are getting an early blue-blood injection, but equally, that same course can be invaluable for a team member who, for whatever reason, has not had the opportunity to attend. The opportunity to learn more about who we are, and where we can be, is the moment when someone’s light bulb is switched on. Enormous amounts of effort go into preparing for these courses, with various team members from throughout the business pitching in to make the experience as meaningful as possible.

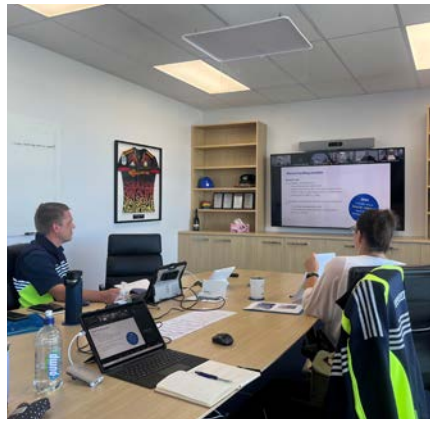
The moment may also occur on one of the many programs run across the business to help our team grow and learn more about themselves. This could be a customer care course or a team leaders’ course, but equally, it may be something less classroom based and geared around experiential learning, such as Outward Bound or the Main Divide Wahine Toa program. Previous versions of the Main Divide have been focused on the operational team within Transport, but this year we were delighted to run an identical format that focused purely on the development of women across all divisions.

These investments and commitments to our team, and the philosophy behind developing our people, may not be unique concepts, but within Mainfreight, our people are our lifeblood. We need to continue to invest and grow not only our team, but also our business to provide opportunities for people to enjoy challenging and healthy careers. Not just when the economies of the world are prosperous, but all the time.

We are incredibly proud of all the effort and energy that goes into creating these courses and initiatives, and we are excited to be doing what we do. The responsibility, however, is on all our shoulders to make the most of the moments as they appear in our day. They don't need to be enormous to be significant to the person you are spending time with.

So, thank you for taking the time to read and make the most of those moments when they appear. They may not be big to you but don't underestimate the impact they may have on the other person(s).

Marty



Logan and Erica hosting the first Health & Safety Quarterly Meetings

Logan Williams and Erica Dash hosting the first quarterly catch-up with the H&S co-ordinators across the NZ network.

Asia

As we continue to paint Asia blue throughout 11 countries, we are constantly looking for bright, active and curious young minds in the communities we serve to help build our 100-year vision. With a strong focus on increasing our brand visibility among the next generation, we have been collaborating with universities in Hong Kong, Xiamen, Qingdao, Shanghai and Bangkok to attend their careers fairs.



King Mongkut's University Job Fair 2025
L-R: Salintip Lakananuwat, Peerada Liwnoi, Varita Towantana

Mainfreight Development Program (MDP) Kickoff Event

Our first MDP Kickoff event was held in Chicago in March and went off without a hitch! We were happy to welcome recent graduates of the MDP program which helped our newest MDP team members see what the future could hold for them. The energy and buzz in the room was electric, and it has us looking forward to what's ahead!



L-R: Ervey Gonzalez, Jonathan Tejada, Christian Alves



L-R: Dylan Walker, Jailyn Nino, Nicholas Bovastro



Induction Drivers EUR

Our drivers are such a key part of our team. We were delighted to run this induction course in the Netherlands setting our drivers up for success.

Back row L-R: Rob Rutten, Aart Bendeler, Arno Broekhuizen, Luc ten Have, Theo ten Have, Daan Nijman, Danny Hoksbergen, Benny Arents, Lieke van der Velden, Richard Bruggink, Joris van Herwaarden, Marc Elting, Marleen van Zijl
Front row L-R: Alexandra Fricosu, Bulent Cavlun, Bobby Timmermans, Daniel Dziedzic, Matthijs Kornet, Wilfred Romp, Bo Geurds-Scholten, Jordy van Vuuren, Frans Jansen.



Amanda Nugent and Dana Chaya representing Mainfreight Australia

Amanda Nugent and Dana Chaya representing Mainfreight. We have partnered with the RMIT Business School allowing us to engage with their students in lectures and presentations on campus and to host site tours of our facilities.



The first group of wahine to complete Wahine Toa Main Divide

L-R: Haylee Woodmass, Hannah Doocey (kneeling), Carmen Robertson, Slee Larcombe (Guide), Christine Awatere, Charlotte Gordon (kneeling), Sydney Woods (Guide), Lisa Parangi, Noreen Taurua, Elizabeth Castillo, Zoe Wilkinson, Esther Viau, Melanie Katu.



Driver X Proof of Concept Training

Lisa Haycock out making deliveries assisting with the Driver X Proof of Concept in Auckland.



Customer Care Course in Paris

Back row L-R: Raphael Pideciyan, Eduard Turcu, Rene Claude Delblond, Lydia Bouayed, Lucas Bailly, Adame Taguia. Front row L-R: Thibault Detrousselle, Alexandra Fricosu, Anthony Chaa, Melodie Julien, Eloise Peyle.

Melbourne Training Team – Warren’s Farewell AUS

A goodbye to Warren Glover from our Aussie team. Thanks for all your support and help in the H&S space mate!

Back row L-R: Colleen Moore, Aaron Bond, Gabriella Vlasblom, Courtney Collier, Amelia Richardson, Renata Ugrinovska, Shona Taylor, Amanda Nugent. Front row L-R: Gabrielle Fage, Troy Leng, Warren Glover, Keyna Roberts.



Bereavements



Ryan Satterthwaite
Mainfreight Palmerston North

Our shining star Ryan began his journey with us as a young kid in August 2022, working part-time on the floor scanning and remeasuring freight and growing into a young man who quickly proved himself to be our most talented and promising team members. Full of energy, passion, and a genuine willingness to support those around him, Ryan was also the source of cheeky banter that brought daily smiles and laughter to the team. In his short time with us and in life, he achieved so much — being named Storeman of the Year in 2023 and recently embracing a new challenge by stepping into our transport team. Ryan will always hold a special place in our hearts and memories.



Patrick Volbrecht
Mainfreight Warehouse Oostende

With great sadness, we announce that Patrick Volbrecht passed away after a brave battle with illness. Patrick joined Mainfreight in 2012, first working at the crossdock and later transitioning to Warehousing Oostende in 2018, where he became a full-time Terberg-driver. In the summer of 2022, we celebrated his 10-year legend under a shining sun. After receiving a relapse diagnosis, Patrick retired to enjoy life. He and his wife became regular visitors at the canteen, often stopping by to chat. Patrick, we will miss you!



Constantin Tudor
Mainfreight Trucks & Drivers Romania

It is with deep sadness that we share the passing of one of our team members, Constantin Tudor, from the Romanian Truck & Drivers branch. Constantin passed away after a brief illness. He was a valued member of our team, known for his dedication, professionalism and kind spirit. His loss leaves a profound void in our hearts and workplace. Our thoughts are with his family and loved ones during this difficult time.



Carl Gage
Mainfreight Transport Rotorua

It is with the deepest sadness that we share the sudden passing our legendary owner driver, Carl Gage. Carl will be remembered for his incredible work ethic, un-wavering passion and his “just get it done” attitude, all exceptional qualities that led him to being honoured as the “2024 Mainfreight Rotorua Driver of the year”. Beyond Carls dedication to Mainfreight, Carl was a devoted family man and keen a hunter – gatherer. You will be deeply missed, Carl. Forever remembered and forever apart of us. May you rest in eternal peace, all our love your team at Mainfreight Rotorua #1062



Manpreet Sign Batth
Mainfreight Transport Invercargill

Manpreet Singh Batth, known as Mani to the team, was taken suddenly from us. Mani lived and breathed Mainfreight loved our culture. Missed dearly by family, friends and the team at Mainfreight Invercargill.



Pat Smith

Mainfreight Dunedin

Pat Smith truly embodied the Mainfreight spirit from the beginning. Born in 1942, he began his journey with us as an Owner Driver, travelling the length of the country doing what he loved. Based in Dunedin, Pat was supported by his family through long periods on the road, a dedication mirrored by his brothers, Howard and Mike, who also left their mark on Mainfreight's early years. Pat's legacy continued through his son Hoani, who also worked in the business. Pat worked across multiple branches over the years, always proudly wearing his uniform and treating each site like home. Known for his infectious laugh and trademark greeting, "How the bloody hell are you?" He brought warmth and humour wherever he went. Although he first retired in 2013, Pat returned to lend a hand as a casual and relief driver, continuing to support the team until 2021. His contributions and character will be fondly remembered by all who had the pleasure of working alongside him.



Jennifer Tuhi

Chemcouriers Auckland

Jennifer Arapeta Nani Tuhi passed away peacefully on the morning of March 4th, 2025, surrounded by her loving family. Jen joined the Chemcouriers team in May 2022 and made a lasting impact over her two and a half years with us. She was a valued and dedicated team member, known for her quick learning, positive energy, and unwavering support for those around her. Jen was a devoted mother, daughter, and twin sister, closely bonded with her sister Teresa, who also works at Daily Freight Auckland. Many of us shared laughs over mixing them up in the office. Her warmth, laughter, and generosity touched everyone she met. Jen will be deeply missed and remembered always by her Chemcouriers and wider Mainfreight family.



Ray Brown

Mainfreight 2Home New Zealand

We heard recently that sadly Ray Brown passed on 27th November 2024, aged 80. Joining Mainfreight as an OD after a career in the military, Ray ran linehaul for Mainfreight 2Home between Auckland and Wellington, with his famous car-carrying trailers. Ray, ever the entrepreneur, worked tirelessly to manage relationships with rental car companies to relocate cars from the Lower North Island north, with his units loading 2Home freight southbound each night. Never one to slow down, upon finishing with Mainfreight he started a truck rim cleaning business and was still seen regularly at 2Home Auckland sending his machines nationally until last year when ill health forced him to sell that business. He will be well remembered by the team at 2Home Auckland and Wellington.



Andrew Kay aka Andy aka AK

Mainfreight Warehousing Christchurch

Andrew's (Andy/AK) genuine kindness touched our lives in so many ways. Starting at Mainfreight in November 2001 as part of our team at No1 McAlpine Hazardous Good warehouse, his product knowledge, understanding of correct handling procedures, legal responsibilities, along with ease of gelling into his new surroundings made him an invaluable teammate. Andrew moved around our Christchurch Warehousing sites, to Owens in 2011 post Earthquake and McAlpine Street in 2015. He was a loyal, trusted work colleague and friend to the wider Warehousing family of Mainfreight Christchurch. His dedication and work ethic was a great example for us all, being very methodical and his attention to detail was second to none. He was a Gentleman with an underlying sense of humour, and a pleasure to have worked with. Missed everyday by us all.

Service Legends



Celebrating our Team

1. Congratulations to Dianne Clemens – 40 years celebrated and awarded the Paul Derbyshire Memorial Legendary Award.
2. Congratulations on your 40 years of service, Colin Belk, and enjoy your upcoming, well-deserved retirement! His family joined Colin for the presentation.
3. Congratulations to Trevor Rice on his 40 years long service. Trevor and his family.
4. Congratulations to Debbie Brady on her 35 years long service.
5. Congratulations to Paul Brown “Brownie” on his 30 years long service.
6. Andy and Leon were recognised at our annual Branch Managers Conference for their 30 years long service.
7. Congratulations Rex Campbell, NZ Supply Chain Team, who celebrated 30 years with Mainfreight.
8. 30 Year Legend Tony Inia, Transport Brisbane.
9. 30 Year Legend Ron Enzerink (R), Transport ‘s-Heerenberg.
10. Congratulations to Graeme Illing on his 25 years long service.
11. Milestone celebrations at our A&O Sea Branch in Melbourne! Reynard Widjaja completes the Mainfreight Development Program, Jason Lister marks 10 years, Laura Burns celebrates 20, and Connie Vinci hits an incredible 25 years with the team.



Service Achievements

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

20 Years

Albert Tovia - Transport Levin, **Ana Bermeo** - CaroTrans New Jersey, **Ben Leaf** - Transport New Plymouth, **Bernard Jagers** - Warehousing Christchurch - McAlpine Street, **Byran Wong** - Transport Brisbane, **Christina Ewe** - National Support - New Zealand, **Daniel Brian Martin** - Warehousing Melbourne - Dandenong South, **Danielle Arendsen** - Transport 's-Heerenberg, **Dave Hall** - IT New Zealand, **David Bubb** - Transport Newark, **Francis McElhinney** - Transport Dunedin, **Gavin Holm** - Daily Freight Auckland, **Gert Beernink** - Crossdock 's-Heerenberg, **Harald van Schooten** - Transport 's-Heerenberg, **Harry Sima** - Transport Auckland, **Janet Landon-Lane** - Transport Blenheim, **Jason Rogers** - Engineering - New Zealand, **Jason Woods** - Transport Christchurch, **Jennifer Wanigasekera** - Transport Dandenong South, **Johan Soeteman** - Transport Wellington, Kamm Kawau - Transport Dunedin, **Kate Winterburn** - CaroTrans Sydney, **Lammert Wanders** - Transport 's-Heerenberg, **Laura Burns** - Air & Ocean Melbourne Seafreight, **Liz Castillo** - Air & Ocean Auckland Seafreight, **Luke Percasky** - Transport Orlando, **Maraea Ekueti** - IT New Zealand, **Mark Taitingfong** - CaroTrans Los Angeles, **Matthew Thompson** - Transport Rotorua, **Maurice Webb** - Transport Tauranga, **Michelle Romaine** - Air & Ocean New Plymouth, **Miguel Hollevoet** - Warehousing Oostende, **Mike Munns** - 2Home Auckland, **Natu Manao** - Transport Brisbane, **Nicky Smith** - Air & Ocean Auckland Seafreight, **Ognjen Vuksanovic** - Air & Ocean Brisbane Seafreight, **Pamela Dilucchio** - Chemcouriers Sydney, **Peter John Daly** - Transport Dandenong South, **Peter Wilson** - Transport Sydney, **Pisa Seala** - Transport Wellington, **Quentin Bentein** - Warehousing Oostende, **Rhyll Cole** - Transport Christchurch, **Richard Wiene** - Trucks & Drivers 's-Heerenberg, **Rob Mareela** - Transport Auckland, **Robert Woods** - Warehousing Christchurch - McAlpine Street, **Ronnie Sessink** - Transport 's-Heerenberg, **Ropisone Toma** - Mainfreight Metro Auckland, **Rutger Wassink** - Trucks & Drivers 's-Heerenberg, **Ryan Darmanin** - Air & Ocean Melbourne Airfreight, **Salendra Sharma** - Owens Auckland, **Salvatore Forzisi** - Air & Ocean Sydney Seafreight, **Shalini Kumar** - National Support - New Zealand, **Simon Cowper** - 2Home Christchurch, **Sylvie Hullebus** - Warehousing Oostende, **Theo Schuurman** - Trucks & Drivers 's-Heerenberg, **Thijs Papenberg** - Transport 's-Heerenberg, **Thomas Bijl** - European Support, **Travis Hari** - Warehousing Auckland - Favona, **Trudy Burt** - Warehousing Auckland - Manu Street, **Tyne Green** - Air & Ocean Sydney Seafreight, **Uhila Vakameilalo** - Transport Brisbane, **Vinendra Sharma** - Owens Auckland, **Wiki Abraham** - Metro Auckland, **Zubin Bhatena** - Metro Auckland.

25 Years

Aaron Bond - Training Team - Australia, **Analisa Dennis** - National Support - Americas, **Andrew Hei Tautari** - Owens Auckland, **Andrew Pillans** - Transport Blenheim, **Anouck Hesselink** - Transport 's-Heerenberg, **Bahri Coroz** - Crossdock 's-Heerenberg, **Bobby Dean** - Owens Auckland, **Bradley Greer** - National Support - Australia, **Cédric Van Huffel** - Warehousing Oostende, **Cody Watts** - Warehousing Auckland - The Landing, **Connie Vinci** - Air & Ocean Melbourne Seafreight, **Craig Hine** - Transport Tauranga, **Daneile Moana** - Transport Sydney, **Danny van Oostveen** - Transport 's-Heerenberg, **Dansey Smith** - National Support - New Zealand, **David Scott** - Executive Team - Australia, **Dennis Jansen** - Trucks & Drivers 's-Heerenberg, **Desiree Martinez** - Transport Los Angeles, **Elaine Wong** - Air & Ocean Los Angeles - Seafreight, **Erwin Willemsen** - Transport 's-Heerenberg, **Filipine Vave** - Transport Sydney, **Gary Dunseath** - Transport Whakatane, **Gerjan Bulten** - Trucks & Drivers 's-Heerenberg, **Gonzalo Ahumada** - Warehousing Zaltbommel, **Graeme Illing** - Executive Team, **James Hartigan** - Air & Ocean Sydney Seafreight, **Kate Oakley** - IT Australia, **Kura Kiria** - Air & Ocean Auckland Airfreight, **Mah Muaulu** - Transport Hobsonville, **Marcel Milner** - Transport Tauranga, **Marty Devereux** - Executive Team, **Michelle Purvis** - Chemcouriers Sydney, **Neville Emery** - Transport Tauranga, **Nilesh Bhuthadia** - IT New Zealand, **Patricia Blanken** - Epskamp - Warehousing 's-Heerenberg, **Paul Cole** - Transport Auckland, **Ray Bradcock** - Port Operations Christchurch, **Richard Huisman** - Warehousing 's-Heerenberg, **Riyaz Jordan** - Executive Team - Australia, **Rosie Neervoort** - Transport 's-Heerenberg, **Sandra Phillips** - National Support - Americas, **Sandra Schneider** - Transport 's-Heerenberg, **Seife Kidane** - National Team - Americas, **Stefan van Gemmern** - Warehousing 's-Heerenberg, **Steve Hendry** - National Support Air & Ocean - New Zealand, **Tim Wittenhorst** - Warehousing 's-Heerenberg, **Veronica Friedland** - National Support - Americas, **Wayne Harris** - National Support - Australia, **Wayne Kilgour** - Port Operations Wellington, **Wouter van Hartskamp** - Trucks & Drivers 's-Heerenberg.

30 Years

Aline Avedissian - National Support - Australia, **Andrew Thomson** - Air & Ocean Auckland Seafreight, **Andy Taunga** - Transport Rotorua, **Carl George** - Executive Team - New Zealand, **Di La Velle** - National Support - Australia, **Erica Dash** - Training Team - New Zealand, **Helen Watson** - Air & Ocean Christchurch - Airfreight, **Leon Pirake** - Transport Timaru, **Lynette Sinden** - Daily Freight Auckland, **Marcel Peppelman** - Trucks & Drivers 's-Heerenberg, **Mario Farrugia** - Air & Ocean Melbourne Airfreight, **Mark Lane** - Transport Auckland, **Matthew Mudge** - Warehousing Melbourne - Dexter Drive, **Maureen Paine** - Transport Auckland, **Miranda Augustijn** - Transport 's-Heerenberg, **Paul Brown** - Transport Nelson, **Ramon Starink** - Trucks & Drivers 's-Heerenberg, **Rex Campbell** - National Support - New Zealand, **Ron Enzerink** - Transport 's-Heerenberg, **Tony Inia** - Transport Brisbane, **Vanessa Maxwell** - Transport Ballarat, **William Brown** - Air & Ocean Melbourne Seafreight.

35 Years

Andrew Smith - National Support - Australia, **Craig Radich** - Transport Auckland, **Debbie Brady** - National Support - New Zealand, **François Gesquiere** - Trucks & Drivers Belgium, **Fred Martens** - Transport 's-Heerenberg, **Isabelle Vandenberghe** - Warehousing Oostende, **Marc Marey** - Trucks & Drivers Belgium, **Robert Jochoms** - European Support, **Robert-Jan Bruil** - Transport 's-Heerenberg.

40 Years

Colin Belk - Transport Tauranga, **Di Clemens** - Executive Team - New Zealand, **Trevor Rice** - Air & Ocean Wellington, **William Kniest** - Crossdock 's-Heerenberg.

Global Awards Ceremonies

Asia



1.



2.



3.

Europe



4.



5.

Congratulations Team

1. Sales Team of the Year - Mainfreight Korea

L-R: Billy Zhang, Dustin Kim, JunHo Woo, Jay Park and Cary Chung

2. Salesperson of the Year - Vennie Yap, Mainfreight Malaysia

L-R: Billy Zhang, Vennie Yap and Cary Chung

3. Branch of the Year - Mainfreight Shenzhen – Seafreight

L-R: Cary Chung and Rolla Liu

4. Branch of the Year - Warehousing Zaltbommel

L-R: Ben Fitts, Liane Philipsen, Floris Proost, Erik van Ringelenstein, Kasia Woitaschek

5. Salesperson of the Year - Jorge Ulric

L-R: Nic Matthews and Jorge Ulric

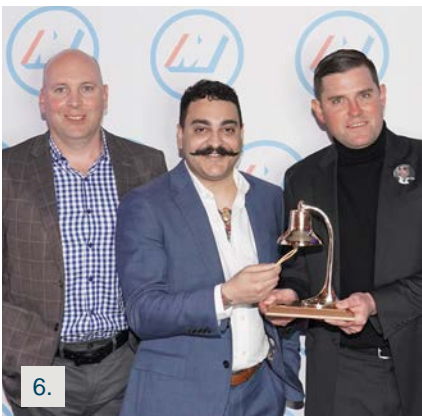
6. Salesperson of the Year – David Wassef, Mainfreight Warehousing Newark

L-R: Steve Turner, David Wassef and Riley Tryhorn

7. Branch of the Year – Mainfreight Air & Ocean Albany

L-R: Beth Fairall and Bryce Hicks

Americas



6.



7.

Australia



New Zealand



8. Sales Team of the Year – Mainfreight Wharf Melbourne

L-R: Emre Aldemir, Courtney Glenister, Andrew Thompson, Mackenzie Rex, Bryan Tchung

9. Salesperson of the Year – Michael Termos, Mainfreight Warehousing Melbourne

L-R: Tahlia Prestia, Michael Thermos, Siân Rogers

10. Branch of the Year – Mainfreight Wharf Melbourne

L-R: Mike Reid, Jake Hedley and Rodd Morgan

11. Sales Team of the Year - Warehousing New Zealand

L-R: Allan Lowe, Emma Lowry, Roberta Davids, Zak Wairepo, Shailesh Bhuthadia, Daniel Tomlinson, Hamish Woods, Ben Hadley, Sam Irving

12. Salesperson of the Year - Sam Irving, Warehousing Auckland

L-R: Sam Irving and Daniel Plested

13. Branch of the Year - Mainfreight Warehousing Auckland – Westney Road

L-R: Carl George and Esmond Lum

Photoboard



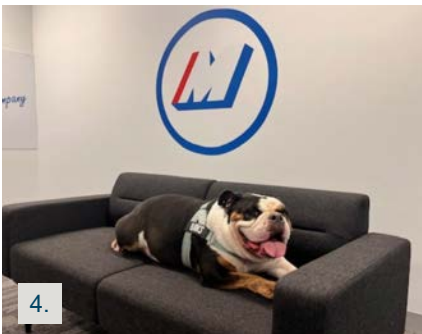
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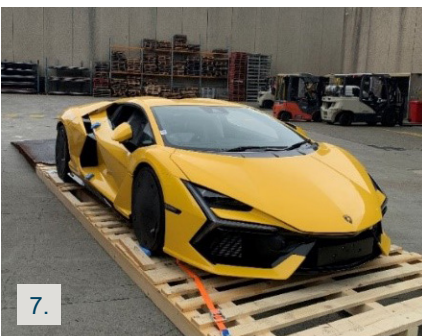
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5.



6.



7.



8.



9.



10.

1. Our warehousing team in Thailand held Fire Fighting Training and our first Fire Drill with support from Bang Chalong Fire Fighting Centre.
2. Celebrating the Festival of Woman at our Shanghai Ocean Branch.
3. Celebrating the 15th Anniversary-Guangzhou.
4. Banks the Bulldog, a regular visitor to our Wacol Warehousing branch in Australia.
5. Raymond Camillire retiring after 21 years with Mainfreight. Pictured with his past and present branch managers in Sydney.
6. Our Mainfreight branded B-train food grade tanker's first load out of wine from Mt Difficulty Winery, Central Otago.
7. Our Sydney Air & Ocean team had the unique experience of managing the airfreight delivery for a vehicle \$1.3million dollar Lamborghini Revuelto.
8. Ellen Shindle officially retired from CaroTrans at the end of April. After nearly 10 successful years as Branch Manager of our TMS team.
9. Metro Auckland supplied a truck for baggage at the recent Pink Ribbon Walk in Auckland this year organised by Breast Cancer NZ.
10. The team ready for their surf lesson post Regional Branch Manager catch-up held in Newcastle.

Feedback

Example of great customer service

To: Shenaye Campbell –
Mainfreight Transport Sydney

As discussed on the phone we have just experienced great service from this driver to our head office. The poor lad had to bring 2 pallets of stock up the lift and the way he sorted out the product and laid it out in product order on the floor for Tania was amazing. Well above the expectations. When we offered to help him as it was a lot of stock to bring up, he was not going to take any help he said no problem he could manage it! Please can someone call this guy up and provide great customer feedback to him because this is a great example! Maybe he could be used to train others in a toolbox session? But whatever please do thank him from us for today's service.

Toronto Warehousing

Hello MF TOR Team,

I just want to say Thank You VERY, VERY much for supporting us on this ask. I recognize fully that requesting on a late Friday afternoon for you to ship out 10 x truckloads on Monday – with no additional detail/confirmation on carriers, pick up schedule etc etc - is completely unreasonable. Kudos to Katie for immediately responding that she would commit to getting it done – and kudos to the rest of the MF team for then going off and actually getting it done- by working through the weekend and ensuring all the trucks shipped through the course of an unscheduled, chaotic day Monday. I am both so impressed and genuinely appreciative that you all executed this crazy ask so well. Thank you again to each of you.

From Daikin Europe

Dear Mainfreight team members, both for warehousing and transport, As we have now officially closed our financial year 2024, we would like to take a moment to express our sincere appreciation for your ongoing commitment and support. In particular, during March, Daikin requested significant flexibility in the execution of various activities. The innovative solutions provided by Mainfreight, including the allocation of manpower across different departments and the investment in a new WMS, have enabled Daikin to meet, and continue to meet, the evolving needs of our customers. We recognize that such outcome would not have been possible without the adaptability and dedication of each team member. The strong partnership Mainfreight and Daikin built over the years continues to demonstrate our ability to navigate jointly unforeseen challenges. Your efforts are key to our shared success. Be proud on what you accomplished, and let us continue to build towards the future. Please extend our thanks to the entire team.

Feedback about driver – Waisale Ligani Naiqama

Hi Rod,

Recently, we have been using the Chemcouriers service out of Sydney, delivering small quantities of Solid State and LiPo batteries to Qld, WA and more recently a pump system and batteries between your Prestons and Adelaide properties. Firstly, the reason we chose Chemcouriers is because of the amazing service your team in NZ provided us to similarly move batteries around NZ. Whilst that may have been the initial contact point, I wanted to take the time heading into the busy Xmas period to call out Kirsten Navarro and the service he has been providing us in the last couple of months. If this is the type of approach that I can only assume most of your team delivers to their clients, then you have an amazing business unit. In Adelaide last week, I turned up a day early, and the whole team there rallied to support us to get our shipment back onto a truck to Sydney that day. Kirsten, out on the road doing deliveries, pulled over and took my call and before I could walk upstairs to see Nick in your Adelaide office who was already reprinting the new consignment label for the warehouse team to get onto a truck that evening. Honestly, I was very impressed. Have an amazing Xmas break, please give everyone in your team a big thanks from a new customer, and here's to crazy big things in 2025!

Awesome work from our Chemcouriers in New Zealand and Australia.

Letter of thanks from a Mainfreight scholar recipient

Dear Mainfreight, Happy New Year!

I would like to thank you for your continuous support with my learning journey at McAuley High School. I am so very grateful for the amazing help you provide students. My overall learning experience being at high school is very different from Intermediate, as I have just completed my first year, but it has also been fun and I believe you are a big part of the reason I strive to do my very best. You've helped me one step closer to my future success. Your support truly means a lot to me and my family! Wishing you many blessings for 2025.

Atlanta Transport

Good afternoon,

I wanted to take a moment to thank you for the excellent service provided by Mainfreight on 3/25/2025.

The driver arrived promptly at 9:20 a.m., and the timing couldn't have been better. I really appreciate the dedication and care the team showed in ensuring the freight arrived in perfect condition. The truck itself was in excellent shape, which further demonstrated the commitment to quality and professionalism. Thank you again for your efforts. We truly value the outstanding service you continue to provide!

Best regards, Kendra

A thank you card sent to our Transport team in Dunedin

To the team at Mainfreight,

We would like to extend our sincerest thanks to you all for your fantastic service over the last 5 months.

We have used dryice as part of Sadee's chemotherapy treatment using a system called cold capping the dryice cools the caps down. The treatment has been successful and Sadee has kept the majority of her hair. The psychological benefit from this has been enormous and it wouldn't have been possible without your assistance.

From Moët Hennessy Belux

Hi Ibra,

Could you please share some very positive feedback with Mainfreight on my behalf. The gentleman who delivered the order to my house this morning was extremely polite and thoughtful. As he was early, he called me in advance to make sure he did not wake my kids up with the doorbell and subsequently had to wait some time for my wife to get down. Despite the waiting time he remained polite and very professional. Such behaviour should be highlighted. Thanks, Tim



MAINFREIGHT

DAILY FREIGHT

CHEMCOURIERS

OWENS CarTrans