

MAINFREIGHT TEAM REVIEW

NEWSLETTER DECEMBER 2025



MAINFREIGHT

DAILY FREIGHT

CHEMCOURIERS

OWENS

CaroTrans

Note from Don

Welcome to our Christmas newsletter, written by our team, for our team and customers, critiqued by the odd analyst, and shared with the families of our team.

As we enter the busiest period of the year, freight volumes across the network are on the increase. Our customers are shrugging off the malaise of under-performing economies.

Our performance in delivering exceptional service for our customers remains important for their success and our own. Our sales teams have been successfully increasing our share of the logistics market across our network. Many new customers have begun over the past month utilising our services, with a number of others due to start over the next four months. It is extremely important that we welcome each new customer with our normal enthusiasm, passion, and high levels of service. We must communicate openly and honestly so we all understand their needs, and those of their customers.

Please make decisions for our customers when they ask. Let us never leave them wondering or in a question mark.

While we welcome these new customers, let us not forget those who have continued to support us. We are only as good as our last delivery - our customers are the reason we are here.

A number of our branches and team are moving, or have moved, into new facilities.

New Zealand

Daily Freight Auckland have moved into their refurbished site. The refurbishment

was well overdue, and will now provide the team with a larger high quality cross-dock, office and canteen, never envisaged all those years ago.

With Daily Freight vacating their temporary facilities, Owens now take possession of their new site alongside Chemcouriers.

Napier-Hastings are operating on their new site, as is Whanganui and New Plymouth.

Our new Warehousing site in Christchurch is progressing well. We expect to take possession mid 2026, and we have already secured new business alongside the consolidation of outdated smaller overflow sites.

Australia

Our new site has been completed in Townsville, and our new Brisbane cross-dock in Willawong will be completed early 2026 – providing much needed capacity for our successful Queensland Transport branches. Upon completion of the Willawong site, Chemcouriers will take over the Transport site at Larapinta, improving their hazardous goods transportation services alongside our Larapinta warehouse. A new Transport site for Northern Brisbane will have our Brisbane footprint well and truly established. Mainfreight Wharf have also secured an update to their Brisbane port site.

In Melbourne, construction continues at our new Airfreight facility on Melbourne Airport land. This will be welcomed by the Airfreight team as they have outgrown their current site, with the new facility adding significant capability for the increased Airfreight tonnage we

have gained.

Canada

Our Canadian team are relocating to a larger warehouse in Toronto, capable of holding 35,000 pallets of our customers product.

All of these infrastructure investments have been made during one of our more challenging trading periods, such is our confidence in our people and services. We are providing the very best of facilities to help our people deliver exceptional service for our customers.

We have much to do across our international network to further improve our performance. Better profitability returns in Europe, Asia and the Americas will see further investment in these markets and more country locations will open to increase our network reach.

New Zealand and Australia are seeing satisfactory improvements and market share gains of late; this provides further stimulus for our network growth across Australasia.

Thanks to you all for the effort over this past year. There is no doubt that trading conditions have been difficult. Your attitude and loyalty have positioned us well for ongoing growth. It is appreciated by us all.

Have a great Christmas,



Newsletter Directory

- 04 Australia
- 14 New Zealand
- 27 Europe
- 36 Asia
- 41 Americas
- 52 Technology
- 55 Training & Development
- 59 Bereavements
- 60 Service Legends
- 61 Service Achievements
- 62 Photoboard
- 63 Feedback

"Challenge the status quo every day"

Australia

Mainfreight Australia

Rodd Morgan

Team,

After a great year last year, we are again in good shape to produce a strong performance by keeping our focus on sales growth and cost management as we head into a new calendar year.

Whilst it will be tight to do it from here, beating the previous years' profits year on year remains one of our most important objectives. Every time we achieve this, we should feel pleased that we are contributing something significant to the company's long-term success. Although beating last year's profits every year seems simple, it is certainly not easy to do over a sustained period of time. The only way it can be done is to ensure that we perform the basic disciplines every day.

To that end, for some time now in our business we have referred to the "20-mile march," particularly across our sales teams. This term is a metaphor for disciplined, consistent and methodical progress toward a long-term goal, which helps us outperform erratic or inconsistent effort. Combined with the many talented team members across our business, this attitude has been a cornerstone of our performance over many years now. Of course, achieving this is difficult, but it is what each of our branch managers and team leaders are focused on every working day. To repeat, constantly beating our profits every year is a simple principle, but very

hard to execute, and even harder for our competitors to copy.

It does seem that we have been talking about it being a tough trading environment for years now, but there is no doubt that conditions and ever-rising business costs remain challenging. We have always believed that tough times make us a better business, and we are again proving that to be true. Achieving profitable sales growth remains critical, and is an area where we have had continued success. Our team continues

to work very hard to differentiate ourselves, and have become more skilled and consistent in these tougher times. Winning new business is not only due to the good work of our sales teams, but also due to the high quality of service that most of our operational teams and drivers provide. This again proves another irrefutable truism: great quality will see us overcome obstacles. Thank you to each member of our team who helps to make us a special company, and one that we can all be proud to be a part of.

Five things to do better in 2026

1. Do something today that will benefit us in a decade!
2. Take care not to let AI and automation rob us of our human qualities and dumb us down.
3. Strive to find ways to be more productive. To be successful, we need to do more with the same.
4. Never miss an opportunity to improve the presentation of our business so it continues to look breathtaking.
5. Ignore and avoid hypocrites like the plague.

If you are having a break, please enjoy it. Thank you to those team members who will be working through the Christmas and New Year period to keep the freight moving.



Transport Australia

Simon Hart

A fundamental strength of our team is that they are empowered to embrace bottom-up management, whether through daily decision making, or decisions made in Positive Action Team (PAT) meetings. These decisions are made close to the freight, allowing us to act with agility and pace and that help us deliver high quality services throughout the peak season.

It's encouraging to see growth in freight levels moving through our network. If September and October were any indication, we are on track for a bumper Christmas and New Year. While some existing business remains flat, our sales team has performed strongly, driving solid growth in new business. At the same time, our operational teams have delivered real value to our customers through consistent, high quality service, ensuring customer satisfaction and retention remain high.

This year has flown by, and we have ticked off several goals from our to-do list. While there is still more to achieve, our regional network has made great strides in both growth and profitability. A few branches are still working toward consistent profitability, but they have made good progress.

We have made headway in improving operational efficiency. Reducing travel time on the dock, reducing the number of times we handle freight and reducing the time freight spends on the dock are simple targets that all lead to improved efficiency. We will continue to look for opportunities to further improve efficiency by targeting the elimination of non-value-adding activities. We need to ask the question, "Is it necessary?"

Two major property developments are currently underway. Our new Townsville branch recently opened, and in April next year, we will begin operations at our new Willawong facility in Brisbane. Both sites will enhance our ability to deliver quality service and support growth in these regions. Willawong will be our first true rear-loading branch in Australia, featuring 34 dock levellers, and giving us the flexibility to manage a wide variety of freight efficiently.

Thank you, Team, for a fantastic year. Let's remember that quality comes first and for us, quality means delivering freight on time, in full and in good condition. It means doing so with immaculate presentation. When our people, vehicles and facilities look brilliant, our service shines. Quality also means operating safely, both in our branches and on the roads. And finally, quality means always seeking

improvement, with effective PATs being one of the best ways to achieve this.

We hope you enjoy a well deserved Christmas and New Year break with your friends and family, and return refreshed for what promises to be a prosperous 2026.

Five things to do better in 2026

1. Efficiency: The pursuit of incremental improvement is an investment in efficiency. In simple terms, we must continue to look for opportunities to reduce travel time on the dock, reduce the number of times we handle freight and reduce the length of time freight sits on our dock.
2. Bottom-up management: Employ the right people, give them a job to do that suits their skill set, train them to do it, and then get out of their way. Making decisions close to the freight, and acting with pace, will ultimately improve efficiency and quality.
3. Delivery performance is an area we can always improve: We have made good progress in recent months and need to ensure that we are consistent. Our number one job is to deliver the freight.
4. Training: As the business has grown, so has the team. We need to ensure that our depot systems are understood. Time invested in good training upfront will avoid time being lost on managing challenges downstream.
5. Presentation: We have worked hard on the presentation of our facilities, however there is room to improve the presentation of our fleet. We expect clean vehicles and blackened tyres every Monday, and we must not allow poorly presented vehicles to deliver our freight. The old saying, "If you look tidy, you will play tidy," is true, and service quality is the primary reason why we demand immaculate presentation.



Townsville

Willawong



Claims Performance

| Outward Consignments Per Claim | | | |
|--------------------------------|-------------|-------------|-------------|
| Branch | To Sep 2025 | To Mar 2025 | To Sep 2024 |
| CCA Dandenong South | 24523 | 11634 | 19634 |
| MFT Ballarat | 21401 | 2689 | 1969 |
| CCA Perth | 10167 | 4693 | 17802 |
| CCA Epping | 7764 | 9475 | 7924 |
| MFT Tamworth | 6978 | 2655 | 1892 |
| MFT Geelong | 6779 | 15484 | 7260 |
| MFT Dandenong South | 5702 | 4635 | 4829 |
| CCA Brisbane | 5239 | 6354 | 9442 |
| MFT Eastern Creek | 5058 | 2576 | 2208 |
| MFT Narangba | 4435 | 2184 | 3316 |
| MFT Newcastle | 4339 | 4492 | 5841 |
| MFT Albury | 3394 | 5210 | 7166 |
| MFT Gold Coast | 2970 | 1540 | 1408 |
| MFT Mackay | 2365 | 3192 | 4677 |
| Total Company | 2219 | 2251 | 2768 |
| MFT Canberra | 2187 | 7005 | 4576 |
| CCA Prestons | 2105 | 2998 | 4046 |
| MFT Prestons | 1967 | 1658 | 2242 |
| MFT Townsville | 1871 | 3225 | 3225 |
| CCA Adelaide | 1800 | 6352 | 0 |
| MFT Orange | 1719 | 740 | 593 |
| MFT Adelaide | 1451 | 2161 | 2341 |
| MFT Wollongong | 1381 | 832 | 3765 |
| MFT Brisbane | 1168 | 1209 | 1208 |
| MFT Epping | 1140 | 1379 | 1956 |
| MFT Toowoomba | 1002 | 1566 | 1701 |
| MFT Perth | 832 | 932 | 1618 |
| MFT Traralgon | 803 | 2551 | 3646 |
| MFT Bendigo | 0 | 19193 | 31812 |
| MFT Bunbury | 0 | 1313 | 678 |
| MFT Dubbo | 0 | 7324 | 0 |

| Inwards Consignments Per Claim | | | |
|--------------------------------|-------------|-------------|-------------|
| Branch | To Sep 2025 | To Mar 2025 | To Sep 2024 |
| CCA Perth | 15215 | 1756 | 1873 |
| MFT Geelong | 13665 | 9559 | 4501 |
| MFT Bendigo | 12193 | 7541 | 0 |
| MFT Tamworth | 10442 | 8912 | 0 |
| MFT Traralgon | 9500 | 2472 | 3036 |
| MFT Dandenong South | 8692 | 12311 | 20389 |
| MFT Prestons | 8145 | 13236 | 13876 |
| MFT Mackay | 7072 | 8535 | 4221 |
| CCA Adelaide | 6098 | 11287 | 5775 |
| CCA Brisbane | 5480 | 6915 | 6518 |
| Total Company | 5194 | 5509 | 6788 |
| MFT Narangba | 5040 | 3607 | 7391 |
| CCA Epping | 5016 | 6333 | 3909 |
| MFT Eastern Creek | 4759 | 3438 | 3241 |
| MFT Toowoomba | 4694 | 5478 | 6702 |
| MFT Epping | 4379 | 6356 | 8609 |
| MFT Perth | 3929 | 4678 | 5184 |
| MFT Dubbo | 3540 | 0 | 0 |
| MFT Brisbane | 3498 | 3889 | 4963 |
| MFT Adelaide | 2983 | 4238 | 6296 |
| MFT Newcastle | 2968 | 2347 | 3995 |
| MFT Albury | 2921 | 11546 | 11517 |
| MFT Canberra | 2601 | 7501 | 7326 |
| MFT Townsville | 2204 | 2294 | 1797 |
| MFT Wollongong | 2160 | 1794 | 3947 |
| MFT Orange | 1760 | 7991 | 3226 |
| CCA Dandenong South | 0 | 17510 | 0 |
| CCA Prestons | 0 | 8441 | 15376 |
| MFT Ballarat | 0 | 0 | 0 |
| MFT Bunbury | 0 | 4736 | 6873 |
| MFT Gold Coast | 0 | 24191 | 0 |

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.

Celebrating our Awesome Drivers!

Showing appreciation for our drivers is something we take seriously, and we like to have a bit of fun along the way!

Across the country, our teams have been finding fun and creative ways to celebrate the legends behind the wheel:

- Transport Narangba put on a great day with special lunchboxes, game and a fun driver training session.
- Transport Perth went all out with a week of awards, recognising their amazing drivers.
- Chemcouriers Epping handed out special gifts and gave everyone a chance to dunk their Branch Manager, which was a hit!



L-R: Anh Quoc Phan and Edward Boys, Transport Perth



L-R: Sandeep Kumar and Trae Lindner, Transport Perth

A huge shoutout to all our drivers for everything you do. You keep us rolling every single day, and we couldn't do it without you!



L-R: Jupinder Bath, Owner Driver, Nathan O'Brien, Foodbank

Mainfreight Supporting Foodbank

Brayden Hackling, Full Truck Load, Branch Manager

The FTL and Metro teams have been busy making a real difference. Recently, we completed major deliveries to Foodbank sites in Queensland and Victoria, four full truckloads of much-needed supplies.

What started as a one-off metro movement quickly grew into something more meaningful. Through this connection, we learned about Foodbank's partnership with Mars Foods and their ingredient input suppliers. Together, they run an annual Collaborative Supply Program (CSP), producing essential, high-demand food products at discounted rates, which Foodbank distributes to Australians experiencing food insecurity.

Through seven scheduled production runs between May and October 2025, we've helped move these special shipments safely and efficiently. This year's CSP is expected to have produced around 526 pallets of Mars products, each one representing meals and comfort for families in need.

It's more than just freight. It is people working together - Foodbank, Mars, and Mainfreight - all moving in the same direction to ensure good food reaches the tables of those who need it most. A small connection sparked a big partnership, and together we're delivering more than pallets, we're delivering hope.

National Forklift Championship 2025

Uhila Vakameilalo, Operations Manager, Transport Brisbane

During 2025 Forklift Awareness Month, Mainfreight hosted a competition.

This year's winner was Iasinito Manu from Warehousing Kookaburra. Iasinito began his Mainfreight career back in 2019 at Chemcouriers Auckland until 2022. In 2024 he rejoined Mainfreight at our Kookaburra Warehouse, where he started as a loader, then moved into picking, dispatch, and is currently a Team Leader.

Iasinito was fortunate to be joined by family to see him do a great job at the National finals held at Epping.

This year's runner-up, by a very close margin, was Nick Pell from Transport Brisbane, Larapinta. This achievement is a testament to Nick's determination and commitment to precision and safety which made him a vital part of our Transport team. The Larapinta team is incredibly proud of his accomplishments and looks forward to seeing him achieve even greater success in the future.

Congratulations, Iasinito and Nick!



L-R: Iasinito Manu, Simon Hart and Riyaz Jordan



L-R: Nick Pell, Riyaz Jordan and Simon Hart

Warehousing Australia

Riyaz Jordan

Firstly, thank you for another remarkable year. Although challenging at times, 2025 has been a rewarding year, and this would not have been possible without our team's commitment and positive attitude. Together, we have navigated the closure of overflow warehouses, welcomed new customers into our network and powered through a buoyant peak season that kept all of us on our toes. Through it all, we proudly delivered outstanding service for our customers while continuing to look out for one another.

This year brought several key milestones that deserve recognition. We celebrated the opening of our Perth Kenwick branch, extending our network and capabilities. Safety remained at the forefront, with initiatives rolled out to strengthen the well-being of our teams. At Moorebank, the completion of our automation solution has begun to deliver meaningful efficiencies. Meanwhile, customer workshops held throughout the year provided valuable opportunities to collaborate with both teams and customers, identifying process improvements and cost-saving initiatives to ensure stronger, smarter businesses for the future.

In August we had the privilege of hosting our Warehousing GMs in Sydney and Melbourne. These workshops allowed us to showcase our branches and, more importantly, to share ideas that help build consistency and strengthen performance across the network. The alignment of global reporting standards that emerged from these discussions will underpin our future success, ensuring that we continue to grow in a unified and efficient manner.

As we look ahead to 2026, we are optimistic about the direction we are heading. The momentum built this past year gives us confidence that the best is indeed yet to come. Our focus must remain firmly on the basics: accurate picking, on-time dispatch and delivery on time and damage-free. When we get the fundamentals right, everything else falls into place.

"The best is yet to come"



L-R: Andrew Coulton, Nilesh Bhuthadia, Michelle Yip, Liane Philipsen, Andrew Robinson, Brynley Riches, Riyaz Jordan

Five things to do better in 2026

1. Communication: Let's keep the lines of communication open, direct and respectful, ensuring information flows clearly so we can work as a group to get things done.
2. Safety: Stay focused and alert. Our branch safety is the responsibility of every team member, every day.
3. Challenging the status quo: Continue to challenge "the way it's always been done" and drive continuous improvement by finding smarter, faster and more customer focused ways of working.
4. Cyber Security: Stay vigilant, always verify emails and links before clicking and report anything suspicious immediately.
5. Quality: Quality means doing what we say we'll do, delivering consistent and reliable service and taking pride in everything we touch.

For those taking a well-deserved Christmas break, we wish you a safe and relaxing time with your family and friends. To the team members working through the holiday period, thank you for your continued commitment. Please ensure you also find time to rest and recharge over the summer.



Grand Opening of Kenwick Warehouse



L-R: James McCrone, Branch Manager and Rodd Morgan, unveil the Mainfreight stone



L-R: Haden Smith, Joel Ward, James McCrone, Mike Reid, Grant Draper, Riyaz Jordan, Nick Marshal

In July we held the very belated grand opening of our Kenwick facility. What a fantastic evening it was. A big thank you to the team who organised the evening, with a special mention to Pauline for her work and commitment to creating a memorable evening for all our team members and guests. None of what we do at Mainfreight would be possible without the unwavering support of our incredible customers. Their continued trust, loyalty, and partnership have been the driving force behind our growth, enabling us to invest in, and create such an impressive facility. It was great to have several customer representatives at the event, where we were able to showcase our exciting cross-product capabilities, as well as the important sustainability initiatives we have on site.

We have made great progress as a branch since opening two years ago, having worked through successful peak periods, and implemented significant new business. It is a testament to the team's dedication, and deserves a big thanks to all involved in the success of the branch so far. We look forward to continuing to build on the solid foundation we have laid at Kenwick since opening.

Customer Strategy Conference 2025

In August all Mainfreight team members who work on a long-standing national Mainfreight account met in Sydney for a strategy conference with the customer. The theme of the conference was "Making a 20-Year Partnership Even Stronger."

Day one kicked off with the usual welcoming remarks, introductions, and housekeeping. This led into an in-depth presentation from the customers Supply Chain Team on their focus for the year, giving the Mainfreight team insight into the customer's goals, and prompting constructive discussion around how we can help them achieve these. The initial presentation also provided a strong preface for the main component of day one, the workshops.

The three workshops that all focused on the main theme, and involved working through continuous improvement projects (CIPs) from the brainstorming phase in workshop one, through to

strategy and implementation in the final workshop. We walked away with over 20 CIPs to work through together to strengthen our customer's supply chain. Day one finished with a professional product tasting including a presentation on the full history of their most popular product, an audio-visual that demonstrated how what we can hear, feel and smell changes what we taste, and a sample of something not yet released to the Australian market.

Day two began with a summary of the first day through a Kahoot quiz, which was an enjoyable way to reinforce what we learned and strategised. The Mainfreight team was then treated to a few presentations from their wider business, outside the supply chain, to broaden our understanding of where we can provide value as a 3PL provider. Once the conference finished, we shared an amazing lunch and a few drinks to celebrate our 20-year partnership.

The conference was a great chance for the team to not only strengthen our understanding of the customer, but also to build relationships by having fun together, and making us a better team heading into the 2025 peak season and beyond.



L-R: Brad Madigan (Customer), Brad Greer (Mainfreight), Jorge Jimenez (Customer)

Air & Ocean Australia

Grant Draper

The last six months have seen us focus on getting the basics right, and doing them well. We've become more efficient, making better use of what we have to increase profitability.

Delivering on our service quality standards remains our top priority. Across the country, our teams have been busy smoothly onboarding the new customers who joined us earlier this year. We stay true to our belief that the only true measure of quality is how our customers perceive it, and that applies equally to new and long-standing customers.

We continue to work closely with our teams across the international network to secure the sea freight bookings needed to get containers on ships at the right rates. Many shipping lines have made this more challenging than it should be as they look to maximise returns from each ship load. Thankfully, our teams collaborate strongly to find the best possible solutions for our customers. This is particularly evident in the China–Australia trade lane, and we thank our buddy branches around the world for their effort and support in delivering what's needed for our shared customers.

Increasing the utilisation of our 1MF sea freight and airfreight consolidations has been a major focus this year, and it's something that will always require our attention. Every part of our team, from sales through to operations, plays a role in maximising the return from these consolidation units.

In many states, we have separate sea freight and airfreight branches. This setup allows our airfreight teams to showcase their specialised skills by finding the best solution for every customer. It's working well, with strong growth in general airfreight to and from our international Mainfreight network. We're not stopping here. We have big ambitions for our airfreight teams, and plenty of opportunity ahead.

Thank you, team. We've managed our overhead growth well so far this year, but it can quickly get away from us if we get complacent. Let's keep looking for ways to reduce waste and work smarter with the resources we already have.

It's been a fun and rewarding year, full of learnings and experiences. I wish you all a Merry Christmas and a Happy New Year, and hope you get the chance to rest, recharge and enjoy some summer downtime.

Five things to do better in 2026

1. Find reasons to connect with our teams in other countries: The better we know each other, the better results we achieve together.
2. Be easy to do business with: Focus on how we can rather than why we can't.
3. Keep everything looking sharp: Ourselves, our sites, our equipment, and the way we engage with people.
4. Back up our words with action act quickly and with integrity.
5. Get face-to-face with our customers: It shows we care, and believe in what we do for them.



Mainfreight Perth Team

Ocean Heroes Swim 2025 – Perth Branch

What an epic effort! Our team took part in the Ocean Heroes 24-hour swim and absolutely smashed it, swimming an incredible 84.95 km and raising over \$10,000 to support autistic and neurodiverse people across Western Australia. The energy, teamwork and commitment from everyone involved were nothing short of inspiring.

This swim was part of a larger fundraising effort that brought in an amazing \$200,000, enough to run 38 free surf events across the state. That means more than 1,500 autistic and neurodiverse individuals will get to experience the joy of surfing, many for the very first time. These events build confidence, create connections and give people a chance to shine in the ocean. Every lap we swam helped make that possible, and we couldn't be prouder to be part of something so meaningful.

Well done to everyone at Mainfreight Perth for the effort, hours, and heart you put into making it happen. This one's in the books, and we're already looking forward to even more kilometres and fundraising goals to smash in the years ahead.

Mainfreight at Asia Fruit Logistica 2025: Strengthening Connections and Market Insights

Jess Trace

Earlier this September, Steven Hong and I (Brisbane), Kathryn Powell (Sydney), and Diego Cueto (Auckland) had the opportunity to represent Mainfreight at Asia Fruit Logistica 2025 in Hong Kong. This major international trade fair for the fresh produce industry brings together global professionals to explore new products, share insights and strengthen supply chain partnerships.

This was our second time attending the conference, and it was far more productive than last year and thankfully, no typhoons this time! Our focus was reconnecting with existing customers, supporting them in their sales efforts and engaging with potential new business. We also took the opportunity to learn

more about global trade trends, shelf-life management and the performance metrics companies are using across their supply chains.

One highlight was meeting with exporters who are typically based in other states, but source fruit seasonally from various regions across Australia. These conversations gave us valuable insights into their needs, and how we can continue to support them.

Overall, Asia Fruit Logistica was a fantastic opportunity to build relationships, gain market knowledge and showcase Mainfreight's commitment to the fresh produce sector.



L-R: Jess Trace, Kathryn Powell

Trip to the Top End, Western Australia

Joel Ward

James Zhou and Joel Ward recently had a successful trip to the Top End of Western Australia to meet with a valued customer who imports and exports aircraft and accessories. The customer was delighted with the efficient service we provide, and the ease of tracking and creating new shipments through Mainchain. Following this catch-up, we'll begin distributing their freight to additional international locations within our network.



Jane Smith Award

Jane Smith was part of our Brisbane team, who we sadly lost to cancer. She had an incredible zest for life, and was deeply loved by her fellow team members. This award was created to honour her memory. Each month, votes are collected for the team member who has most contributed to the spirit, morale and goodwill of the Air & Ocean Australia team. Congratulations Jayde Hamood, the latest recipient of the Jane Smith Award.



L-R: Jayde Hamood, Jane Smith Award winner and Grant Draper, Air & Ocean General Manager



Wharf Australia

Mike Reid

Wow, in the blink of an eye we are nearing the end of yet another year.

It was quite an unusual start to the year, much quieter than previous years; which has brought new challenges to the business. Our volumes have been down, and after a slow start, the team eagerly waited for peak season to kick off, which included high volumes of BMSB fumigation (stink bug) containers this season.

Recent financials have not been where we would like them to be, and we need to see some much-needed improvement in certain branches. We still have a hell of a lot of work to do to hit our targets. There have been many extra hours put in, jobs shared and crises avoided. Our quality has improved and as a business, we are ready for whatever comes next. I just want to say a big thank you to our team for the work you have put in, and for continuing to strive to improve service levels to our customers.

We must continue to drive for increased quality in everything we do - our service to our customers, dealings with one another, operating processes, and our margin returns.

Continued emphasis on training is imperative for our success. Support for other business products is critical to long-term growth and ability to continue providing opportunities for our team.

The scope of our business has changed over the last 12 months, with us now running 24/7 operations in most states. We have increased our owner-drivers to a team of 160, with 95% now painted in Mainfreight colours, which looks absolutely amazing. It is a credit to the drivers who are taking so much pride in their vehicles. Plus, with a fleet in excess of 350 trailers, swing lifts and A-double combinations, we have the opportunity to take on any challenge that comes our way.

It is our special people who create the difference that separates us from the competition. In these times, it is dedication, commitment and passion for continual success that will distinguish us from the rest.

We cannot continue to operate as we have in the past. The challenge has only just started - the market dynamic has shifted, and we must shift, change and adapt.

Four things to do better in 2026

1. Let us all continue to look at alternate ways of doing things.
2. Action our ideas and ensure we follow through with these.
3. Measure our changes to ensure they are working and delivering the expected results.
4. Should an idea not work, lets learn from it.

Thank you for your hard work and loyalty through this challenging year, and I wish you and your families a happy Christmas.



2025: Service is the Difference

Jaan Ilhan, National Sales Manager

If 2024 proved that hustle wins, 2025 has proved that service keeps us winning.

Our success last year wasn't luck. It was built on teams who backed themselves, stayed close to their customers, and solved issues promptly. That same mindset will define how we move forward this year.

A new business mindset remains critical to our growth, both in strengthening

our role as a valuable differentiator for our Air & Ocean teams in Australia, and in expanding our direct customer base through introductions across the wider Mainfreight network.

We're also leading the way in sustainability reporting within the Wharf space in Australia, helping customers measure their carbon impact and make smarter transport choices. This is fast becoming an industry expectation, and we're already there.

On top of that, our new container scheduling portal is well underway, a major step forward in how customers interact with us. It's another tool that makes doing business with Mainfreight easier and faster.

So, this year, stay sharp, stay vigilant and stay connected to your customers. Because hustle gets us the work. Superior service keeps it.

New State, New Beginnings

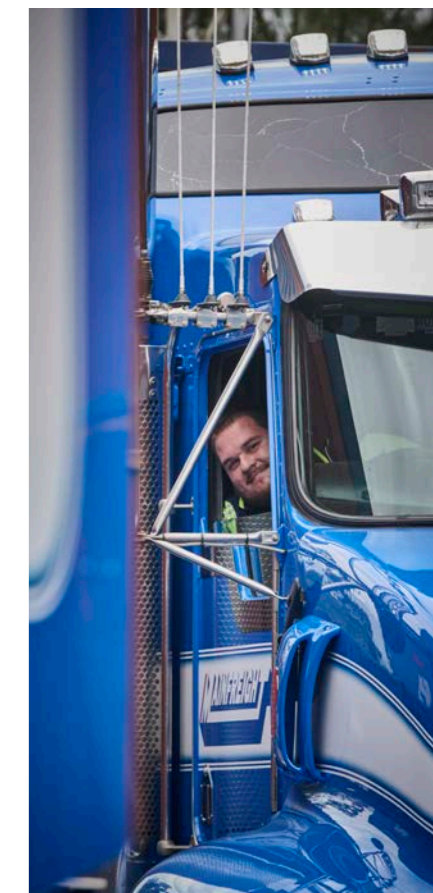
Christina Papoulia, Branch Manager, Wharf Brisbane

It has been six months since I moved to Brisbane, and so many things have changed for me personally and professionally. Moving to another state can be challenging at times, but with the support of my family, friends, and, of course, the Mainfreight team, it has been an amazing experience. There are a lot of things to learn with the new role, and responsibilities, as well as the different operations between the two states, but with the support of the team, the process is much easier.

Our team has gone through a full restructure, with team members moving to different roles and being challenged to take on new responsibilities and learn new areas of the business. We have created a strong Tight 5, with clear vision, targets and expectations for our branch. Each team member comes from a different background, bringing fresh ideas and challenging the way we do things!

Our fleet also had a makeover. All our trucks now painted blue have increased specialised equipment and better utilisation of our combination vehicles with more permitted routes to provide our customers with the service they expect from Mainfreight.

Finally, while our results for this year will not see us where we would like to be, the team is prepared to hit the ground running and get us back on track for 2026.



New Zealand



Mainfreight New Zealand

Carl George

Team, as we head towards the end of the year, we can take the time to reflect on the year, but to look ahead. The economic conditions we experienced for much of last year followed us into 2025 and have provided our teams not only with plenty of challenges, but with a lot of opportunities to bring some Mainfreight hustle to the table.



Whilst this environment we have been living in for some time can be tiresome, we always end up a better business as a result. We have a greater focus on our service and quality, our costs and have a 'no roles' approach to day-to-day operations. It is a good opportunity to question the way we move our freight through the network, and ensure we are fully utilising our warehouses and sweating these significant assets.

A strong and dedicated focus on sales and growing our market share has been pleasing to see this year, with some fantastic new customers both locally and globally, starting their journey with Mainfreight. It goes to show what can be achieved if we get out in front of our existing customers and simply ask, "What else can we do for you?" Or, if a new customer, don't be shy to ask for the business. Let's be proud of our network and the investment in our facilities. Let's not be shy in showing them off to our customers. Even in more buoyant times, we should never stop selling.

It is also in times like this that we should always get back to good solid Mainfreight 101s. It is these disciplines that have been fundamental in allowing us to be the business we are today. Throughout all our branches in New Zealand, and around the world, our walls are covered in information that helps us make decisions operationally on a daily basis, and great sales tools that show us where gaps exist that can be better utilised. Let's not ignore these valuable tools in our branches. They paint a good picture of how the branch is operating,

and the potential to do more.

Every day our number one topic is quality by delivering great service. It has been pleasing to see the efforts across the network this year to ensure we are striving to improve what we do for our customers. This is what they expect from us, and what we promise. Thank you to everyone who has made sure we are delighting our customers with good Mainfreight service every single day.

We have continued to improve and expand our network this year, with

Whanganui moving into their new transport cross-dock, the completion of our renovated Transport and Air & Ocean branch in New Plymouth, our Hawke's Bay Transport and Air & Ocean team recently moved into their new branch in Hastings, and Daily Freight Auckland moved back to their renovated branch in November.

We are also in the process of starting our new branch development in Blenheim and are on track with our new 3PL Warehousing facility in Christchurch, which will be completed by May 2026.

Five things to do better in 2026

1. Sales: Do not stop growing your business. Be passionate about growing existing customers' involvement and bringing new customers on board. Sales is a numbers game so let's always make sure we have high levels of activity and a full sales pipeline.
2. Ensure the service you provide your customers is what you would expect as a customer of Mainfreight.
3. Do not overcomplicate what we do every day: Keep what we do simple and straightforward. Nothing beats good old-fashioned delivered-in-full-on-time service.
4. Let's make sure we are operating in a safe and sensible manner in the operations and out on the roads every day. Let's always look after those around us.
5. The standards and image of your branch: Your trucks, your gardens, your uniforms - reflect you and your team, the standards you set and how passionate you are about them.

To all our teams, owner drivers, customers and the wider Mainfreight Whānau, we wish you all a wonderful Christmas and New Year. Thank you for everything you do for us, without your efforts, we would not be what we are today, and we look forward to what 2026 will bring us.

Prime Minister Visit Highlights Mainfreight's Impact

We recently had New Zealand Prime Minister, Christopher Luxon, visit Mainfreight's Tauranga branch, recognising the company's role in connecting New Zealand to global markets. Warren McKee, and the local team, took the PM and his entourage on a 'depot' tour to showcase our investment in the region and the wide range of services we provide, including

warehousing, national distribution and import and export services.

The visit reinforced the National government's commitment to supporting New Zealand businesses on the global stage, and was a great way to highlight the investment in this important market, located close to the Port of Tauranga.



Prime Minister Christopher Luxon (R) with Mainfreight Tauranga Branch Manager, Warren McKee (L), and Sam Uffindell local MP (C) discussing the company's global logistics footprint and its contribution to New Zealand's export economy

New Hastings Transport and Air & Ocean Branch is Open for Business

As we head to press, our teams have moved into our new Transport Cross-Dock and Air & Ocean branch in Hastings, Hawke's Bay, on the east coast of the North Island. It is the culmination of many years of searching for a suitable site, having to dissect the Transport branch, and moving the Air & Ocean team to a separate office to cope over the last few years. The wonderful new facility in Hastings, is now open for business.



Hastings Transport and Air & Ocean branch

The new facility, which replaces our old depot in Napier, will significantly enhance our regional freight capabilities, supporting more efficient operations and improved service delivery across the network.



Alderman Place – Inland Port Operation Auckland

Our inland port site, Alderman Place, in Auckland is gaining momentum, providing our import and export customers with an efficient and sustainable means of moving containers to and from the Port of Auckland. We recently had KiwiRail's Executive Team on site to view operations and discuss future growth aspirations. With the support of KiwiRail and the Port of Auckland, we expect to increase the number of shunts to and from the Port of Auckland per day.

Transport New Zealand

Nic Kay

We have nearly completed another calendar year. This year certainly has been a ride - full of highs and lows, challenges, successes and learnings to ensure we keep growing as a business and a team. The resilience and determination to keep improving the quality, service levels and our customer experience have certainly been a highlight through a challenging year.

A passion for improvement in our operations and transport teams lifted quality across key performance measures, and provided our customers with a much improved delivery performance. Real-time data allowed us to make informed decisions, improving our service levels and customer experience. The continued focus on quality and service will provide a great foundation for launching into 2026. This strong platform empowers our energetic sales teams to seize new opportunities while ensuring we look after our existing customers.

Achieving our weekly financial targets will be crucial in meeting our profit goals for the upcoming year. It is imperative that everyone understands the role they play, and how much influence they can have on our weekly profit numbers. Our weekly "run rates" and P&L are key components to ensure we fulfil our profit pledge for 2025/26 - "Passion for Profit."

Our network investment continues, to ensure we have sufficient capacity and network intensity to future-proof our business. We have transitioned the following branches into their new facilities, which are significant investments to support our growth aspirations.

- Daily Freight Auckland – O'Rorke Road re development
- Mainfreight Hastings
- Mainfreight Whanganui
- Owens Auckland – Hugo Johnston
- Mainfreight New Plymouth re development
- Mainfreight Cambridge – fully operational branch
- Chilled cross-docks in Palmerston North and Christchurch

The investment over the past two years has added significant capacity to the transport network, and we are still planning to reinvest in our network in 2026.

Challenge yourself in 2026 to expand your knowledge and skill set by being "curious to learn". Tap into the wealth of experience within our business and find a mentor to help you grow your skills and career. There are many opportunities for career growth if you step out of your

comfort zone and have the courage to keep developing your career.

A special thank you to all our 1,350 Owner Drivers, whose investment and performance are an integral part of our service. Your professionalism on the roads, and with our customers, is greatly appreciated. Please do not compromise on the image and quality of your fleet it looks amazing on the roads of New Zealand. Thank you for your ongoing support.

Five things to do better in 2026

1. Sales: Everyone is a salesperson in our growth-focused business.
2. Maintain network quality: Don't be the weakest link.
3. Excellence with integrity: Consistent, honest service.
4. Protect our image: Ensure our buildings, fleet and team look their best.
5. Health and Safety: Prioritise your safety, and that of your teammates.

Team, thank you for all your support throughout the year, and for the energy, passion, and dedication you bring every day! I wish you and your families a safe and relaxing holiday season, and the very best for 2026.



Ngati Kahu Festival 2025 – Mainfreight Kaitia

Our Kaitia branch participated in this one day, free community celebration held in September at the beautiful Matai Bay in the Far North.

The festival is aimed at bringing the community and local businesses together.



Claims Performance

| Outward Consignments Per Claim | | | |
|--------------------------------|-------------|-------------|-------------|
| Branch | To Sep 2025 | To Mar 2025 | To Sep 2024 |
| FTL South Island | 10,791 | 24,249 | 11,741 |
| Metro Auckland | 7,704 | 6,454 | 8,097 |
| FTL Neilson Street | 6,000 | 4,930 | 5,171 |
| Metro Christchurch | 4,315 | 9,522 | 10,995 |
| Timaru | 4,023 | 1,725 | 1,750 |
| Chemcouriers Auckland | 2,211 | 2,027 | 1,797 |
| Masterton | 1,728 | 985 | 1,175 |
| Rotorua | 1,678 | 1,701 | 2,183 |
| 2Home Tauranga | 1,555 | 839 | 835 |
| Gore | 1,536 | 1,495 | 2,117 |
| Invercargill | 1,325 | 1,454 | 1,382 |
| Whangarei | 1,127 | 781 | 639 |
| Napier | 1,108 | 813 | 1,152 |
| 2Home Auckland | 1,092 | 1,234 | 2,063 |
| 2Home Christchurch | 1,070 | 1,507 | 1,972 |
| Tauranga | 1,040 | 913 | 933 |
| Blenheim | 1,022 | 591 | 464 |
| Palmerston North | 1,001 | 1,193 | 1,123 |
| Levin | 978 | 819 | 1,021 |
| Thames | 937 | 759 | 1,230 |
| Greymouth | 919 | 1,207 | 1,177 |
| Hamilton | 884 | 883 | 1,022 |
| Oamaru | 838 | 994 | 1,105 |
| Hobsonville | 785 | 614 | 552 |
| Whakatane | 756 | 975 | 1,265 |
| Total Company | 742 | 716 | 742 |
| Cambridge | 737 | - | - |
| Gisborne | 726 | 812 | 988 |
| Owens Auckland | 720 | 718 | 818 |
| Ashburton | 703 | 722 | 628 |
| Wellington | 667 | 614 | 670 |
| Dunedin | 660 | 672 | 734 |
| Daily Freight Christchurch | 582 | 508 | 534 |
| 2Home Wellington | 564 | 395 | 402 |
| 2Home Hastings | 542 | 1,806 | 1,656 |
| Nelson | 523 | 555 | 505 |
| Daily Freight Auckland | 513 | 433 | 349 |
| Taupo | 495 | 650 | 633 |
| Whanganui | 489 | 711 | 957 |
| Owens Christchurch | 475 | 553 | 638 |
| Auckland | 472 | 450 | 510 |
| 2Home Hamilton | 459 | 630 | 277 |
| Kaitia | 429 | 3,249 | 1,717 |
| Christchurch | 411 | 424 | 444 |
| New Plymouth | 369 | 518 | 492 |
| Cromwell | 304 | 411 | 571 |
| Cross-Dock Auckland | 7 | 226 | 117 |
| FTL North Island | 0 | 13 | 18 |

| Inwards Consignments Per Claim | | | |
|--------------------------------|--------------|--------------|--------------|
| Branch | To Sep 2025 | To Mar 2025 | To Sep 2024 |
| Masterton | 8,863 | 3,008 | 2,881 |
| Christchurch | 6,041 | 2,916 | 2,162 |
| 2Home Tauranga | 5,725 | 1,495 | 1,493 |
| 2Home Auckland | 5,603 | 2,863 | 2,710 |
| Hobsonville | 3,527 | 2,517 | 2,602 |
| Whanganui | 3,305 | 3,167 | 2,825 |
| Gisborne | 3,135 | 537 | 461 |
| FTL South Island | 2,967 | 2,922 | 2,129 |
| Daily Freight Auckland | 2,960 | 1,290 | 1,112 |
| Wellington | 2,774 | 2,069 | 1,962 |
| Gore | 2,569 | 2,608 | 1,986 |
| Palmerston North | 2,520 | 1,711 | 1,712 |
| Metro Auckland | 2,491 | 2,648 | 3,658 |
| Whakatane | 2,491 | 1,710 | 3,225 |
| Ashburton | 2,468 | 3,922 | 3,153 |
| Owens Auckland | 2,466 | 2,996 | 2,986 |
| Chem Auckland | 2,372 | 3,662 | 3,188 |
| Timaru | 2,210 | 3,186 | 3,167 |
| Hamilton | 1,999 | 1,520 | 1,771 |
| 2Home Wellington | 1,871 | 1,267 | 1,482 |
| Tauranga | 1,814 | 1,951 | 2,585 |
| Blenheim | 1,766 | 1,099 | 1,138 |
| Levin | 1,736 | 2,204 | 3,617 |
| Total Company | 1,686 | 1,563 | 1,579 |
| Rotorua | 1,676 | 1,230 | 1,923 |
| Metro Christchurch | 1,667 | 2,720 | 2,062 |
| 2Home Hastings | 1,614 | 1,511 | 1,473 |
| Invercargill | 1,528 | 1,573 | 1,640 |
| Auckland | 1,503 | 1,628 | 1,699 |
| Dunedin | 1,469 | 1,335 | 1,358 |
| Daily Freight Christchurch | 1,388 | 1,162 | 1,113 |
| 2Home Hamilton | 1,367 | 562 | 509 |
| Taupo | 1,354 | 2,153 | 2,920 |
| New Plymouth | 1,299 | 1,226 | 1,286 |
| Kaitia | 1,254 | 898 | 617 |
| Cromwell | 1,208 | 1,197 | 963 |
| Greymouth | 1,156 | 1,119 | 949 |
| 2Home Christchurch | 1,049 | 1,168 | 1,247 |
| Oamaru | 1,042 | 1,771 | 2,393 |
| Owens Christchurch | 1,023 | 1,046 | 904 |
| Napier | 993 | 1,436 | 1,688 |
| Cambridge | 950 | - | - |
| Whangarei | 800 | 678 | 661 |
| Thames | 736 | 1,187 | 1,999 |
| Nelson | 727 | 975 | 908 |
| FTL North Island | 45 | 2 | 3 |
| Cross-Dock Auckland | 4 | 338 | - |
| FTL Neilson Street | 0 | 654 | 0 |

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.

Mainfreight Whanganui All Moved In

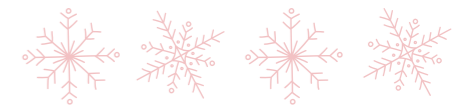
Our Whanganui team transitioned into their new, custom-built site in July, following a site blessing by our local Iwi.



First Operational Loadout in Whanganui's new depot



Razza's Room - A meeting room dedicated to Ryan Satterthwaite, with his favourite quotes. A much-loved son, brother and work colleague who we lost tragically in May



IDEA Day 2025: A Celebration of Inclusion and Community

Mainfreight Auckland Transport recently hosted a truly special IDEA Day, welcoming guests from IDEA Services for a day filled with connection, creativity and great fun. IDEA services provide support to people with intellectual disabilities in New Zealand and an organisation we have worked with for many years.

From the moment our guests arrived, the atmosphere was buzzing with excitement. Truck rides from our Linehaul and PUD teams kicked off the day, while the American Muscle Car Club brought the thrill of fast rides and tyre-screaming action right through the depot.

KiwiRail added a unique experience, bringing in a locomotive and inviting guests to climb aboard a shunt engine, take the driver's seat, and sound the horn. This was an unforgettable moment that lit up faces with joy.

After a shared lunch, we were visited by Harold Giraffe from Life Education and Duffy Boy from Books in Homes, and then Mr Whippy rolled in to great applause, with everyone lining up for a well-earned ice cream treat.

This year also featured interactive sand story-time areas, supported by Duffy Books in Homes, adding a thoughtful and engaging touch to the day.

One of the most memorable parts of the day was a powerful kapa haka performance from our guests, bringing everyone together in song and celebration.

IDEA Day is more than just an event for our branch, it's a celebration of what makes our community strong – inclusion, generosity and shared experiences. A heartfelt thank you to everyone who helped make the day so memorable.



IDEA Day - Mainfreight Auckland



Tiny House Move

We continue to work closely with one of our long-time customers to bring in all his building materials to Cromwell from his overseas imports.

Now we've stepped up to move the finished product, with the first of many 10m long tiny homes requiring help from Mainfreight Cromwell's pilot vehicles to 16-tonne Hiab cranes to lift it into place.

It's a great example of how we go beyond standard freight transport supporting our customers from start to finish.



Wide Load Coming Through

Recently, we tackled another special project, transporting a silo 3.3 m wide for one of our customers in Mount Maunganui to the Wastewater Treatment Plant in Lower Hutt, Wellington.

This load required a pilot escort due to the width (see photo below) and a few detours due to the height.

Well done to Navjot (80273) for getting this load down safely, and a special thanks to Cameron from Trilogy Logistics for piloting us along the route.



Bulk Wine Distribution Blenheim

We specialise in bulk tanker services, transporting wine from wineries to bottling facilities using a diverse fleet of tankers. Our two lane tank wash facility handles ISO tanks, road tankers, IBC containers, flexi bags and fixed-capacity tanks, offering hot wash, caustic wash and full sanitisation to industry standards.

We also support the annual grape vintage, providing vital logistics during the harvest season.

This initiative gives Mainfreight a strong entry into the viticultural space in the upper South Island, while introducing our Air & Ocean, Warehousing, and Domestic Transport solutions to an established customer base.



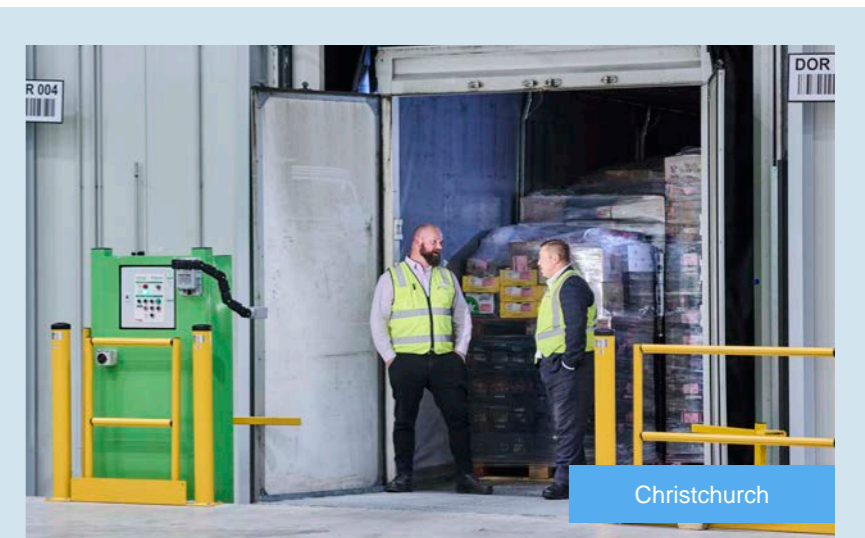
Securing the Right Chilled Freight Customers

We're very proud to announce that our team has successfully secured the chilled produce work for a large customer based in Levin. This is a significant milestone that reflects our growing partnership and capability in the temperature-controlled freight space.

Originally planned with a 10 to 12 week implementation window, the timeline was dramatically shortened. But in true Mainfreight fashion, the team rose to the challenge and executed the full rollout in just 20 days. This achievement is a testament to the dedication, agility and problem-solving mindset that defines our people.

The process was not without its challenges, but it became a massive learning opportunity for everyone involved. From operations to planning, every part of the team contributed to making this happen - and the result speaks volumes about what we can achieve together under pressure.

Looking ahead, we're excited about what the future brings with continued growth of our chilled network.



Christchurch



Palmerston North

New Chilled Cross-Dock Facilities

Palmerston North

In April 2025, Mainfreight FTL in Palmerston North became fully operational in its chilled facility, featuring 10,118 sqm of sealed yard, office and chillers.

This is an exciting chilled cross-dock hub for our new customers, and we're currently cross-docking into the South Island, Wellington, New Plymouth, Hastings, Gisborne and Tauranga.

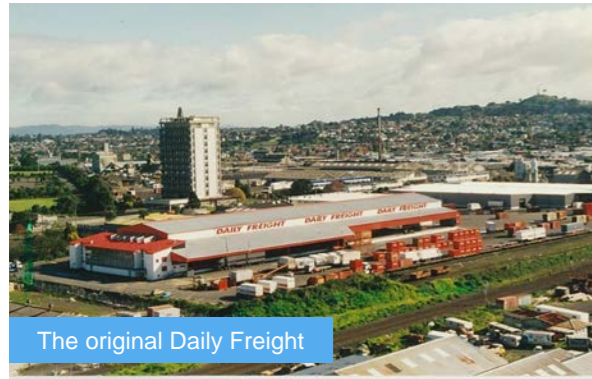
With three rear load/unload docks, plus a smaller dock for tail lifts, it places us in a very strong position as we enter the chilled market.

The interest this facility has created, both internally and externally, has been 100% positive, and will prove greatly beneficial for our customers.

Christchurch

FTL has recently established a chilled facility in Christchurch to build on our cool chain network for distribution around the South Island. This facility provides FTL options for cross-docking tonnage from various vendors, improving our utilisation and service offering for customers.

We are currently in discussions with several key customers about storage at this site, helping them improve speed to market by having product closer to their end receivers. We still have space available, so if you have any opportunities, please contact Michael Tunnicliffe to discuss.



The original Daily Freight



What it looks like today

Daily Freight Auckland

Friday 21 June 2024, was the last day Daily Freight operated at 42 O'Rorke Road, Penrose. This site had been our home since 1994, and for the next 18 months, we relocated just up the road to Hugo Johnston Drive.

Drenched in history, O'Rorke Road has been home to multiple brands over the years, including Daily Freight, Chemcouriers, Mainfreight Warehousing, and our IT team. Legends were created here, many of which remain within the Group today.

With a 44,894 m² footprint, this was always going to be a challenging project - one we trusted Dominion Constructors to deliver on. Demolition began in early July 2024, and it has been full steam ahead since, with all new steel being ordered for a leakproof roof, pre-fab walls safely enclosing our depot, and a fully automated truck wash being installed alongside a manual wash pad to ensure we maintain our Mainfreight Mondays. And did we mention the weighbridge...

The office block is fully rebuilt, with internal floor-to-ceiling windows on level

one giving a full view of our operation. The cafeteria offers similar views at ground level. We've lengthened our rail siding, allowing 14 wagons internally, installed six dock levelers to future-proof for rear-loading units, and added an extra eight metres to the eastern side of the dock, all now under one roof.

Monday, 24 November 2025, was our first scheduled day of operation, over 60 truck parks and 81 team and guest parks, plenty of room for everyone.

Nationwide Forklift Competition

Earlier this year, we undertook our second Forklift Safety Awareness Month as a nationwide campaign. The month included 'Forklift Road Code' eLearning, created by our training team based purely on the events we are seeing in our branches. It was designed to target the safe forklift and machinery behaviours we want to see, while also including the crucial element of how to be a safe pedestrian in our branches.

Also included in the month was a branch leaderboard, aimed at reinforcing positive forklift behaviours, a photo competition and a nationwide forklift competition where we crowned our national forklift champion.

Contestants first needed to win their in-branch competition, before competing at a regional championship, with the winners progressing to a national final.



Our 2025 Regional Winners



2025 Winner – Ranjay Sharma, Mainfreight Tauranga



No denying who the 2025 Forklift Champion is as Ranjay drives around on his golden hoist

Warehousing New Zealand

Brynley Richies

Reflecting on a year of growth, connection, and achievement.

As we approach the end of the year, it's the perfect time to pause and reflect on the incredible journey we've shared over the past 12 months. From successful projects and implementing new initiatives to team development and community engagement, we've made significant strides and strengthened our bonds across the Warehousing team.

This year has been marked by major milestones, including the completion of the Savill South 2Home Warehouse and the expansion of our hazardous goods capacity with the Beach Road facility, both key investments in our infrastructure and future growth. Looking ahead, we're excited about the upcoming Mānia Road development in Christchurch, set to open in May 2026.

Our focus remains clear, delivering quality service, developing our people and delighting our customers. The Mighty Ninety development programmes held in autumn and winter have empowered our team with knowledge in leadership, project management, warehousing operations, pallet management and sales processes, and have laid the foundation for continued personal and professional growth.

Seven things to do better in 2026

1. Warehousing image: Maintaining high standards across our sites.
2. Customer care: Keeping our customers engaged and satisfied.
3. Operational excellence: Improving stock control and inventory accuracy.
4. Communication: Fostering strong connections through PAT meetings and customer engagement.
5. Team structure and training: Ensuring the right people are in the right roles, and creating pathways for career development.
6. Health & Safety: Making sure everyone goes home safely.
7. Sales: Driving growth through proactive engagement.

At Mainfreight, success is built on the small things - attention to detail, going the extra mile, and staying true to our values. Whether you're a leader or a team member, your role is vital in shaping our culture and driving our mission forward.

To those taking time off over the festive season, enjoy the well deserved break with family and friends. For those working through, thank you for your dedication - don't forget to schedule time to recharge.

Wishing you and your loved ones a safe and happy Christmas. Thank you for your commitment, energy and contribution throughout the year. Let's make 2026 a year of continued connection, growth and shared successes.



Mighty Ninety Time: Kickstarting Engagement for Peak Season



The team in action during a Mighty Ninety session - collaborating, learning, and leading with purpose

We were thrilled to launch the Mighty Ninety series, impactful 90-minute Friday morning sessions designed to energise, engage, and upskill our teams in preparation for the busy season ahead.

These interactive, hands-on sessions made full use of training PCs and focused on key operational and leadership topics. The series has now been rolled out across other regions to ensure a consistent experience for all teams.

Session Highlights:

- Leadership
- Hire Management
- Microsoft Excel (Basic)
- Microsoft Excel (Advanced)



Savill South Team

Mainfreight Team Lends a Hand to Feed Over 1,000 Kiwis

The spirit of generosity was on full display as Mainfreight partnered with the Kindness Collective Foundation for a special volunteer initiative at Savill South 2Home.

A heartfelt thank you goes out to Cody Watts and his incredible team, who not only provide year-round storage support to the Collective, but also rolled up their sleeves to pack an impressive 288 food boxes enough to feed 1,152 people across Aotearoa.

Their commitment to community, and willingness to go above and beyond

was deeply appreciated, with Kindness Collective sharing their gratitude:

"A huge thank you to Mainfreight, and especially Cody and his awesome team for backing us in more ways than one. We are so grateful for your ongoing support and for rolling up your sleeves to help whānau across Aotearoa."

Mainfreight is proud to stand alongside organisations like the Kindness Collective, helping to make a meaningful difference in the lives of families nationwide.



Branch of the Year 2025 - 107 Westney Road

We're once again proud to share that 107 Westney Road was awarded Branch of the Year 2025, marking another incredible milestone for the team. Under the leadership of Esmond Lum, the branch continues to set the standard for excellence, teamwork and customer service.

This is only the fourth time a New Zealand Warehouse has taken home the coveted Terry Cunneen Branch of the Year Trophy. Branch 107 Westney Road now holds the honour of being the first warehousing branch to win it three times, a testament to the strength and consistency of the team.

We're incredibly thankful for the growth and achievements of our branch team in recent times. Their dedication, energy and commitment to doing things the Mainfreight way have truly paid off.

A huge thank you to our customers for their ongoing support, and to the wider Mainfreight network, your collaboration and backing help us get things done every day.

Savill South From Empty Floors to Full Momentum - Our "Ready, Fire, Aim" Journey

What began as an empty warehouse with no accounts, no team and no roadmap has transformed into a thriving operation powered by grit, hustle and belief.

There was no handover. No playbook. No safety net. Just a handful of determined people doing whatever it took, whenever it was needed. We learned fast, moved faster, and built from the ground up - one order, one customer and one win at a time.

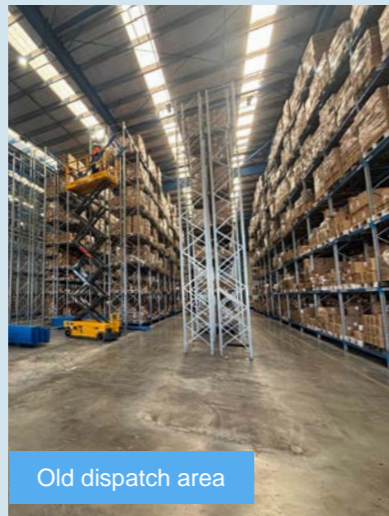
Today, the lights are on. The wheels are turning. And that once empty space is now alive with purpose and progress. Not because we waited for the perfect plan, but because we didn't. We acted. We adapted. We made it real.

Savill South isn't just a warehouse. It's a mindset. And the best part? We're only just getting started.

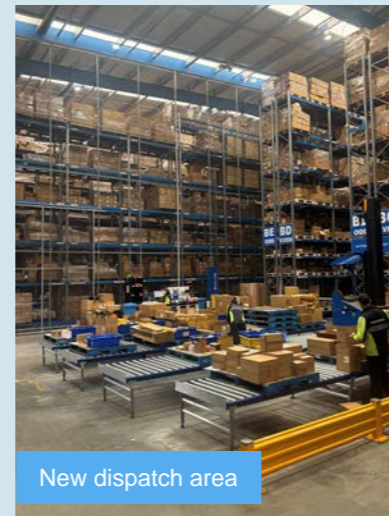
Manu Street Warehouse: Smart Improvements Driving Efficiency



Laith Hammond



Old dispatch area



New dispatch area

Exciting changes are underway at the Manu Street Warehouse, where innovation and teamwork are delivering real results.

Smarter Picking with 'Pick-to-Weight'

The New Zealand Warehousing business has been trialling a new 'pick-to-weight' system, a clever initiative aimed at eliminating the need for manual pick checks. Using calibrated weigh scales attached to our MPC machine, the system verifies that the weight of products

placed on a pallet matches the expected pick quantities from each location.

While we're still ironing out a few teething issues, the early results are promising. Once fully operational, this system is expected to save up to 10 hours across the warehouse each day - a significant boost to productivity.

Dispatch Area Revamp for Increased Throughput

With the arrival of a new customer,

and the resulting increase in order volume, the team took proactive steps to upgrade the dispatch area. Several bays of racking were removed and relocated to create a more efficient space. We also added and replaced roller beds to streamline order flow and eliminate double handling.

These improvements have already made a measurable impact, increasing our lines completed per hour and improving our Rate of Return (ROR).

What's Happening in Hamilton?

It's been a busy and rewarding few weeks for the Hamilton team, with a mix of community involvement, celebration and friendly competition.

Tree Planting for the Local Council

Our team proudly supported the local council's environmental initiative by completing a tree planting project - contributing to a greener, healthier Hamilton.

BBQ Celebration for New Satellite Installation

To mark the successful installation of our new satellite, the team gathered for a well-earned BBQ. It was a great chance to relax, connect and celebrate progress together.



Hamilton Team planting trees



Celebrating success with a BBQ after the satellite installation - team spirit at its best



Savill South - from bare concrete to bustling hub

Air & Ocean New Zealand

Paul Riethmaier

It's amazing how quickly the year has raced by. It seems like just yesterday we were standing in Rotorua at our BM Conference, ready to reset and start again. At the time of writing, we can be pleased with the progress we have made so far this year. Year-to-Date Profit is ahead, shipment numbers and combined import and export volumes are also up across both ocean and air freight service products.



Thank you team, for getting stuck in and making the most of our reset opportunity. We now need to keep our foot on the gas, and ensure we maintain this momentum through our busiest quarter, when our Perishable Airfreight business cranks up, in what we hope will be another busy summer airfreight season.

Well done and thanks to all for helping to make these new initiatives a success. To ensure we close out the financial year well, we will need immediate focus on export LCL and air freight. The NZ economy has made it difficult for manufacturing businesses, so we must lift our efforts to hunt down export freight. LCL and air freight are strong products for us. We also know that

selling more LCL and airfreight, rather than FCL, improves our margins. So, now is the time to hit the market hard. Remember, everyone is responsible for sales, not just the sales team. Please keep your eyes and ears open for export opportunities in your local towns or cities, and share the feedback with the sales team in your branch.

Taking a moment to reflect on some of our accomplishments over the calendar year, we can be proud of what we have achieved:

1. Our "Crush the Cubes Sales Mission" in August, the Auckland market with 655 dedicated Less than Container Load (LCL) sales calls and adding \$1.2M of much needed new LCL business into our Auckland containers.

2. We launched new 1MF (1 Mainfreight) LCL services from Shanghai to Lyttleton and from Los Angeles to Wellington. We continue to drive growth and ensure that more of our LCL containers are loaded directly into all our branches, not just co-loaded into Auckland and trucked to the final destination.

3. We started a night shift operation to improve the speed and quality of our LCL container packing and unpacking at our new Container Freight Station (CFS) in Auckland.

4. In line with our goal of extracting maximum value from our technology tools, we completed the rollout of our Freight Handling Tool, enabling us to go paperless on the dock in all our CFS operations. We introduced new customer purchase order management technology, and increased our use of smart billing and rate management technology systems to help us work smarter and not harder.

As we head into Christmas, we have much to be happy about, but we also have a lot more to accomplish in the early part of 2026 to build on our current momentum. Thank you, team, for your ongoing hard work and dedication. Wishing you and your families a safe and relaxing holiday season.

Five things to do better in 2026

1. Embrace our sales culture: We will always need a relentless energy to grow more business. Contribute to the sales culture in your branch, hit the gongs and get involved in learning about and celebrating our successes.
2. Improve our customer centricity: It's crucial that we all prioritise talking to customers, or spending time with customers on sales calls every day. In Air & Ocean, our value is realised through communication. Challenge yourself to use both phone and email together next year, rather than substituting one for the other. Our customer net promoter scores will skyrocket.
3. Quality in everything we do: For us, this is both in our service levels and the presentation of our team and assets in the market. Dress smart, keep your branches and workspaces tidy, pick up rubbish when you see it and tell your Branch Manager if things are broken or look out of place.
4. Operations efficiency: Embrace the Task Alignment Project. By the end of 2026, all NZ A&O Branches will have alignment in the way we manage operations tasks. Bring an open mind when it comes to your branch, and think about the efficiencies we will get from visibility of pending operations tasks across branches.
5. Support each other: We need to be more generous with our time to help other branches. Finding ways to operate more jobs with less people and sharing workload across all branches when job numbers spike, remains key to our success.



Beekeepers Association

Our Whangarei Team had the opportunity to join a fantastic event that brought together the local beekeepers' association. We catered the BBQ and allowed them to focus on the business, which offered a wonderful way to connect with the community, and learn more about the beekeeping industry as we engaged with both familiar and new faces. The sunny afternoon in Titoki added to the enjoyment, creating a perfect backdrop for networking and sharing knowledge. Getting to sample some of the local honey was also a highlight.



CaroTrans Customer BBQ

Earlier this year, we hosted our first ever CaroTrans customer breakfast BBQ, serving up bacon, eggs and a good dose of morning banter.

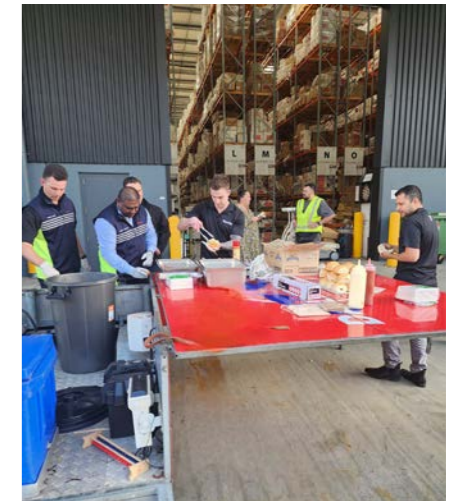
There was no agenda, no rates, just the sound of sizzling bacon, a few brave egg flips and plenty of laughs. The conversation flowed easily and relationships strengthened. It was relaxed, genuine and a refreshing way to connect with our customers beyond the usual calls and emails.

While customer BBQs are a long-

standing Mainfreight tradition, it was a first for us, and a great reminder that sharing a meal is part of who we all are. No matter which service we sell, or brand we represent, food has a way of bringing people together.

Something as simple as sharing a meal together proved to be a real point of difference for us, and it was felt by our customers too. The BBQ was a success, and as we head into summer, we plan to fire up the grill again to keep those pukus full, and connections growing.

A big thank you to our family at Daily Freight for their BBQ trailer.



L-R: Annette Webb, Wilsyn Chang, Sonya Buckle and Joel Pereira

Business Continuity Plan (BCP) Champion

Sonya Buckle

What an honour to be the first recipient of the NZ BCP Award!

This was only possible due to the incredible participation, time, and effort in testing our BCP by the whole branch. The dedication and collaboration made this a true team success. With input from each team, we've gained valuable insights, uncovered opportunities for improvement and sparked a host of ideas to strengthen our processes even further.



Aircraft Tour Christchurch

The team at Emirates offered the team at Air & Ocean Christchurch the opportunity to take a tour of a number of the aircraft that call in daily. These flights carry import freight and returns with our dry and perishable freight to Sydney, where some of the volume is on-forwarded to the rest of the world. The true value of the tour was being shown through the cargo hold of the aircraft, giving the team a real time appreciation of the capacity work with.

Community Day

For the past two years the team at Mainfreight Air & Ocean Christchurch have been contributing to the local Council environmental preservation and regeneration project, where the branch has been assigned a section of the park at Styx Mill Reserve. This year we were able to see the benefits of having cleared land of dense scrub and weeds two years ago, and follow this up with replanting native plants to assist with returning the park to its natural state.

Some hard yards were put in by the team, and this was rewarded with a post working bee BBQ. Much appreciated.



L-R: Sophie Coman-Wright, Kevin Coman-Wright, Tony Martin, Nathan Wardle, Travis Hibbs (obscured), Mary Wardle, Hamish Robertson, Julie McIlroy, Derek Watson, Paige McIlroy, Helen Watson, Joel Stuart, Zoe Ruyters, Brendan Ruyters, Robert Stewart

Soil Exchange

In Honour of Dave Gallaher

Mainfreight Air & Ocean Hamilton and Mainfreight Air & Ocean Europe are excited to be part of a project that will honour Dave Gallaher, All Black #97, on ANZAC Day 2026, who was killed in 1917 whilst fighting in WW1.

Back Row L-R: Matt Webb (IVS) and Blair Christiansen (Eden Park)
Front Row L-R: Annette Webb and Shane Douglas

This project involves a soil/sand exchange from NZ > Belgium, Ireland, France, then from Belgium, Ireland and France > NZ. The origins of the soil/sand from both NZ and Europe have huge emotional factors to the success of this project, but first, the compliance requirements had to be determined and complied with.

The collaboration between our MFAO Teams in NZ, the Netherlands, Belgium, and France once again shows the strength of our network and capabilities. A huge thank you to the EU Teams for your hard work, which resulted in the MFAO NZ Team being able to commence the first stages of this project.

Europe



Mainfreight Europe

Ben Fitts

As 2025 comes to a close, it's a great time to reflect on what we have achieved together as a team. This year has brought growth, plenty of challenges and lots of learning – thank you for keeping the freight moving. While the effort put in doesn't always translate to the bottom line, it does make a difference and is hugely appreciated!

Our sales teams have been in front of more customers than ever, with results reflected in a growing opportunity pipeline, and a solid uplift in new customer gains. The beverage vertical continues to grow, with new customer gains across all three products reflecting increased focus on this resilient sector. Relationships with some of the world's largest wine and spirits companies are expanding thanks to outstanding service from Mainfreight teams in Europe, and around the world.

Significant ocean freight volume growth reflects strong sales gains from earlier in the year. This momentum has strengthened our partnerships with core carriers, ensuring reliable access to capacity across all market conditions, and giving our customers confidence that their goods will move as planned. Warehousing performance is improving after a demanding year of onboarding new supply chain customers across the Netherlands, Belgium, the UK and Romania. The hard work and learnings from this period set the foundation for stronger results. Filling the remaining capacity is important and key to improving ROR.

Again, we've moved more freight through our Transport network. The challenge ahead is to keep increasing volume without increasing our team size. In a market where customer expectations are rising, we know that reliability and communication are key and remain firmly within our control.

Technology trials have also advanced, introducing tools to improve efficiency

and quality - VR glasses, optimised picking software, stock-reconciling robots, dimension scanners and customs clearance solutions. These

tools assist the team, but never replace the human touch that makes Mainfreight special. Going above and beyond for our customers will always be our difference.

Five things to do better in 2026

1. There is a big difference between listening and being quiet whilst waiting to talk: We are a better business (and people) if we listen.
2. Make time to think: You might be surprised by what you come up with, given a little time!
3. Keep learning.
4. Take responsibility: Mistakes happen, be accountable and learn from them.
5. One Mainfreight: do all that you can to help others be successful.

Team, thank you for your energy and dedication this year - enjoy the holiday break with family and friends - you've earned it. There's plenty to look forward to in 2026, and we'll again tackle it together as one Mainfreight team. Happy New Year!



Transport and Trucks & Drivers

Frans Zuidgeest

As we approach the end of the year, we can conclude that it has been a challenging year so far. With energy and optimism, we continue to work to improve across all branches. "The standards you walk past are the standards you set" is an important message that counts for all of us. Maintaining discipline in all we do, and serving our customers in the best possible way, is how we can make a difference.

Our branch quality and efficiency targets are clear, embrace them and continue seeking opportunities to improve. Question the things we are doing, use our technology in the right way and provide feedback to each other. PAT meetings are a great tool to identify potential, and to take action.

We continue to work on our technology. Please read the article about the introduction of AI in our customs process. This tool is of great support to our team in validating the data we receive. As a result, we can provide higher quality products and increase process efficiency. A good insight into what the future will look like.

Providing quality is more than the on-time, in-full performance. It is about all stages of the process. Data quality

means that we have the correct dimensions, addresses, and instructions to enable the team on the dock, and the drivers, to deliver excellent performance. Handling quality starts with goods that are properly packed. From the moment we pick up, until we deliver, proper packaging reduces damage and escalations. It is a team effort to get this right.

In today's supply chains, safety and security become more and more

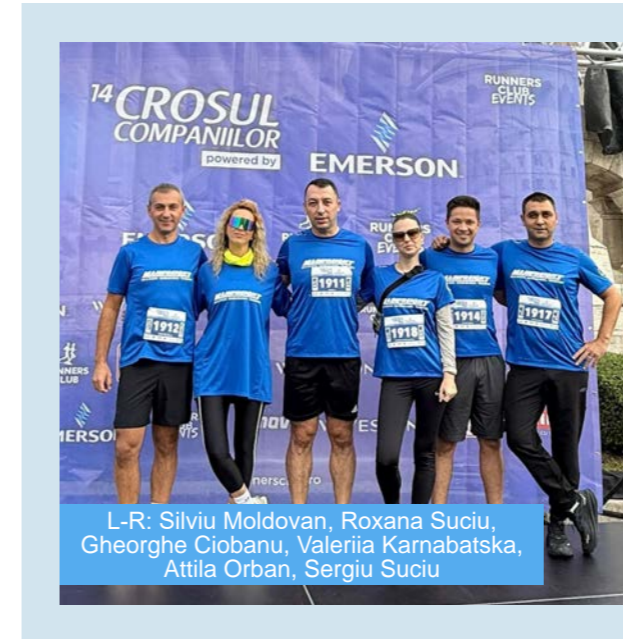
important. You and our team are the best line of defence. Similar to cybersecurity, stay alert, and if you don't trust it, report it. Together, we can protect each other and our customers' goods.

Team, thank you for the hard work and dedication. We look forward to your ideas, initiatives and tangible actions to do every day better than the day before. Deal with the challenges with a positive mindset and energy, and let's build a stronger business together.

Five things to do better in 2026

1. Margin improvement: Every new shipment that contributes to our network counts. What is the utilisation potential in your branch?
2. Sales growth: Out on the road, enjoy exploring the opportunities, BM's involvement is key.
3. Operational efficiency: Make use of our technology, do it right the first time and eliminate 'waste'. What can you do?
4. Cost control: Passion for profit. Every Euro not spent contributes to our ROR. Understand our financials. What is your contribution?
5. Succession planning: For you to develop, who is the person who can take your role?

Happy holidays to you all, and enjoy time together with your family and friends.



L-R: Silviu Moldovan, Roxana Suci, Gheorghe Ciobanu, Valeriu Karnabatska, Attila Orban, Sergiu Suci

6 km Run – Cluj Team

The Mainfreight Cluj team recently laced up their running shoes and hit the streets for a vibrant 6 km run through the heart of the city. This wasn't just about fitness. It was a celebration of team spirit, wellness and connection.

From the very first step, the atmosphere was electric. Cheers from enthusiastic spectators, energising music along the route and the lively buzz of Cluj made every kilometre fly by. Some teammates chased personal bests, while others embraced the joy of running together, soaking in the experience and camaraderie.

Crossing the finish line was more than a physical achievement. It was a shared moment of pride. It reminded us that stepping outside the office to support one another strengthens not only our bodies, but our bonds. When we run as one, we go further on the course and in our work.

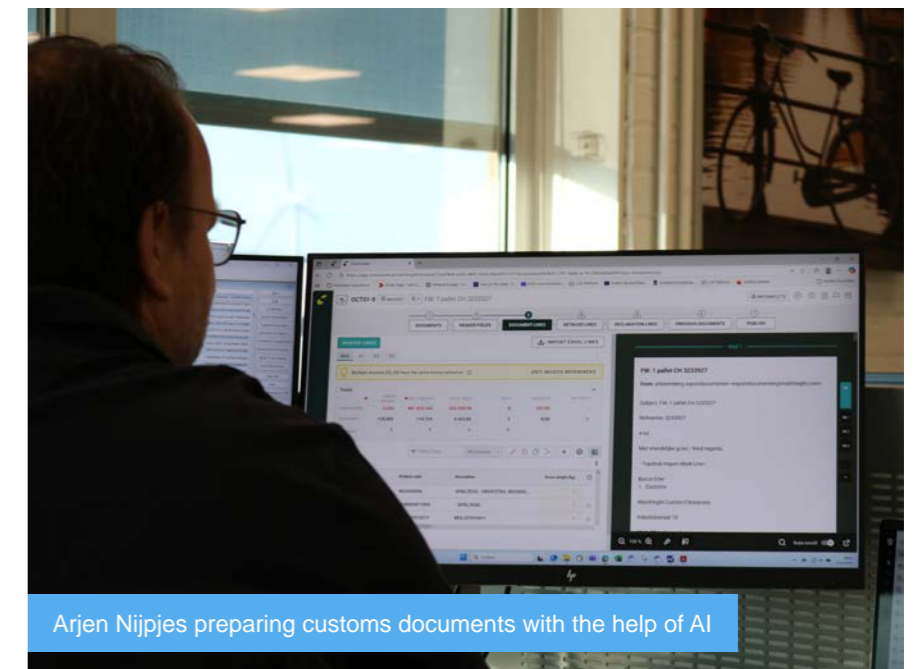
Mainfreight Optimises Customs Processes with AI

The Customs team at Mainfreight 's-Heerenberg has recently started using an advanced AI tool to assist with preparing customs documents. This innovative application significantly increases efficiency in daily operations.

Everyday approximately 200 export and import documents are processed for various teams and branches within Mainfreight. The size and complexity of these shipments vary greatly from simple requests with a single invoice and a single product code, to extensive files with dozens of invoice pages and multiple product codes.

Before the introduction of the AI tool, the necessary counting work was done entirely manually, which was time-consuming and prone to errors. Thanks to AI driven automation, the calculations are now performed quickly, accurately and reliably.

Upon receipt of a request to prepare a customs document, the relevant information is forwarded to the AI tool via email, along with specific data that the system has been trained on. For optimal performance, the invoices and packing lists provided must be complete and correct. That is why we actively



Arjen Nijpjes preparing customs documents with the help of AI

collaborate with other teams and customers to highlight the importance of complete documentation.

The time saved by using AI is used to train employees more broadly, enabling them to be deployed flexibly across both export and import processes. In addition, the increased processing

speed makes it possible to handle more shipments per day, and provides scope to actively seek new customers together with the Sales team.

The use of AI within Mainfreight represents an important step towards a future in which speed, quality and customer focus are central.

Welcoming NZ Prime Minister Luxon to Rotterdam

It was great to engage with the New Zealand Prime Minister, Christopher Luxon, and the key executive leadership team from APM Terminals (Maasvlakte II) during the PM's visit to Rotterdam, The Netherlands.

Our discussions highlighted the critical role that well-funded, efficient and highly productive ports play in the global movement and on-time delivery of goods. And importantly, the adverse effects on efficiency and the flow of goods when continually underfunded.

As trade volumes rise, and customer expectations for timely deliveries increase in a world where supply chains are constantly evolving, continued investment in port infrastructure, technology and automation is vital. It was encouraging to hear that there is an appetite for further port investments in key global markets.



L-R: New Zealand Prime Minister Christopher Luxon and Nic Matthews

We thank Prime Minister Luxon and the APM Terminals team for the opportunity for Mainfreight to be part of these important conversations, and we welcome further opportunities to do so.

Mainfreight Tilburg – Family Day

On June 29th, Mainfreight Tilburg hosted a fantastic Family Day, and we couldn't have asked for better weather! With the sun shining and temperatures just right, we embraced the summer vibes by setting up small pools for the kids, and handing out water guns to keep everyone cool and entertained.

Throughout the day, music filled the air as team members proudly introduced their families to one another, creating a warm and welcoming atmosphere. We brought back some classic Dutch games, including the popular spijkerslaan. We welcomed Wygle's teaching truck, giving family members a hands-on experience of what it's like to drive a truck.

For the little ones, we had a bouncy castle and a kids pool, though they weren't the only ones enjoying the water! With the heat rising, even some of our team members couldn't



resist jumping in. The water guns were a hit with both kids and adults, and yes, even our Branch Manager got caught in the crossfire!

We wrapped up the day with a

delicious summer BBQ and drinks, enjoying each other's company until the sun went down. It was a day full of laughter, connection and unforgettable memories.

Air & Ocean Europe

Brad Russell

As with previous editions of our newsletter, we welcome the opportunity to provide updates from Mainfreight Europe to our customers and wider teams. This year, we have made further progress in our European Air & Ocean branches in both financial performance and product development.

A strong sales effort over the last 12 months has introduced more customers to our network from a wide range of industries. As a result, our volumes have grown, and this year we will ship a record number of full container loads (FCL) in and out of Europe. Our export airfreight product is also driving our results, with additional shipments and volumes supporting our weekly consolidations.

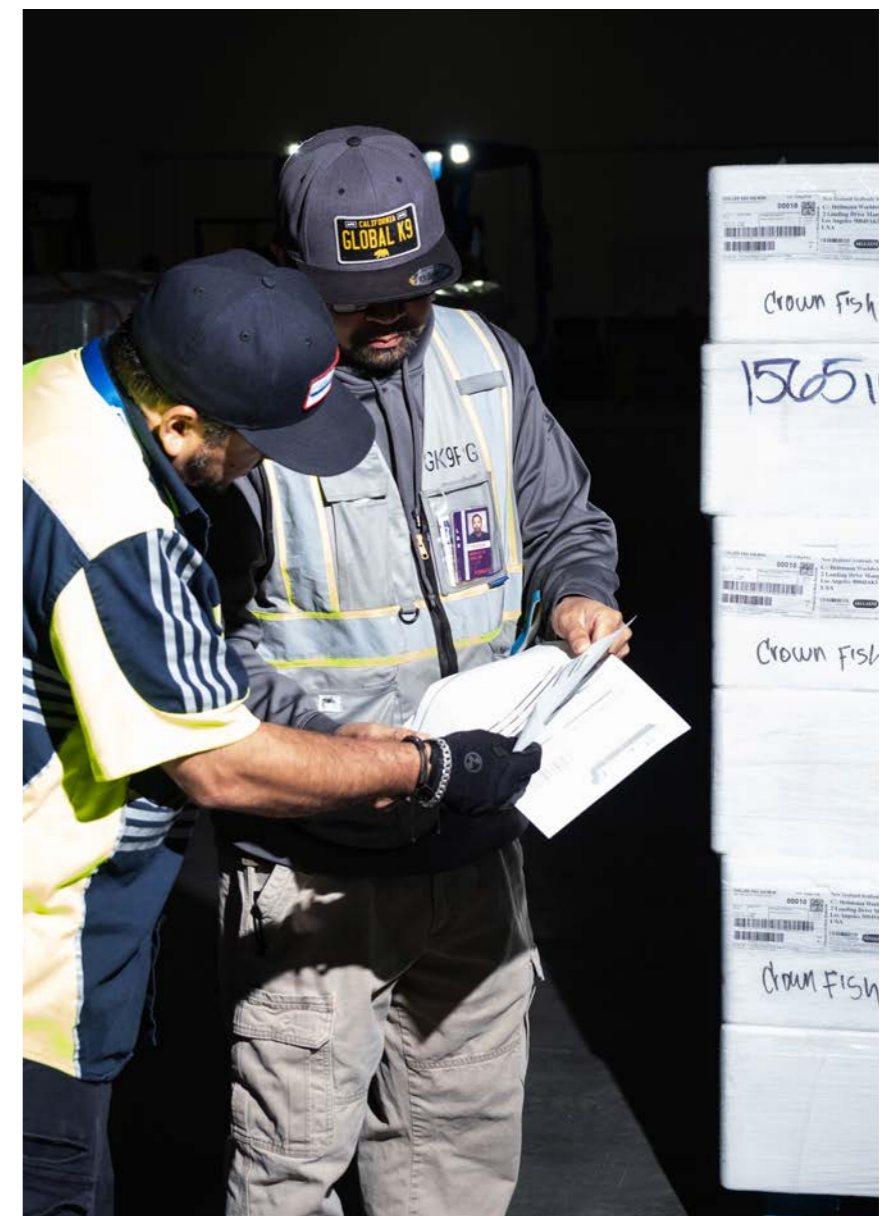
The above product development relies on key partnerships with airlines and ocean carriers that service our trade lanes. Within this newsletter, you can read about two recent carrier visits where our teams had the opportunity to experience the planes, vessels and infrastructure that carry some of our shipments in Germany and Belgium. These core carrier relationships allow us to secure capacity for future volumes, and also keep up to date with market developments.

Whilst the UK team highlighted their football prowess in the following pages, it also serves as a reminder of our growing team and footprint in the UK. We will celebrate our 10th anniversary next year, and we have gone from a standalone branch to six branches across our three Mainfreight products. We are far from finished with our growth ambitions, and our Air and Ocean branches in Heathrow, Stratford and Manchester are leading the way for future investment.

The opportunities ahead continue to excite us. Thank you for your support, and wishing you and your families a happy and safe holiday season.

Five things to do better in 2026

1. Invoiced on time: As we get busier, we must ensure we follow our processes to invoice customers on time. This impacts our cash flow.
2. Efficiency: The technology around us is moving quickly, so it is important that we share our current developments across all regions.
3. Sales activity: We had a good 12 months securing new business, so imagine what we can achieve with even greater efforts.
4. Quality: It remains a key differentiator that sets us apart from our competitors.
5. Think big: Let's keep setting lofty targets and become much larger branches.





ACL Vessel Visit – Air & Ocean Team Sets Sail in Antwerp

The Air & Ocean team in Rotterdam and Antwerp were granted the unique opportunity to visit one of the vessels that carries our freight. With the ongoing delays in sailing schedules, it was only natural that we had to patiently wait for the vessel to arrive on the day we visited the port.

But in July, we finally made it to the Atlantic Star at the Port of Antwerp. ACL, the vessel owner, plays a key part in our 1MF and RORO services on the Transatlantic trade.

After putting on our safety vests and receiving the green light from the vessel's crew, the tour commenced. Starting on the garage decks, we observed the securely lashed cars, caravans, tractors, cranes and other OOG freight. Working our way up, we made it to the cell guides on deck, where the structures help stack and secure containers. Did you know ACL has never lost a container in over 40 years?



L-R: Mitchell Stint, Stijn Vliegen, Jacco Wijker, Tom Slabbers, Wesley Banis, Evgeny Gvozdev, Enisa Kajmovic

Last, but not least, we got a spectacular view from the navigation bridge. From this point of view, it became clear why ACL docks in Antwerp.

With Antwerp's infrastructure and specialised terminals, and ACL's focus on EU-US trade, our partnership with ACL will continue to be smooth (and important) sailing.



UK Football Tournament

In July, Mainfreight UK hosted its 4th annual football tournament, bringing together teams from all business units across the country for a day of spirited competition.

This event not only showcased the footballing talents of our brothers and sisters, but also fostered meaningful

connections between the offices, strengthening bonds and celebrating our shared passion for teamwork both on and off the pitch. Afterwards, we got together for some drinks and food to celebrate the day.

This year, the Heathrow Air office emerged victorious once again,

beating Coalville for their third win out of four tournaments, and solidifying their status as the team to beat. As we continue to grow within the UK, we are already looking forward to next year's tournament where we can mark a decade of Mainfreight's success in the UK with even more excitement and unity.

Warehousing Europe

Liane Philipsen

Hi Team,

As we approach the festive season, preparations for peak season are in full swing. In this edition, Nicole, our Warehousing Meiland Branch Manager, shares insights into how her team is getting ready. One thing is clear, managing customer expectations is key. That means agreeing on detailed forecasts, no surprises, just solid planning.

Quality starts with our people. Our talent scouts in the branches are very active in finding enthusiastic team members who are ready to contribute long-term to the success of our branches.

Warehousing Evergem has launched a brand new meeting space called "The Greenhouse." And it's not for growing tomatoes! It's designed to grow ideas, collaboration, and brilliant plans over coffee - a great initiative to boost creativity and teamwork.

The call for Sales Cadets is getting louder, and that's music to our ears. Growth is our goal, and we need a strong, dynamic sales force to achieve it. Do you know someone with energy, drive and a passion for Warehousing? Invite them to join the Sales Cadets!

In the coming months, we're kicking off several automation initiatives. One example is the automatic seal line in Meiland. Instead of sealing pallets one by one, team members can now place multiple pallets on a conveyor for automatic sealing and labelling. This saves time and boosts efficiency.



Virtual Reality Video

Did you know we have the capability to show our branch in (virtual) reality anywhere in the world? Since the beginning of this year, Mainfreight Born in the Netherlands has proudly offered a Virtual Reality (VR) experience of our warehouse.

Through a regional collaboration aimed at boosting brand awareness, we were invited to participate, and one of the standout features was the creation of a VR film showcasing our site.

The glasses can be used on multiple occasions, and this is a powerful tool for engaging with both current and potential customers. For existing clients with overseas headquarters, who are unable to visit in person, this VR experience offers a unique opportunity to view their stored products remotely. It's a tangible way

to build trust and reinforce customer loyalty by showing the care and precision with which we handle their goods.

For new customers, the VR experience serves as a first impression when an on-site visit isn't feasible. It allows us to demonstrate our storage capabilities and value-added services in a dynamic and immersive way - highlighting what makes Mainfreight Born a reliable and forward-thinking partner.

These glasses are also used by our talent scouts when we attend job fairs or schools to showcase our branch firsthand, helping us stand out from competitors.

This innovation reflects our commitment to customer satisfaction and continuous improvement.

Five things to do better in 2026

1. Need for speed: Set short-term deadlines and act fast.
2. Customer contact: No ghosting! Keep relationships warm and active.
3. Clear forecast agreements: Be precise and aligned with customers.
4. Automation and AI: Use technology to gain efficiency and free up time for smart decision-making.
5. Quality: Because operational excellence is our standard.

Let's finish the year strong, with a smile and a plan!



Our outdoor greenhouse meeting room

Greenhouse Evergem – A Breath of Fresh Air in Evergem

The Evergem branch has taken “thinking outside the box” to a whole new level, literally. Right outside our building, we’ve installed a greenhouse that now serves as a meeting space for our team members.

It’s not just a room - it’s a place where ideas grow, conversations spark action and our team connects in a setting that reflects who we are. This space has quickly become a favourite spot for our PAT meetings, where we challenge each other to find smarter, safer and more cost-effective ways of working. Whether it’s a quality improvement, a safety win or a cost-saving idea, the

greenhouse is helping us keep the momentum going.

Surrounded by natural light and greenery, it’s a fresh reminder of our culture: practical, people-focused and always pushing for better.

It’s another step in creating environments where our team can thrive - and where continuous improvement is part of the everyday.

Next year, we hope to grow some delicious strawberries in the greenhouse, providing our team with a fresh, healthy snack at meetings.

A Little Library with a Big Heart in Zaltbommel

As someone who is deeply passionate about reading and collecting books, I dreamed of creating a space where stories could be shared freely and joyfully. That dream became reality in the form of a small library within our branch. A place where anyone can take a book home for the weekend, unwind with a good story or even practice reading in Dutch or English.

What makes this library truly special is how it came to life. Many of the books have been donated by team members, and to add even more colour and variety, we searched second-hand shops for hidden gems.

Today, our shelves hold books in eight different languages, ranging from crime and sci-fi to romance and children’s stories.

It’s been heartwarming to see how many people who might not usually buy books now have easy access to stories that inspire, entertain, and teach. And we’re not stopping here; we keep collecting more books and growing our little library, one story at a time.

I hope this initiative encourages others to share the joy of reading and build their own spaces for stories to thrive.



Bernadett Nedermann enjoying the team library in Zaltbommel branch



Monique Winters, keeping the team fueled

Energised and Preparing the Team for the Busy Season Ahead

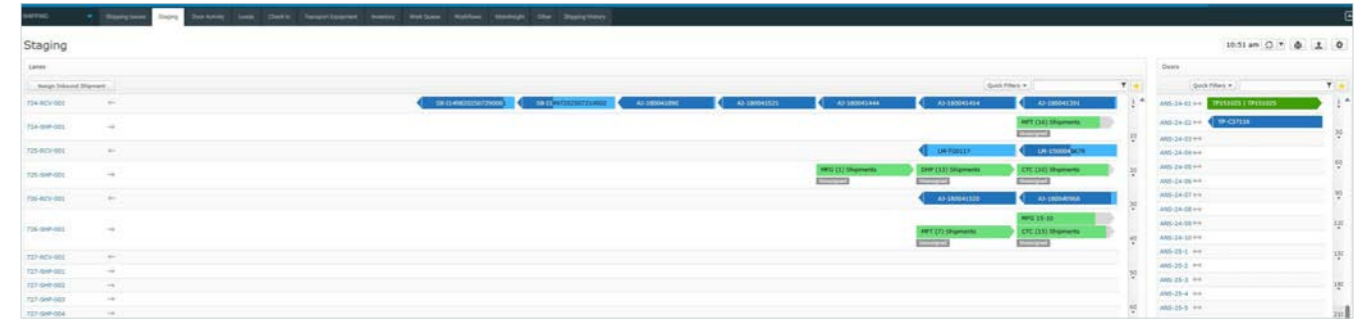
Peak season is just around the corner, and that means all hands on deck!

The warehouse is buzzing with energy as preparations ramp up. We’re aligning volumes and capacities with our customers, and fine-tuning our processes to ensure everything runs smoothly when the busy days arrive.

Behind the scenes, our canteen ladies are stepping up in a big way! They’re cooking up delicious meals to keep the team energised, focused and ready to tackle each day.

To make things even more exciting, they’re exploring new ideas to fuel us with flavour. One tasty initiative - A week of specialty dishes from around the world! Think boerenkool met worst from the Netherlands, pizza from Italy, or nachos with all the trimmings from Mexico - good food, great teamwork and the shared energy that drives us forward.

Let’s keep the momentum going and make this season our best yet - together!



Mainhouse

Over the past few years, we have been working very hard to move all our warehousing customers in Europe from our old Warehouse Management System (WMS), MARC-CS, to our new WMS, Mainhouse.

One of the advantages we’ve seen with Mainhouse is that the screens are much more team-member-friendly and intuitive than those in the old WMS, so team members get up to speed with the system much more quickly. They can now also create their own filters and dashboards within the screens.

The Warehousing Support team can now also develop Mainfreight-specific

screens and workflows in Mainhouse, enabling warehousing teams to have the most efficient processes and overviews as needed.

With Mainhouse, we can now connect more easily with external systems. One of the external systems we’re going to test to improve efficiency is the Pick-by-Vision solution. The team member will see the warehousing task on “smart glasses” and confirm it via voice.

Alongside the implementation of Mainhouse, we’ve introduced the Mainhouse Champions. Every branch has one or more team members who, in addition to their daily roles, serve



Pick by vision smart glasses

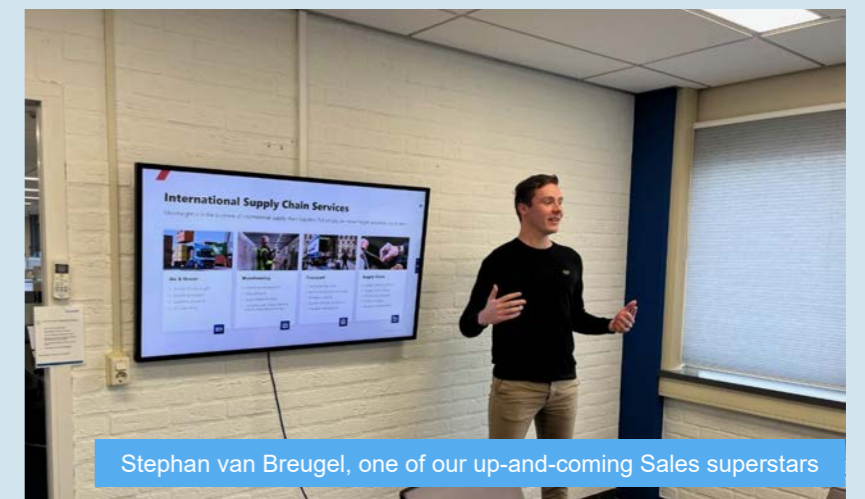
as Mainhouse Champions. These Champions can set up new customers in Mainhouse themselves, without needing support from the Warehousing Support team. This makes branches much more self-sufficient when implementing new customers. Improvements for existing customers can also be handled directly by the branch.

Sales Cadets

Are you eager to learn more about supply chain customers and their strategies? In sales, every ‘yes’ is a win, and we love to win! For “Sales Tigers to be”, the Sales Cadet program is perfect for team members in the warehouse operation who have sales ambitions, or want to learn more about sales. Already, 15 enthusiastic cadets are prepared for the real thing, and ready to step up when opportunities arise.

Sales is a crucial element of our business, with our unstoppable appetite for growth, so make sure to put your hand up in your branch if you are keen to join or would like to hear more.

With the motto “Learning by Doing,” our cadets are engaged more and



Stephan van Breugel, one of our up-and-coming Sales superstars

more in actual sales activities in their branches - be it with ‘Hours of Power’, joining sales meetings, giving warehouse tours, or preparing sales quotations. Of the 15, seven have already advanced

into a sales role, which is an exciting development!

Let’s continue the hunt! Let your Branch Manager know and join the program.

Asia

Mainfreight Asia

Cary Chung

Team,

Thank you all for your effort over the past months. Let's remind ourselves that we are part of the Mainfreight network, one that thrives on collaboration and the extra steps we take to support each other every day. Our commitment remains the backbone of our success, and we truly appreciate all the hard work you've put in.

Our financial performance this year to date has fallen short of last year's, indicating we still have work to do to strengthen our foundation. Let's make sure our basics are right - from operational efficiency and customer engagement, to cash collection and KPI management. These remain essential for maintaining the quality of our service.

On the commercial front, we must focus on building a strong, high-quality pipeline, particularly in air freight and LCL, which will remain key areas for our future growth. Building long-term relationships and trust with our customers will be critical in sustaining our progress. It's important to retain air freight, 1MF margin and volume as our key indicators when reviewing performance and sharing updates with the team. This is a vital foundation for us, and we should put greater urgency into strengthening and expanding it.

Across our 11 countries, we have eight main airfreight gateways, yet we are still operating below our potential. It's time to shift our mindset and act bigger, focusing on growing real airfreight customers, and driving consistent improvements in this space.

Looking ahead, we remain focused on developing our Southeast Asia, Northeast Asia and India businesses, as well as our China business. These regions have huge potential, and our goal should be to grow them to the same scale and importance as our China business. There are plenty of opportunities across Asia, and it's up

to us to seize them. While there are external challenges, the real opportunity lies in how we respond - by developing the right business mix, identifying new opportunities and working closely as one team across the region. Let's continue to take proactive steps in our markets, improve our internal performance and grow our business with focus and intention.

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

Six things to do better in 2026

1. We're a network business, and success comes from staying connected -not just within our teams but also across countries and regions. We've already been making international visits to meet customers and strengthen relationships, and it's important that we keep this momentum going to keep our network strong and active.
2. Let's keep our attention on the right verticals, and continue building expertise in industries that remain resilient even in challenging times.
3. QBRs are a great chance to review current business performance and explore new opportunities. With the investments we've made in technology, let's ensure we use these tools to stay close to our customers, and better understand their needs.
4. Growth doesn't happen by chance. It starts with a solid pipeline. Building a strong, sustainable pipeline is a shared responsibility, and we all have a role to play in advancing it.
5. Let's stay focused on strengthening our margins while maintaining the high service standards our customers count on.
6. Our team makes the difference. Identifying, developing and supporting the right talent with the right attitude is key to our long-term success.

Thank you again, team. Let's keep pushing forward, staying close to our customers and building the right foundation for a stronger year ahead.



Welcoming our customer and Regional Teams to Asia



Warehousing Asia

Michelle Yip

Hi team,

Thank you all for your continued dedication and hard work. This year has certainly brought its share of challenges - from global economic pressures to rising costs and shifting market conditions. Yet through it all, your energy and commitment has been very important for our business. Your efforts in securing new business, improving operational efficiency, managing KPIs and driving cost-saving initiatives are truly appreciated. As we continue building a stronger business, let's also take time to celebrate the small wins, and enjoy the moments we share as a team. These are the memories that shape our journey and define who we are.

From a business perspective, while there is room for improvement, we've seen progress compared to the same period last year, especially with more key accounts coming on board. To better position ourselves for the right customers, we've acquired important certifications, including the GDP license for our Thailand warehouse, and TAPA, ISO 9001, and ISO 13485 for our Hong Kong warehouse, along with food-grade quality standards for other warehouses. These achievements reflect our commitment to quality, and help us attract customers whose needs align with our capabilities.

As part of our ongoing strategy to refine warehousing operations in Asia, we have decided to terminate our Singapore warehousing operations. This reflects a strategic shift to focus on Air & Ocean freight as our core product in Singapore, and warehousing no longer aligns with our long-term development goals. Meanwhile, in China, we are seeing increased interest in regional and global hub solutions, as customers seek cost-effective supply chain strategies. This trend reinforces the synergy between our warehousing and freight services across the Mainfreight network.

In Malaysia and Thailand, we continue to observe a healthy balance of export and import opportunities. It is essential that we identify key commodities in these markets that complement our Air & Ocean freight offerings, allowing us to deliver more comprehensive solutions. Additionally, as production shifts from China to these countries, staying informed and responsive to

market trends will be critical. Hong Kong remains a strategic regional hub, supported by its free-tax policy, which continues to attract customer interest. While China-US tariff uncertainties may present challenges, we must remain resilient and agile, focusing on identifying and developing the right customers to grow within this dynamic environment.



Four things to do better in 2026

1. Cross-Selling strategy: Cross-selling remains a top strategic priority. Delivering end-to-end solutions across our network helps us create greater value for customers and strengthens our market position.
2. Customer care and relationship management: Taking care of our customers is essential. Strong relationships, clear communication and alignment with their expectations are key to improving retention and service quality.
3. ROR: ROR is a critical KPI for our business. We achieve it by onboarding the right customers and continuously improving operational efficiency through technology and CIP.
4. Sales Focus: Securing the right new business that supports our network and international freight is vital. Understanding who our ideal customers are, and what commodities fit Mainfreight ensures a more effective sales process. We are all in sales - let's make the most of every opportunity to grow the Mainfreight brand in our region.

Looking Ahead

As we move into 2026, our focus remains firmly on building a stronger, smarter and more customer-centric business. With a clear understanding of our priorities - from ROR to sales effectiveness - we are well-positioned to drive meaningful results across the region.

Thank you again for your dedication and teamwork. Every step we take together, whether it's a major win or a small success, contributes to what we're building at Mainfreight. The journey ahead is full of opportunity, and I'm confident that with our team we'll continue to achieve great things.



First joint Asia warehousing customer visit with Riyaz and Brynley in Singapore, Shenzhen and Hong Kong
L-R: Brynley Riches, Michelle Yip, Riyaz Jordan

CaroTrans

Joan Ji

As the global ocean freight market shows signs of recovery in 2025, the industry stands at a pivotal juncture defined by evolving challenges and emerging opportunities. The overall decline in market demand has intensified price competition and increased the need for high-quality service. At CaroTrans Asia, our mission extends beyond ensuring stability in current operations, to actively pursue innovation and exploring strategic growth opportunities in dynamic markets.

In the coming two quarters, our strategic focus will centre on “deepening our core and expanding our reach.” While we continue to enhance capacity and service quality along established trade lanes, we are also accelerating the development of our overseas agency network. By integrating our commercial presence across Australia, New Zealand and the United States, we aim to build a more agile and diversified sales structure - one that reflects our commitment to adaptability and growth.

Every member of CaroTrans Asia plays a vital role in driving this transformation. What we need now is sharper thinking, closer collaboration and a deeper understanding of our customers' evolving needs. Only through these efforts can we stand out in a competitive market, and move forward with confidence.

Let's move ahead together and shape a more resilient, innovative future for CaroTrans Asia.

Three things to do better in 2026

1. FCL Business Development: CaroTrans Asia's FCL contract management is being optimised to meet MQC targets and secure better rates and allocation.
2. Import trade promotion: We are actively promoting imports from key origins, including the United States, Australia, New Zealand, Hamburg, and the United Kingdom, to strengthen our inbound business.
3. Global account strategy: Global accounts remain a key strategic focus to ensure business stability and payment reliability. Sales are also encouraged to promote new agent products and deepen collaboration across emerging trade lanes.

Embracing challenges, seizing opportunities —
The next chapter for Carotrans Asia.
Thanks, Team!



L-R: Chatchai, Suroj, Warawut, Sommai, Chatchawan, Jirathadit

CSR Activity – Turtle Conservation

Our Mainfreight Thailand team took part in an inspiring CSR initiative at the Turtle Conservation Centre. By refreshing the pools that nurture baby turtles, we supported marine life and reminded ourselves of the power of teamwork, responsibility and sustainability. Together, we're helping nature thrive!

Industry Contribution – NZTCC Logistics Panel

Mainfreight Thailand proudly joined the Thailand, NZ/Australia, Oceania Trade & Logistics Outlook Panel, hosted by the New Zealand Thai Chamber of Commerce. We shared insights on consolidation, reliable transit and sustainable logistics, proving once again that our voice is shaping the future of global trade.



L-R: Amarit (NZTCC), Sommai (Mainfreight), Kongkiat (Zupport)

Project Cargo Success – RoRo Shipment

Big moves need big teamwork! Our Ocean branch successfully handled the RoRo shipment of two massive crane machines to Australia. From pre-shipment cleaning to smooth execution, this project showcased our expertise in handling complex logistics challenges.

A big thank you to all our team members for their hard work, energy and dedication. We're excited to keep building momentum, driving results and making an impact - together as One Mainfreight!



Out of Gauge Cargo – Shanghai

The Shanghai Ocean team has once again demonstrated its professional strength. From booking shipping space and loading containers, to customs declaration and shipment, it provided a one-stop service that was efficient and accurate. As shown in the picture, the OOG (Out of Gauge) cargo was correctly secured and loaded in compliance with standards. Through teamwork, the team quickly completed the entire process, ensuring smooth cargo transportation and highlighting our efficiency and reliability in handling special cargo.



Connecting with our Team Los Angeles and Asia

Alexander Kosachev, Branch Manager of CaroTrans Los Angeles, travelled all the way to Shenzhen to visit clients and conduct in-depth exchanges, laying a solid foundation for long-term cooperation.

He also visited the Shenzhen office, turning the “familiar strangers” on both ends of the screen into comrades-in-arms, working side by side. As the essence of collaboration goes, the best cooperation always starts with the warmth of meeting in person and flourishes with the strength of standing shoulder to shoulder.



Sales call in Qingdao
L-R: Joe Jiang, Kristen Li, Sophia Chen, Alexander Kosachev, Summer Wei, Cheney Chen, Wendy Duan



L-R: Jacky Lam, Joe Cheng, Ruby Zhu, Joan Ji, Cary Chung, Sunny Sun, Vincent Lee

Mainfreight and CaroTrans Ningbo Office Relocation and Grand Opening

We are thrilled to announce that our Ningbo branch has officially moved to a new, modern and spacious office. This exciting milestone marks a significant step forward in our company's growth, and reflects our commitment to excellence, innovation and collaboration.

The new office is designed to foster creativity, enhance productivity and provide a comfortable and inspiring environment for our talented Ningbo team. With state-of-the-art facilities, flexible workspaces and vibrant common areas, this space will empower our team to achieve even greater success.

We extend our heartfelt gratitude to everyone who contributed to this smooth transition. Your dedication and hard work made this move possible, and we are excited to embark on this new journey together.



Mainfreight Tradition – Sharing Apples

Continuing a tradition inspired by our founder, Bruce Plested, our team shared apples with supportive customers. It's a small gesture with a big meaning: showing care, respect and long-term partnership. Healthy hearts, healthy business!



L - R: Napaporn, Our Customer, Siriporn, Yaowapha



Celebrating 20 Years of Excellence

In July, Mainfreight Shenzhen proudly celebrated our 20th anniversary. This milestone honoured two decades of dedication, growth and partnership. We extend our deepest gratitude to our team and clients. Here's to the future!

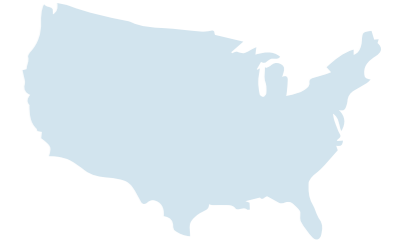


CaroTrans Shanghai Customer Appreciation Event



CaroTrans Hong Kong Team

Americas



Mainfreight Americas

Jason Braid

Team,

It would be fair to say it's been a tough year, and certainly one we wouldn't want to experience again any time soon. That said, some good lessons have been learnt, and there is confidence that we are heading into 2026 as a better business, with some momentum on our side.

In a year when import tariffs created immense uncertainty and brought about numerous challenges for our customers, our Air & Ocean teams performed well. A special thanks goes out to our Customs team, who have worked tirelessly over the past year, keeping our customers abreast of the numerous challenges related to duties, tariffs and other issues. Thank you team, you've represented us well.

Whilst sales continue to be our focus, we've also been keeping a very close eye on costs. If we all look closely, we'll always find ways to do things better. Now is always the best time to act. That said, we've also not held back on investing when our sales performance and customers needed it.

Our newest Air & Ocean branch in Milwaukee opened in May, and the team is showing what can be done when we are sales-focused and committed to the local area. After a recent sales road trip through the Midwest of the USA, we can't help but be excited about the opportunities for many more Mainfreight branches in the years ahead. The number and size of customers in that part of the world are truly astounding.

We've seen pleasing growth in our Canadian business, and have recently doubled the size of our Toronto warehouse. The Toronto team has done a great job of utilising every inch of available space, and we know the new warehouse can't come soon enough for them. We have a lot of work to do

in Canada, but we're gaining some traction.

Quality will forever remain crucial to our success. There's been a marked improvement in quality levels of late, but we can never take our eyes off the ball when it comes to quality, and we should always keep striving to be better. Thank you for the recent gains here, but let's keep going.

We talk about sales a lot - and always will - but actions speak louder than words. Whilst we've seen some great sales successes this year, we need to hold ourselves to a higher standard. Sales growth fixes a lot of things, as does looking after our existing customers and not having a leaky bucket.

We all have a part to play in sales, and as we look ahead, we should all be thinking about what more we can do to improve our sales performance. It is the

one thing that will have the most impact on our results.

As we ask more of our Sales teams, it's imperative that they are backed by a dedicated group within our Customer Service and Operations teams to ensure all promises are kept. Sales isn't easy, and the process can be long, but when a new customer decides to switch to Mainfreight, let's prove to them they've made the right decision and, in turn, over deliver on all our promises.

As said at the start, it's been a tough year, but we also have a number of our branches finding a way, who are up in profit compared to last year. To all those branches, thank you very much! Likewise, to our teams in branches that are not yet where they need to be, stay positive! We know it's not easy, and we know you're working hard, just keep your foot to the floor.

Thank you all for everything you do, each and every day. We truly believe we have something special at Mainfreight, and it's because of every one of you.

Enjoy your Christmas and New Year holidays with your family and friends, and thanks once again.

- Five things to do better in 2026**
1. A passion for profit: Every dollar counts - let's ensure we're capturing all of it.
 2. Sales urgency: Sales calls, sales leads, sales pipelines, and selling our supply chain.
 3. Let's all walk the talk, and with urgency.
 4. Gross margin improvement: A 1% increase has a big impact on our bottom line.
 5. Keep it simple and don't overcomplicate things: tick one thing off at a time.

Transport Americas

Mitch Gregor

Great things are done by a series of small things brought together.
- Vincent van Gogh.

Success in transport comes when we achieve a few basic things, repeat them day in and day out, and deliver them consistently to a very high standard.

We are in the freight business. This means picking up our customers' shipments, moving them the day we receive them, delivering them damage-free and on time, while charging a fair rate to do so.

It's a highly competitive environment. The experience our customers have with each shipment, and at every point of interaction with our team, determines whether they see the value we provide, continue to use us or recommend us to others.

Let's not forget that every team member involved in moving freight - from our sales team, customer service, dock team and drivers - impacts the experience we provide. We all must work together to delight our customers, because it's the small things that make the biggest difference.

And for us, the way we load, route, move and deliver freight in the most efficient manner impacts our margin, return and profit. Our goal is for our customers, owner-drivers and Mainfreight to all win from working together.

We are a network-driven business, and we all have an important part to play.

What you do matters!

Our transport business in the Americas continues to build and improve, yet there is still plenty to do. There are always opportunities for us to be better. With so much going on across the business, we've narrowed our focus to three key areas that will help improve our performance.

Three things to do better in 2026

1. Quality: Let's get our depot systems right and focus on delivery performance.
2. Growth and further investment in sales: Sales is everyone's responsibility.
3. Margin: Freight rates, truck utilisation and pickup, linehaul and delivery.

Let's remember what makes us different from other transport providers:

- Our people and our culture
- Our international network and supply chain capabilities across Transport, Warehousing, and Air & Ocean
- Our ability to move at pace and be flexible
- Our great service and value for money
- Direct loading and less handling, reducing damages and claims
- Our local decision-making close to our customers
- No call centres, and being easy to deal with and quick to fix issues
- Our immaculate image, blue trucks, and an amazing team of owner-drivers
- Our long-term commitment to customers and business

Bring your energy, have some fun, and help our team and customers achieve the results we all deserve. Make your branch stand out for the right reasons.

Thank you to everyone in our American Transport business for your continued commitment, especially our owner-drivers. We cannot do this without you! Best wishes for the festive season with your families and friends, stay safe. Keep on trucking.



Clean Trucks are the Best Form of Advertising

Our new sustainable truck wash in Chicago keeps the fleet looking great, and washes a truck and trailer in less than 3 minutes, using recycled rainwater collected from our depot roof!

Things Happening in Transport USA

National Truck Driver Appreciation Week 2025

National Truck Driver Appreciation Week was an important occasion for us to express gratitude to all professional truck drivers, especially our owner-drivers, and to recognise them and their families for their hard work and commitment in tackling one of our economy's most important and demanding jobs. This week-long celebration honoured the dedicated drivers who deliver our freight safely and securely each day.

To show our appreciation, our team organised special breakfasts and lunches, distributed care packages and gifts, and even provided thorough truck cleanings. It was a wonderful opportunity to acknowledge their contributions and strengthen our community.



Marteicus Taylor from Charlotte during National Truck Driver Appreciation Week



L-R: Jose Romero, Jonhant Iglesias, Milton Javier, Adrian Guerrero, Jonathan Tejada from Miami



L-R: Senad Agu, Milan Cihak, Abraham Gonzalez and Enrique Rivera from Philadelphia



L-R: Gerardo Gomez, Juan Zamora, Nicholas Christilaw, Andres Aguilar from San Diego

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

Thanks so much to our local team of owner-drivers, who recently invested in tidying up their trucks and gear. It looks fantastic.



Omar Bitars new Volvo. It's so new that it still has its delivery stickers on! - Chicago Transport



Jonathan Lomeli of Mid-City Transport, new Kenworth's. - L.A Transport



One of our two Electric Trucks in Los Angeles used for delivering containers



Shane at 18 years old, Auckland NZ

Celebrating 40 awesome years

Shane Michalick 40-year Legend 1985-2025

Recently, we celebrated a true Mainfreight legend - Shane Michalick, who marked an incredible 40 years with the team!

Shane's journey with Mainfreight began in 1985 with our Transport Team in Auckland (Morrin Road), NZ. Shane's career has taken him across New Zealand and the United States, leaving a lasting impact at every stop.

From his early days in Rotorua as a driver and Branch Manager, to leading the Palmerston North and multiple Wellington branches, and helping

launch new locations like Whanganui, Paraparaumu and Masterton, Shane has been a special part of our team and the expansion of our footprint across New Zealand, and internationally.

In 2011, Shane moved to the USA, initially as a Branch Manager in New Jersey, then in Los Angeles, and, more recently, to Chicago, where he continues to help develop our operations and support our owner-drivers in the Americas.

Shane's influence goes far beyond what he does day to day. He's a mentor, a culture carrier and someone who brings

energy and fun to everything he does. Many of our team members have had the privilege to learn from him, and his legacy continues to inspire us all.

Shane, thank you for your 40 years of commitment, leadership, and passion. You've made your mark and been part of shaping what Mainfreight is today. We're incredibly grateful to have you on our team.

Here's to you, Shane, and to the next chapter of your journey with us!

Transport Americas IT Workshop

Coral Shultz

Recently the Americas Transport business hosted a workshop, "Transportation, Efficiencies, and Customer-Facing Technology for the Future," in collaboration with Nilesh Bhuthadia, our International Software Manager.

The goal of this event was to bring together innovative thinkers from various areas of Americas Transport to explore ideas where operational processes, technology and innovation could drive meaningful change for our customers and teammates.

To set the stage for the day, participants heard from Nilesh, who underscored the potential for leveraging technology already in use in other regions, as well as what's on our software roadmap. Then, Americas team members Ben Keane, Aden Gelmi, and Coral Shultz provided background on current operational challenges in the

Americas region, emphasising the need for innovation in mobile device dispatching, and exploring how such approaches could accelerate freight handling. Jay Patel, Martin Moncada, and Cameron MacLean continued the discussion by highlighting customers' needs for data accuracy, increased tooling and faster business-to-business connections.

Participants then joined multiple breakout sessions organised around:

- The Customer Experience
- The Driver Experience
- Operational Efficiency
- Accounting Improvements

During these sessions, participants brainstormed current pain points and future vision statements to form the foundation for innovative solutions. The day concluded with teams regrouping to share the most promising ideas and discuss next steps.

As a direct result of the workshop, Mainfreight Americas is pleased to announce the following initiatives:

- Increased Mainchain performance by 40%+
- Improved Cargo Claims Portal via Mainchain
- EDI Appointment Updates for greater data transparency
- Paperless Dispatch for faster arrivals and real-time tracking visibility

The following initiatives are also underway for 2026:

- A new Driver Experience App for use in the field
- Customer Dimensional Rating
- Drive-Thru Freight Dimensionalisers with AI imaging

The workshop inspired participants to dig deep, surface meaningful challenges and develop innovative solutions for Americas Transport. Whether through operational process changes, customising existing technology for the American market or new development, these solutions represent an initial step in a broader commitment to continuous improvement through regular engagement.

Warehousing Americas

Andrew Coulton

Firstly, a big thank you to our branch teams who continue to innovate and overcome the hurdles presented daily. A special thanks to our team on the floor, picking product, dispatching, loading trucks, and unloading containers. You are the driving force in our business, and the reason our customers remain so loyal.

The first half of our financial year has been challenging, but it's making us a stronger business that will thrive in the years ahead. Regardless of the trading environment, we have continued to invest in markets to grow our service offering. In Canada, we have tripled our pallet capacity, an exciting step for our network as we develop our warehousing business in the Toronto region.

In the US, we have doubled our footprint in New Jersey, just a stone's throw from the second-largest port in the country. This warehouse is equipped with infrastructure strategically designed to serve fast-moving beverage customers who import products and require flexibility in their supply chain. If you're in the beverage industry and looking for space, we have limited availability in New Jersey. Please reach out.

Given the size of the market we operate in, our sales pipelines remain unsatisfactory. To address this, we now have a sales presence in all our branches, and are ensuring our sales teams are on the road, conducting joint calls with our Transport and Air & Ocean teams to uncover warehousing opportunities at every turn.



Okeke and Johnson hands-on in the setup

Team Toronto Blowing up the North

Katie Becker, Branch Manager, Toronto

Lots of exciting things are happening in Toronto as we prepare to move into our new branch in early 2026. Right now, we're spread across three sites, including taking over our transport dock. We want to highlight the support from our Transport team - thank you for letting us use your dock over the past year! It's been a massive help while we've been getting everything in place, and your flexibility and teamwork haven't gone unnoticed.

As we move closer to combining all three sites into one in the coming months, we're excited about the opportunities ahead, and the smoother operations this will bring. Shoutout to the incredible, hard-working team for being such a key part of the journey - we're nearly there!

The new facility in Toronto is strategically positioned next to the container terminal. The building is Grade A and will be food certified. We've increased pallet capacity per square foot by selecting a 40 ft clearance building, and implementing a very narrow aisle (VNA) racking plan across 35% of the footprint. Together, these enhancements have increased the pallet capacity of the 245,000 sq. ft warehouse by 10,000 locations, bringing the total site capacity to 35,000 locations. This increases storage margin while also providing room for growth with new customers, and added flexibility for our existing customer base.

Five things to do better in 2026

1. Sales: We must drive this every day across all levels, with more focus and attention from Branch Managers leading the way - their teams will follow.
2. Efficiency and cost reduction: Doing more with less, and reducing unnecessary costs. We need improved margins from our current team and network to drive future growth.
3. Attention to detail: From how our warehouses and teams are presented, to consistency in our service offering - this is what our customers expect.
4. Continuous improvement: Simple technological advancements are available that can make our team more efficient. We are reviewing and implementing these where they make sense for our customers and us.
5. Staying true to our strategy: Focusing on business-to-business customers who provide opportunities across our supply chain.

Newark 2.0 is Ready for All

Angus Morrissy, Branch Manager, Newark

An update from the Garden State!

It's been a busy few months at the Elizabeth branch. While results are not yet where they need to be, several key improvements to the site have positioned us well to attract the right customers moving forward.

1. Foreign Trade Zone (FTZ) – Now Live!

In our last team review, we discussed the benefits of having an on-site Foreign Trade Zone (FTZ). After more than 12 months of hard work, we're proud to announce that the FTZ is now fully operational (complementing our existing bonded solution) and ready to accept freight! A huge thank you to Mark Neumann and everyone who contributed to making this a reality.

As previously reported, the benefits of the FTZ are:

- Goods aren't subject to fees or duties until they leave the Zone.
- Fewer customs entries - rather than per shipment, it's per week.
- Improved process and enhanced security.

2. Kitchen – A new hub for health and connection

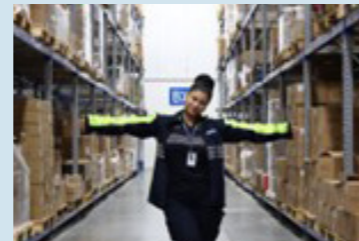
With Terry joining the team, we now have a fully functioning Mainfreight kitchen on-site! Serving hot, healthy meals to both team members and visitors, the kitchen helps keep everyone energised, connected and well-supported throughout the day. Even better, it creates a welcoming space for the team to enjoy meals together, thereby strengthening the branch's culture.

3. Training Centre – Supporting growth and teamwork

Our new training area recently opened, hosting an MDP Year 3 session. With several inductions and other training sessions planned for the East Coast over the coming months, the space is already proving to be a valuable asset. It not only supports structured learning and development, but also fosters team cohesion by allowing everyone to gather and connect during mealtimes, strengthening relationships and collaboration across the business units.



Victor Corniel in the Very Narrow Aisles of our new Foreign Trade Zone



vs. Franyelis Peralta in our regular-sized aisles in Newark



Our new Chef – Terrance (Terry) Butler

Our MIMS (Mainfreight Inventory Management System) Team are Automating Stocktakes in Texas!

Marissa Monteroso, Warehousing IT Team



Dex can scan UPCs or licence plates to confirm the correct SKU is in the correct location

We welcome "Big Dex," the robot who will be joining the team in Northlake, Texas! Following the great work achieved at Mainfreight Europe, we are taking this big step forward for our customers, too.

Why?

Quality

- Real-time analysis: stock accuracy is expected to improve significantly.
- Provides a complete picture of the status and condition of warehouse racks and products, which is kept on record.
- Reduces human error during stock checks.

Time

- Stocktakes normally require stopping order flow for days. This technology allows a full warehouse stocktake overnight, reducing the time needed for a complete count.

Cost

- Frees up resources for more value-added tasks.
- Eliminates the need to allocate reach trucks to check high-level locations.
- Allows team members to focus on investigating discrepancies.

Air & Ocean America

Matt Gustafson

Hi Team,

We find ourselves once again dealing with a few bumps in the road as the current geopolitical landscape brings new challenges. The rollercoaster of the "Trump tariffs", for example, has created uncertainty for our customers, making it imperative to stay in front of them. One thing we know for sure - and have said before - is that these are the times we shine. It does require tremendous effort, and our team has been putting in the work to showcase who we are. As things continue to change, we have an opportunity to support existing customers, while sharing our services with new ones.

For our business, we see freight rates near all-time lows, putting pressure on return on revenue - a key indicator of the health of our branches and the overall business. This can be offset by reviewing branch expenses and finding efficiencies. It's a chance to develop smart habits in evaluating all costs and processes.

Cash collections are as important as ever, especially as tariffs put stress on the economy. Now is the time to be even closer to our customers. With the increase in tariffs and higher duty rates, larger outlays for our customers make it essential for us to collect prior to delivery.

Consolidation utilisation remains an area of opportunity. For airfreight consolidations, our target is to build full units with a minimum of 1,500 kilograms. In ocean freight, we should only be building 40' HC containers. Well-utilised consolidations bring benefits such as improved margins and lower pricing for customers - a win-win.

Push for progress every single day. The smallest things add up. And don't forget to have a bit of fun out there!

Five things to do better in 2026

1. Pipeline Development – Ensure we have high-value opportunities that demand quality service.
2. Selling the Network – We have a strong offering that makes us unique. Bring up Warehousing and Transport on every call. When prospecting new customers, share the lead with our teams overseas so we can approach from both ends.
3. Quality – Customer demand for quality will never go away.
4. Operational Efficiency – Ask yourself: Have we challenged the process? Are there redundancies in how we operate? Discuss this in every PAT.
5. Succession – Prepare successors and those who can help expand the network.



L-R: Carlos Salgado Jr., Alejandro Chavez, and Michael Broglin from Chicago Air Team

Passion in Airfreight

Alejandro Chavez, Operations Manager, Chicago Airfreight

There's a unique excitement that comes with building an airline pallet in a Certified Cargo Screening Facility (CCSF). Every day is fast-paced, from assembling lower decks to stacking and securing cargo of all shapes and sizes. It takes timing and teamwork, where every inch of the unit matters. Our team is constantly strategising on how to make it all fit - from boxes and pallets to odd-shaped freight, fitting together like a game of Tetris, only this one's bound for the skies.

Amid the hustle, there's a deep sense of pride in watching a well-built airfreight pallet come together, knowing that the placement of each piece contributes to an aircraft's balance, efficiency and safety. It's not just about moving freight; it's about making sure our customers' freight is shipped safely and damage-free, while also ensuring the safety of everyone involved.

Moving and Shaking from Minneapolis to Charlotte

A note from Charlotte Air & Ocean Branch Manager, Will Young.

We are excited to welcome Emmy Beam to the Charlotte Air & Ocean team. Emmy, a graduate of North Dakota State University and a proud Minnesotan, joined Mainfreight in early 2024. As a member of our Mainfreight Development Programme, she began her journey with the Minneapolis Air & Ocean team.

Consistent with our core beliefs, Emmy worked in an operational capacity, handling both air and ocean imports. This experience provided a strong foundation and invaluable exposure to operational workflows, a key skill set to

obtain early in her career.

With passion and determination to explore the sales realm, Emmy took a leap of faith and relocated to Charlotte, North Carolina. She has embraced the challenge and jumped straight into the world of sales. Whether it's researching prospects, cultivating new manufacturing pockets, engaging the global network, or lifting activity levels, we're excited to see the tenacity and hustle she displays as she works towards securing the next ideal Mainfreight client!

Get your popcorn ready as we attack the South Atlantic market, and watch Emmy smash her targets!



Emmy Beam - ready to close some business!

We are not just the USA - A Note from Querétaro

Angélica Sais, Branch Manager, Mexico



The Team in Querétaro, Mexico
L-R: Ingrid Magos, Iván García, Angélica Sais, Jerry González

Hola team! As we approach the end of 2025, we're enthusiastic about the opportunities ahead for our team. We are a team of four with great energy and passion for the business, and we're excited about what the near future holds. As part of our development plan, we look forward to seeing our young team grow and prepare for leadership and sales roles. With the support of the Mainfreight family, our team is building a strong foundation for long-term careers at our branch.

Recently, we celebrated Iván's 9th anniversary, a great example of promotion from within, moving from operations to sales. Cheers to Iván, and to many more milestones ahead!

A Path to Leadership

Nick Arthurs, Air & Ocean Branch Manager, Milwaukee

My Mainfreight journey began in 2022 through our Development Programme, where I learned the backbone of our operations, and the power of executing the Mainfreight way. After two years on the operations floor, I made the leap into sales, focusing on developing existing partnerships and building new ones. I found early success in helping customers strengthen their global supply chains.

Earlier this year, I had the opportunity to open our newest Air & Ocean branch in Milwaukee, Wisconsin, an experience that has tested and rewarded everything I've learned so far. From hiring a team to developing new business, it's been a privilege to help grow Mainfreight's footprint and culture from the ground up.



Pushing Consolidations

Brianna Stein, Branch Manager, Newark Ocean

The New York Ocean export team has been working hard to improve utilisation and margins in our consolidations. Recently, Cristian Corrales, who operates the Melbourne ocean consolidation, spent time on the floor with our Newark transport team, where all our consolidations are loaded. Learning the process - from a transport booking request to receiving freight on the dock, weighing and dimming it, developing a load list, and staging the freight - has proven beneficial for the team.

We've seen an average 15%

increase in utilisation for our consolidations in September. We are working to reduce the use of 20' containers by ensuring weekly stocktakes are completed and freight is pushed out consistently.



Cristian Corrales loading a consolidation in Newark



Cristian Corrales and Tyara McQueens in front of the Quality Board

An Apple a Day

Chris Michalek, Branch Manager, Chicago Ocean

At Mainfreight, traditions aren't just customs, they're a reflection of who we are. One of our most cherished traditions is our annual apple giveaway, a simple yet heartfelt gesture that symbolises our commitment to care, community and well-being.

Each autumn, as the air turns crisp, Mainfreight teams across the country deliver fresh apples and sincere thanks to our valued customers and partners. But these aren't just any apples. They come from our trusted friends at Garwood Orchards, a family-owned farm known for its dedication to quality and sustainability.

Keeping up with Tariffs

Mark Neumann, Director of Customs and Compliance



Mark Neumann, our "Tariff" Man

The US government embraced tariffs this year, and the almost-daily barrage of tariff news kept our Director of Customs and Compliance, Mark Neumann, busy with webinars and presentations.

While documenting the widespread scope of these changes, he hosted numerous webinars for customers and business associations, focusing on past tariff actions dating back to the 1890s. He also reviewed whether certain processes, such as the First Sale Doctrine and the strategic use of bonded warehouses, could help importers reduce their duty exposure.

The challenge for our customers, and

for Mainfreight, was staying on top of the numerous layers of tariffs that were implemented. The Mainfreight Customs team had their work cut out for them as they supported our customers and partners to ensure minimal disruption to our business.

Our freight teams also stepped in to assist clients as they worked to reorient their supply chains, and adapt to the realities of a changing world. Mark Neumann's regular "Did You Know?" emails kept our customers informed of these developments. It's all part of the superior performance we deliver daily, as we help customers navigate the complexities of imports and exports.

CaroTrans Americas

Matt Bloom

As we kick off the second half of the financial year, the team is energised by the momentum we've built over the past six months, and the exciting opportunities ahead.

The CaroTrans USA team has been hard at work bringing on new agent partners, enhancing our customer-facing tools, and aggressively regaining lost business. The rebuilding of our network is still a work in progress, with some remaining gaps to fill, but progress is being made every week. Every time a new market reopens to us, so does the opportunity to grow our business.

After a long journey, our quality is back, and so too is customer confidence. The team is enjoying the ability to sell a product they can stand behind again. We've got new sales representatives on the road in Atlanta, Boston, Miami, Charlotte and New Jersey to help bring on new customers, regain old ones and grow the business with existing customers.

While we continue this journey, it's important that the team enjoys each day's work and takes pride in what they do for the company and our customers. Whether you're celebrating a recent win, or gearing up for the next big challenge, know that you're part of something special at CaroTrans, and we're proud to have you on our team.



The CaroTrans New Jersey team celebrating Erik's 25-year anniversary with the business

25 Years... The Man, the Myth, the Legend!

If you've been around the business over the past 25 years, there's a good chance you've heard of, or simply heard, Erik Berger. A staple in our

Five Things to Work On

1. Focused sales approach to improve volume, one destination at a time, through a series of Sales Fire Drills.
2. Improve our export console utilisation to 50m³ per 40HC.
3. Continued growth of the LCL import product between CaroTrans Asia and CaroTrans USA.
4. Branch Managers on 10 sales calls per week.
5. Launch of new export LCL direct services where it makes sense.

CaroTrans USA Sales Update

Jessica Veenendaal

Although cooler weather signals winter in the Northern Hemisphere, CaroTrans USA Sales is turning up the heat. Our latest initiative is the Japan Fire Drill. In partnership with our wonderful partner Seino Logix, we are approaching new business with competitive pricing, direct services and, an exciting addition, the Mini-Land-Bridge direct service from the East Coast to Chicago, and onward to Japan. Our first week started strong with an increase in Japan bookings. Next on our radar is Korea, where we will work closely with our trusted partner Molax.

We recently hosted Julian Geise, Tradelane Manager at Greencarrier Germany, along with a six-member team from Daygard U.K., for their first visit since our partnership began. Together, we covered six cities and made numerous sales calls, giving

business, Erik brings a tough attitude, a passionate approach to work and a voice that could easily be mistaken for Hulk Hogan (RIP). "Don't even try to expense that water, brother. We give you a water bottle. Fill it up!"

Erik has a keen eye for detail and a deep understanding of financial systems. He ensures every report, audit and penny is accounted for and accurate. In addition to his fiduciary responsibilities, Erik is

the market a strong introduction to our services. A reciprocal visit is already planned, where I will join the Greencarrier sales team to present our US strengths to European decision-makers and influencers. These efforts are setting the stage for an exciting few months ahead.

Our sales push has also allowed us to relaunch previous services and open new ones, including Houston to Nhava Sheva, Houston to London, and New York to Liverpool, among others. These expansions reflect our commitment to growth and delivering value to customers worldwide.

The energy is high, the results are real and the opportunities are endless. Let's keep the momentum going, because at CaroTrans we're not just adapting to the season, we're setting the pace.

actively involved in supporting sales, leadership and our agents overseas. He's quick to offer advice and mentor new team members.

When he's not at work, you can find Erik enjoying live music, everything from Van Halen to Beethoven. A true original, we are honoured to have Erik as part of our team, and look forward to working with him for many years to come.

Around the Branches

Charleston

From new beginnings to major milestones, the Charleston branch has been on the move. A fresh start in a brand new office space reflects the energy and growth we're building in this gateway. Alongside welcoming new team members, the move marked a renewed commitment to collaboration and momentum.

This summer, we focused on connection, both globally and locally. We proudly

hosted international guests: Randy Yard (CT Auckland), Andrew Petersen (CT Melbourne), and Julian Geise (Greencarrier Germany), strengthening our partnerships across the Oceania and Germany trade lanes.

Closer to home, our team explored Charleston's expanding logistics capabilities with a Port of Charleston tour, celebrated together at a Charleston RiverDogs game, and spiced things up with a team chilli cook-off. The season's highlight was honouring Beth Embry,

our Contract Management Director, for 20 years of dedicated service, a true inspiration to the entire CaroTrans family.

It hasn't all been smooth sailing, but the resilience, teamwork, and commitment shown by the Charleston branch this summer prove that this team is built for the long run. We're proud of what we've accomplished, and even more excited about what's ahead.

Cleveland

Cleveland? Isn't that the boring city known for disappointing football? Well, only half of that is true. The team is here to tell you that it's "Not That Bad!"

CaroTrans Cleveland is a unique market with a massive opportunity. Over the last few months this small, but mighty, team has been working through an extensive rebuilding period. Through key sales efforts, they've been hitting the road with a renewed focus on quality and service.

Whether through joint sales calls with agent partners and fellow CaroTrans team members, or by hosting "Prospect Power Hours" in the branch, they are determined to strengthen their presence in the territory and grow customer relationships, one apple-and-orange bucket at a time.

As true Clevelanders, hard work and determination are a way of life. The team is looking forward to a successful 2026!



Annie Mackovjak from CaroTrans Cleveland getting the buckets ready for apple season

Texas

The team in Dallas love to show off their spirit with Office Spirit Week! Every autumn the team hosts Spirit Week around apple season to bring energy into the office. This year, the theme was "Decades Day."

In Houston, the team was excited to welcome our colleague from Australia, Andrew Petersen, to the office. His visit was a great opportunity to strengthen

cross-office collaboration and promote our Australian services.

Both teams also took time to celebrate Driver Appreciation Day with our colleagues from Mainfreight Transport. The Houston team and Andrew spent meaningful time recognising the hard work and dedication of our drivers, while the Dallas team showed their appreciation by bringing desserts and ice cream to share with drivers at one of Mainfreight's famous BBQs.



Dallas team's gifts for their drivers on Driver Appreciation

Baltimore

The CaroTrans Baltimore team attends the Annual Propeller Club Crab Feast! In August, members of the CaroTrans team had the pleasure of attending the Annual Propeller Club Crab Feast, a long-standing industry event bringing together logistics professionals, ocean carriers and trucking partners for a day of great food, good company and valuable connections.

Our team was well represented, with

Matt Bloom, Kika Veiga and Nori Frasson joining our local team members for the festivities. We were also thrilled to host several of our valued customers as CaroTrans guests, giving us the opportunity to personally thank them for their continued partnership and support.

In addition to the delicious Maryland blue crabs, the event offered a fantastic setting to strengthen relationships with our customers, ocean carriers and inland trucking partners. These in-person connections remind us of

the importance of collaboration and community across every part of the logistics chain.



The CaroTrans Baltimore Team enjoying the Crab Feast!

Technology



John Eshius

Season's greetings, team!

As we wrap up another busy year, I want to thank everyone for your dedication, adaptability and the positive spirit you bring to Mainfreight IT. Your hard work continues to drive our business forward, and makes a real difference for our team and customers.



Modernising Our Technology

This year, we've taken big steps to modernise our technology across the business. From major system upgrades to new tools and process improvements, our focus has been on making work easier, faster and more connected for everyone. These changes help us deliver better experiences for our team and our customers, create a scalable and more secure environment and position us for continued growth.

Thank you again for your commitment and teamwork throughout 2025. Enjoy a well-deserved holiday break with friends and family, and I look forward to another successful year together. Happy holidays!

Software Enhancements

The business has introduced new software and refined processes to help our team work as efficiently as possible. Whether it's automation and robotics in warehousing, improved mobile apps for drivers, enhancements in our customer portal, Mainchain, enhanced analytics, or even small software improvements - these solutions are all designed to save time, automate data capture, and support you in delivering freight every day. Some examples of the enhancements that impact our customers are detailed below.

Cyber Security Key Messages

Cyber security remains a top priority for all of us. This year, we rolled out new training and security measures to keep our systems safe.

Remember: Staying vigilant, educating yourself and reporting anything suspicious are the most important things you can do to protect our business. Security is everyone's responsibility - thank you for playing your part.

Mainfreight New Zealand: Returns Solution

Mez Sethna

Mainfreight's New Zealand Transport customers now benefit from improved visibility of Return Consignments—whether created via our customer-facing platform Mainchain or through EDI/API integration.

Through this enhanced visibility in Mainchain, customers can now see whether the sender has:

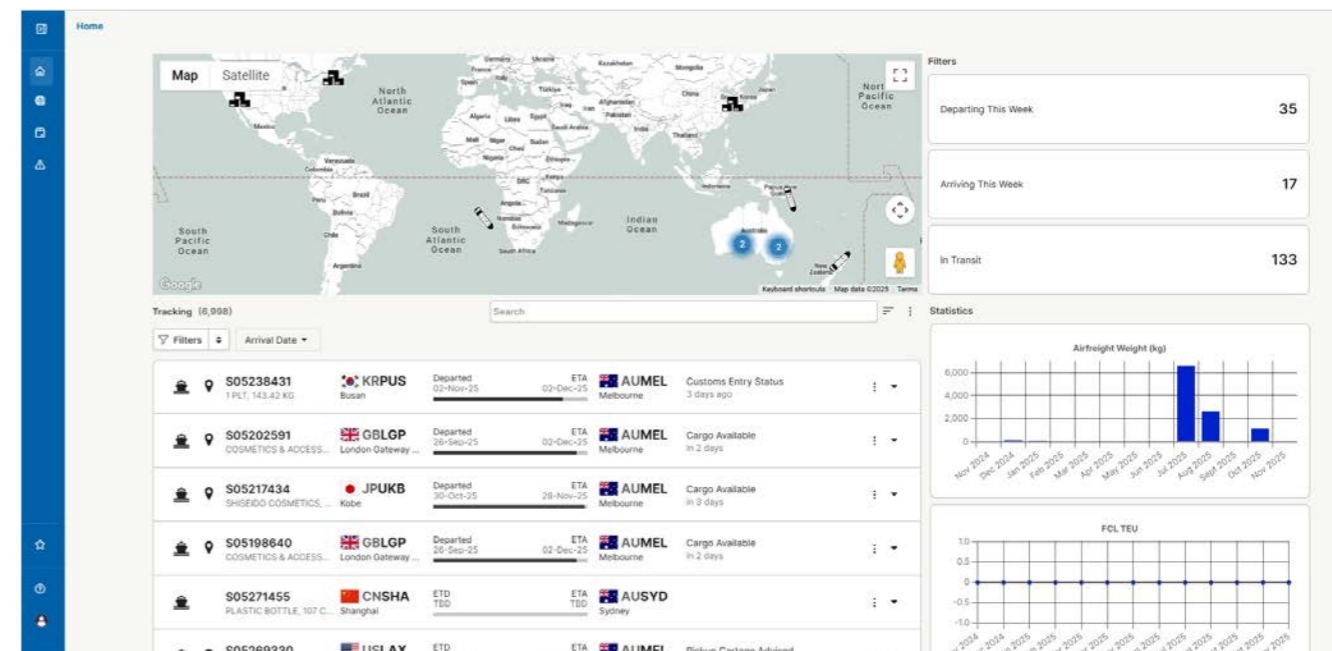
- Confirmed the freight is ready for collection and is in the appropriate condition.
- Specified when the freight will be ready for pickup.

In addition, Mainfreight gains greater operational insight to ensure a smoother returns process:

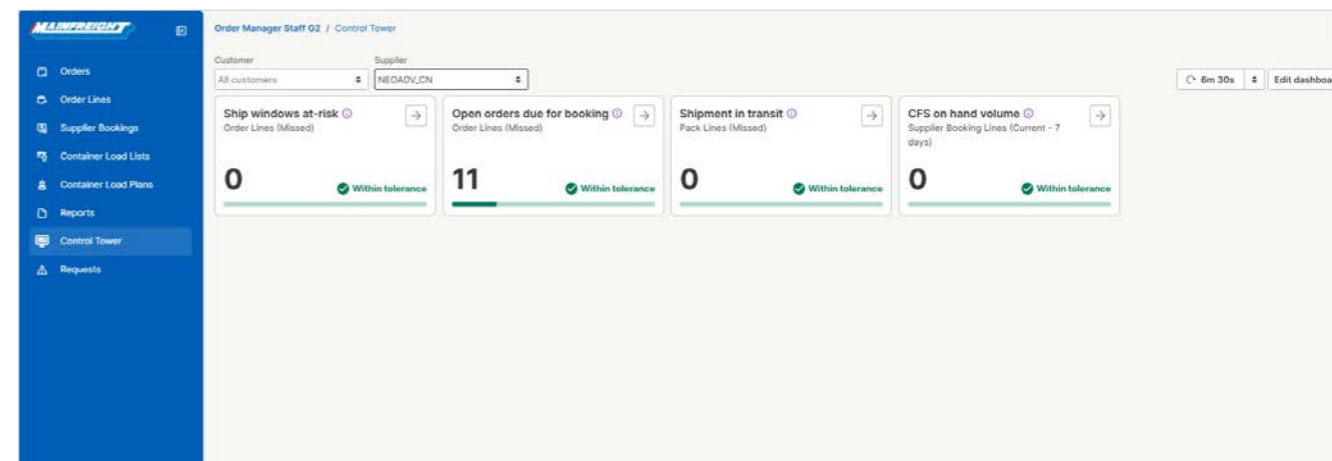
- Packaging Condition: If the freight is not in its original packaging, the sender is prompted to upload a photo. This helps prevent further damage and ensures the product is returned in acceptable condition.
- Documentation Requirements: If consignment notes or labels are needed, our drivers are notified in advance and can bring the necessary paperwork at the time of collection.

Once the sender confirms these details, Mainfreight coordinates the collection, ensuring a more efficient and transparent returns experience for all parties involved.

We will continue to develop the application to include features such as managing "Swaps" and managing communication with the sender.



Purchase Order Management can be accessed by customers through Mainchain



Control Tower simplifies your order management

Advanced Purchase Order Management Functionality

Nimitra Chandran

Smarter Purchase Order Management with Mainchain

Our commitment to supporting your Purchase Order (PO) Management is steadily expanding. With enhanced capabilities in our customer portal, Mainchain, you can now manage your entire order lifecycle - from creation to delivery - with greater control, visibility and efficiency.

Built for high-volume customers, this solution streamlines order management, reduces disruptions, and enables proactive decision-making through exception-based workflows.

Key features

- Automated PO Creation - Automatically generate orders with instant notifications to both customers and Mainfreight teams.
- Real-Time Tracking - Gain full visibility into every stage of the order process, supported by seamless approval workflows.

- Customer Self-Service - Create, approve, and track orders directly within Mainchain—anytime, anywhere.
- Supplier Collaboration - Suppliers can easily create and manage bookings, improving coordination and reducing delays.

Why it matters

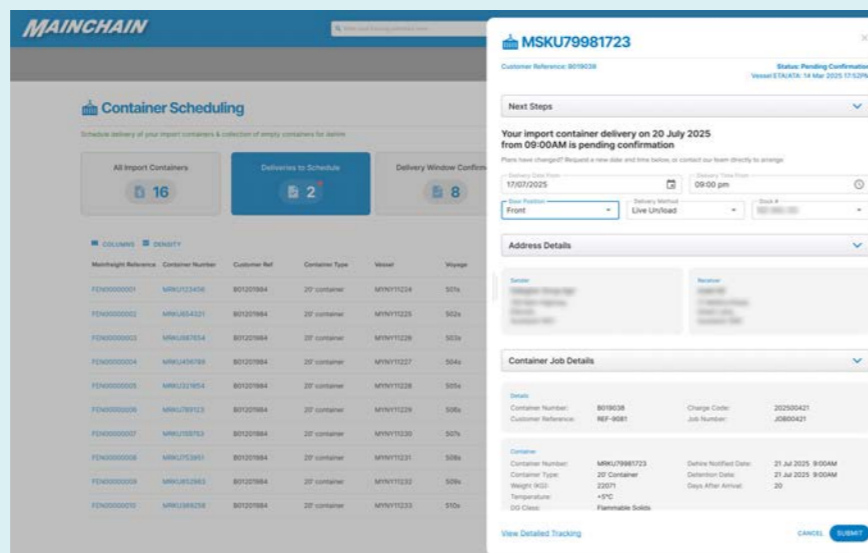
- Efficiency - Automation reduces manual effort, delays, and follow-ups.
- Risk Management - Early visibility into potential disruptions helps you stay ahead.
- Cost Savings - Streamlined processes free up time and resources for higher-value work.

Together, we're building smarter, faster and more connected supply chains empowering you to focus on what matters most.

Exciting Progress on Our Container Scheduling Project

Samantha Ward

The Australian business is driving the development of our Container Scheduling project, which is on track for delivery in the first half of 2026. This innovative technology will empower our port teams with a competitive edge, offering customers a seamless way to schedule the pickup and delivery of both import and export containers - including full and empty movements - directly through our customer platform, Mainchain.



The new design will enable customers to efficiently manage their orders, and forecast container volumes moving in and out of their sites. Key features include:

Import Management

- View all import jobs, including expected vessel arrival and confirmed slot booking dates
- Request the preferred delivery date and time for import containers
- Specify delivery method: standard skel, swing lift, live unload/load, or drop trailer
- Allocate dock/door number for pickup or delivery
- Notify when containers are devanned and ready for dehire

Export Management

- View all export jobs, including receival commencement, cargo cut-off, and slot booking dates
- Request the collection of empty export containers for delivery
- Notify us when packed containers are ready for pickup

This project represents a significant step forward in enhancing visibility, control and efficiency for our customers. We look forward to sharing further updates as we move closer to launch.

Navigating the Future with AI: Why Mainfreight Chose Microsoft 365 Copilot

Artificial Intelligence (AI) is no longer just a buzzword; it's becoming a powerful part of how we work every day. From writing and problem-solving to analysing data, AI tools like Microsoft Copilot are transforming productivity across industries. But with great power, comes great responsibility.

At Mainfreight, our adoption is through Microsoft 365 Copilot.

Why Microsoft 365 Copilot?

We've chosen Microsoft 365 Copilot because it's supported in-house and designed to keep our data safe. Unlike other AI platforms, Copilot operates within our secure Microsoft environment, ensuring that Mainfreight's information stays protected.

This means:

- No external AI tools for Mainfreight data.
- A secure version of Copilot will be provided for your work.
- Peace of mind knowing your data isn't being shared or learned from by third-party systems.

Using AI the Right Way

AI can be a fantastic assistant, but it's not a replacement for your judgment. Here are some key principles to follow: Use the Right Tools: Stick to the approved version of Microsoft 365 Copilot.

Do the Right Thing: Be honest about AI's role in your work - don't claim full ownership of AI-generated content.

You're Still Responsible

AI can make mistakes - sometimes mixing facts with fiction (known as "hallucinations"). Always:

- Review and edit AI-generated content before sharing.
- Make decisions yourself, especially when it involves customers or sensitive data.

Protecting Our Name

Misusing AI doesn't just risk data - it can damage relationships and our reputation. Use your judgment, think long-term and always protect the Mainfreight brand.

Training & Development

Martin Devereux

Every year we approach the festive season with a sense of anticipation; anticipation for the silly season volumes, and anticipation of a well-earned break with family and loved ones over Christmas and New Year.

This Christmas will see some team members enjoying their first holiday season in new facilities, adjusting to and

enjoying the change of surroundings and the sense of what is to come.

Our business continues to expand its reach and touchpoints across the world. 2025, like the years before, has thrown new challenges and obstacles our way. We overcome these through our vigilant focus on culture, and on supporting our brothers and sisters.

We are incredibly fortunate to have strong Training and Development teams assisting this growth and helping our teams maintain their focus. As you will see, our touchpoints are many, and our energy is unwavering. Thanks team, you make a huge difference.

New Zealand

Lizzie Judd

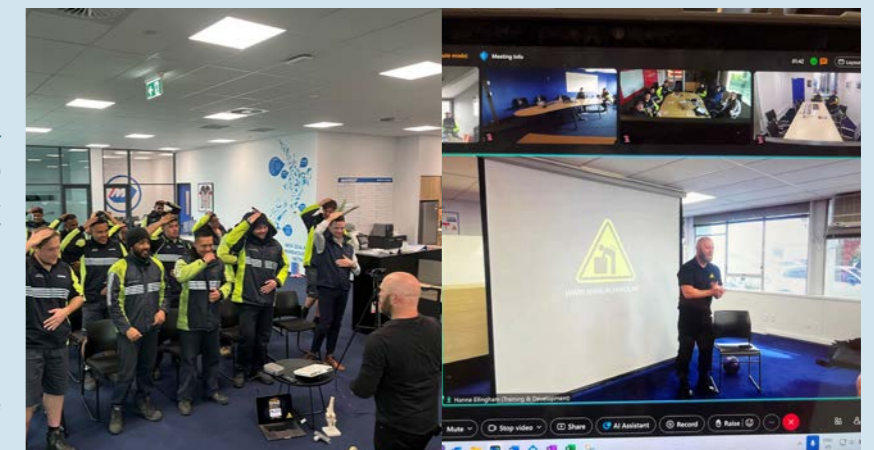
As we head into the final quarter of the year, it's a great time to reflect on the ways our Training & Development team have been actively supporting our branches, and driving business success across the country.

Blues Charitable Trust Partnership

Our partnership with the Blues Charitable Trust continues to create meaningful opportunities for young people. We've completed a series of work readiness workshops, introducing students to what life at Mainfreight could look like. These sessions have sparked genuine interest, and we've been interviewing some excellent and well-prepared candidates for casual summer work experience placements. We're looking forward to welcoming fresh energy into our teams.

Lift Smart, Not Hard

August saw the successful launch of our manual handling safety campaign, Lift Smart, Not Hard. With over 40 branches participating, more than 400 team members engaging in Kahoot quizzes, and over 200 attending Richie Patterson's in-person sessions (plus hundreds more tuning in virtually), the response was phenomenal. Most importantly, we saw a tangible impact: manual handling lost-time accidents



Richie Patterson, three time Olympian and Commonwealth Champion Weightlifter – teaching the country about looking after their bodies with better Manual Handling techniques

dropped from 8 in July to just 2 in August. A fantastic result that shows the power of education and engagement.

Driving Digital – Supporting IT Rollouts

We've been right alongside our branches as they adopt new tools to improve freight handling and delivery processes. The Freight Handling Tool for our CFS branches is now live in Auckland, Tauranga, Wellington and Christchurch, helping streamline operations and improve accuracy. Next up is the Delivery Load Tool, which is set to be rolled out in early 2026. Testing will begin before Christmas to ensure the system is bug-free, and

the training plan is fit for purpose. This tool lays the groundwork for the Driver Experience Application, which will follow to help enhance the experience for drivers, teams and customers.

Supporting Our Teams Development

Our courses continue to be well attended, with strong engagement across Induction, Customer Care, Time Management and the Mainfreight Development Programme. It's great to see our team members investing in their growth and development, and we're proud to support them every step of the way.

Australia

Shona Taylor

Thank you to our team for another tremendous year of support to the Australian business.

The effort and commitment to help support and guide the branches on the projects and initiatives the business is asking of us is very much appreciated.

We have successfully passed on knowledge, assisting new team members to understand our culture and why we do the things we do, giving them a base understanding that, sets a solid foundation for the branches to continue developing their teams. The various courses offered, such as the Leadership Courses and other information sessions, all help our teams upskill and strengthen their contribution to the business.

Audits continue to be invaluable to the branches, maintaining focus on providing quality in everything we do.

We have worked closely with the New Zealand Training Team, and other regions, to deliver consistent messages through Safety Campaigns and initiatives such as the Mainfreight Development Program.

Below is a selection of successful projects, as well as the fundamentals delivered to the business:

- **Induction Courses:** 35 courses held, 273 team members trained
- **Driver X:** Driver app implemented in the Transport business. Train-the-trainer model with 47 champs trained, who in turn trained 634 drivers
- **Branch Manager/Team Leader Training** for the Drug & Alcohol Program – 251 team members trained
- **Wharf Slotting and Planning Board Training** in preparation for the Container Booking Portal in Mainchain
- **DG Coordinators:** 96 team members trained
- **Spill Training:** 17 team members trained
- **Driver Assessments:** 468 completed. The Owner Driver fleet is assessed to ensure drivers' skills remain current and up to date, ensuring the safety of our drivers and the public
- **Load Restraint and Vehicle Standards – Managers' Training:** 58 team members trained
- **Safety Campaigns:** Stop the Drop campaign, Forklift Safety Awareness Month, Manual Handling campaign



Induction course on tour – Transport team taking a tour through our Sydney Airfreight depot



The Business Improvement Project develops the problem-solving and presentation skills of our Mainfreight Development Program and future leader team members. This is the winning Team.
Front Row L-R: Reyven Madameclia, Daniel Beeston, Paige Horo, Baden Wirtz
Back Row L-R: Dave Scott, Rodd Morgan, Riyaz Jordan, Grant Draper, Simon Hart, Richard Vlasblom, Mike Reid, Gabrielle Fage

- **Warehouse Inbound Fundamentals Training:** 498 team members trained
- **Leadership Courses:**
 - Emerging Branch Managers Course – 18 attendees
 - TLS Level 1 – 96 attendees across six courses
 - TLS Level 2 – 48 attendees across three courses
 - TLS Beyond Level 2 – 32 attendees across two courses
 - Outback Experience – 25 attendees across two courses
 - Team Leaders Course – 48 attendees across three courses
 - Outward Bound NZ – 11 attendees
- **Mainfreight Development Program:**
 - Career Fairs – Attracting the next generation of 20-year legends
 - Driving Force and Amazing Race events to develop and build problem-solving skills
 - Business Improvement Project – Developing the problem-solving and presentation skills of our MDP and future leader team members
- **SharePoint Project:** Supporting IT with the transition and implementation of SharePoint Online

We continue to support the areas the business asks us to assist with, ensuring we deliver quality and relevant information. The basic fundamentals remain at the forefront of everything we deliver, maintaining focus on why we do what we do - and continuing to provide our customers with quality service.

Thank you to the Training Team for your consistent contribution and quality of work. Please enjoy your break over Christmas and spend valuable time with those special to you while taking a well-deserved rest.
Merry Christmas to you all.

Europe

Courtney Bould

This year, we've been busy behind the scenes doing what we love most: helping Mainfreighters grow and develop. Looking to the future, we've been asking "what will our people need to lead others, have deeper conversations with customers, develop their branches, and open new ones?" A lot of this comes back to culture and leadership - and this year, we've doubled down on both.

Starting with the basics of what makes a Mainfreighter, in 2025, the Induction Course saw 428 team members get the blue-blooded injection.

Leadership training has taken on a new shape. Team members across the business have stepped into new roles with teams in their charge. When this happens, they're often thrown in the deep end and learn from those around them. What helps them step up their leadership game even further is joining a course with others on the same journey, focused

on the skills they're looking to hone: tricky conversations, coaching, delegation, communication, public speaking and more. These are covered across our training suite, and this year we've seen, in real time, the lightbulb moments and actions team members have taken after getting a dose of leadership upskilling.

We've run most of our courses in English, French, Dutch, and Romanian, helping teams soak up both the culture and the content even faster. Regardless of what's happening in the world, we need good people. Getting the Mainfreight brand in front of future Mainfreighters across Europe remains a key priority. There's huge potential to get our name out there, and this year we've held 33 career fairs, attended three guest lectures, and hosted five in-house days. Our name is more on the radar than ever, with a record number of applicants to the Graduate Programme!

Our blue safety culture continues to strengthen with the implementation of incident reporting in Resolver.



Induction photo in front of our electric trucks

It provides a clearer overview of incidents across branches, allows team members to report in real time, and improves both communication and the overall speed and quality of the reporting process.

We see every training session, induction, audit and conversation as a chance to build capability, strengthen our culture and open doors. We're proud of the role we play, not just in helping people grow, but in helping the network move forward.

Asia

Winnie Tong

"Quality means doing it right when no one is looking."

2025 has brought its share of global uncertainty, but great businesses don't wait for perfect conditions. They adapt, stay focused and move forward.

In times like these, trust, reliability and solutions matter more than ever. That's where Mainfreight stands out, by sticking to our fundamentals. It's those special things that Mainfreight does for our customers to show that we care, that we're here to listen, and that we're here to help them navigate tough times and come out stronger.

Building Good People

We have our largest group of eight trainees progressing through the Mainfreight Development Program (MDP), two more than in previous years. We brought them together for a dynamic one-day workshop designed to showcase their growth, and identify

areas for continued development.

The day kicked off with a fun icebreaker, before diving into real-world business challenges that tested their problem-solving and strategic thinking. After lunch, the energy ramped up with a hands-on activity that pushed their teamwork, creativity and prioritisation skills to the limit. Throughout the day they were encouraged to reflect on every element, asking themselves, "Is this a standard I'm proud of?"

This session wasn't just about learning. It was about living our pillars, and strengthening the team who will shape our future.

Giving Them the Playbook

We believe in keeping things simple and valuable. Honesty, integrity, and quality in everything we do. That's why we don't reinvent the wheel, but instead focus on sharing what works.

From onboarding and sharing successful sales stories, to communication workshops that highlight how small actions make a big difference, we're committed to equipping our teams with proven tools that drive results.



CaroTrans Branch Managers Quality Workshop
L-R: Miya Li, Pizza Lin, Winnie Tong, Ruby Zhu, Sophia Chen

This year, we've taken that commitment further. Our Branch Manager Manuals and Quality Audits, longstanding recipes for success, have been refreshed with deeper insights and more meaningful data. These audits don't just tick boxes, they reveal how small gaps, if left unchecked, can grow into bigger issues. More importantly, they show how quickly things can improve when we act early and with intention.

When our people are equipped, confident and clear on what good looks like, they deliver the kind of service our customers remember.

Americas

Regina Warden

As we wrap up the year, it's hard not to reflect on the strength and heart of the Training and Development team. While I was away on parental leave, the team didn't just keep things running, they leaned in, stepped up, and continued to support the business with care and consistency. That kind of ownership and trust is what we hope to inspire across Mainfreight: showing up for each other, especially when it matters most.

Supply Chain Induction Success

One of the standout successes this year has been the continued momentum of the Supply Chain Induction course, with nearly 200 team members completing it. It's become a touchpoint for new team members - something they bring up immediately when we meet. The course flexes to meet people where they are, whether they're outgoing or more reserved, and helps break down our culture and business in ways that are practical, engaging and real.

We'd love to hear from those who've attended. Shoot us an email at AMMFITeamDevelopment@mainfreight.com:

- What made the course impactful for you?
- Are there cultural values we've missed or could explore more deeply?
- What are the "keep doing" elements you'd want every new team member to experience?

Mainfreight Development Program

Beyond induction, we've seen 30 team members begin their journey with the Mainfreight Development Program through our third Year 1 Kickoff course. Twenty-one team members explored their leadership styles in Year 2, and 20 team members tackled business relevant projects, presenting their work to leaders and stakeholders across the business. These programs continue to build leadership depth and confidence - not just for today, but for the future of Mainfreight.

Health and Safety Efforts

Health and safety continues to be a team effort, and the impact is showing.

This year, we've seen a noticeable improvement in the quality of incident reporting. Team members are digging deeper into root causes and crafting corrective actions that actually stick. That kind of ownership is what drives real change.

With the launch of the PIT Train the Trainer program, we're putting forklift certification back into the hands of our local



Supply Chain Induction held in Chicago
Back Row L-R: Horacio Rodriguez, Jackson Lott, Jacquil Campbell, Cyprian Amadi, Kevin Reyes, Braylon Irving, Megan Jones, Corey Emory, Arismel Avilez
Front Row L-R: Anthony Lewis, Misael Roa, Michelle Worden, Tiffany Gomez, Thwang Awi

experts - empowering branches to train and certify their own team members.

And perhaps most importantly, we're hearing more stories of team members checking in on one another - noticing when someone's struggling and taking the time to offer support. That's the kind of culture we want to build: one where care is second nature.

Looking Ahead

Looking ahead, we're growing! New faces are joining the Training and Development team, which means we can offer more needs-based training, refresh our current offerings, and provide more one-on-one support. We're excited to keep building, keep connecting and keep helping our people grow in ways that matter.

Thanks for being part of this journey.
Here's to an amazing year - and an even better one ahead!

Bereavements



Bill Clark

Daily Freight Christchurch

Bill dedicated 30 years of service to our business at Daily Freight Christchurch, with a strong focus on the agriculture sector - particularly in the national coordination of seed potato movements. Over the course of his career, he cultivated enduring relationships with merchants, growers and service providers, which played a vital role in establishing and expanding this area of our operations. It is with great sadness that we share Bill passed away peacefully on Thursday, 2nd October 2025, with his beloved wife by his side.



Stu Eaton

Mainfreight Transport Hamilton

Stu faced his illness with remarkable bravery, though his battle with cancer was brief. He was known for his generous spirit and willingness to support others, often setting aside his own tasks to lend a helping hand. During his time at Mainfreight, Stu showed unwavering commitment - not only to keeping the site clean and well-maintained, but also to ensuring recycling was handled thoughtfully and responsibly. Although his time with us was short, Stu left a meaningful and lasting impression. He was admired, valued, and loved by many. His absence will be profoundly felt.



René Spaan

Mainfreight Warehousing Zaltbommel

It is with deep sadness that we share the heartbreaking news that our beloved team member René Spaan, a true legend of 30 years, has passed away. René started with us in 1992 at our Nijmegen branch. He later moved to 's-Heerenberg. In September 2019, René "moved" along with his customers to Zaltbommel, where he remained an indispensable part of the team ever since. René had a tremendous heart for the company and was a wonderful colleague, well known for his infectious laughter and dry sense of humour. René, we will miss you!



Ton Broekhuizen

Mainfreight Trucks & Drivers Netherlands

With great sadness, we had to say goodbye to our colleague, Ton Broekhuizen. Ton had been a driver at Mainfreight 's-Heerenberg since 1984. For over 39 years, Ton was a praised team member. Ton, with his heart in the right place, and soul for the job and the team supporting him. We will continue to remember him, and he will remain in our thoughts. Ton, we will miss you!



Jules van de Pavert

Mainfreight European Support

It is with deep sadness that we share the sad news that Jules van de Pavert, a 45-year legend, has passed away. Jules started in 's-Heerenberg in 1976 as a traffic manager. Later, he would be known as the European QESH Manager. In 2001, he started working in the Urgent & Special Services team. In April 2021, Jules was able to enjoy his well-deserved retirement, but he could never completely let go of Mainfreight. Even in his last days, Mainfreight held a special place in his heart. Jules, we will miss you!



Marijke Dikker-Hamer

Mainfreight Warehousing Logistiekstraat

It is with deep sadness that we share the heartbreaking news that our beloved team member Marijke Dikker-Hamer has passed away. Marijke joined us in October 2016 and worked for all those years in the Fiskars team. She was one of our core team members for this operation, someone we could always count on. She knew the processes inside and out. Marijke was a true pillar of our team. She had a remarkable attitude and incredible perseverance. Even during her illness, she regularly came to work, simply wanting to get back to it. Marijke, we will miss you!

Service Legends



Celebrating our Team

1. Bill Browns, Air & Ocean Melbourne, 40 year legend (coinciding with Lynn Lius' 15 year achievement). L-R: Grant Draper, Dave Coughlin, Bill Brown, Lynn Lius, Brendan Ryan.
2. Robyn McCarthy, Air & Ocean Tauranga, 30 year legend. L-R: Shane Williamson, Robyn McCarthy.
3. Maureen "Aunty Mores" Paine, Celebrating 30 years with Mainfreight Auckland!
4. Craig Radich (Owner Driver) Mainfreight Auckland, 30 year legend.
5. Mark Lane (Owner Driver) Mainfreight Auckland, 30 year legend. L-R: Maree Lane, Mark Lane, Carl George.
6. Erik Berger, CaroTrans National Team, Americas, 30 year legend.
7. Tonia Durini, Mainfreight Columbus, 25 year legend.
8. Ambrose So, Mainfreight Hong Kong, 10 year legend. L-R: Yvonne Chan, Ambrose So, Jacky Lam.
9. Ivy Lam, Mainfreight Hong Kong, 10 year legend. L-R: Jacky Lam, Ivy Lam, Yvonne Chan.

Service Achievements

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

20 Years

Agnieszka Raunmiagi - Transport Warsaw, **Antonie Moonen** - Transport 's- Heerenberg, **Astrid van Dam** - National Support - Europe, **Belinda Bright** - Transport Prestons, **Beth Embry** - CaroTrans USA, **Beth Rosenbrock** - Transport Atlanta, **Christophe Goossens** - Trucks & Drivers Belgium, **Cora Greven** - Ocean Freight Rotterdam, **Corinne Lepine** - Transport 's- Heerenberg, **Donna Everaarts** - Transport Hamilton, **Gerda Buffinga** - Feddes - Transport 's- Heerenberg, **Graeme Towns** - Transport Nelson, **Gregory Wong** - 2Home Auckland, **Henk Kamphuis** - Trucks & Drivers Netherlands, **Hishem Maksoud** - Trucks & Drivers Netherlands, **Ivo Bod** - Trucks & Drivers Netherlands, **Jamane Tarau** - Transport Auckland, **Jason Moroney** - National Support - Warehousing Australia, **Jayne Munslow** - Daily Freight Christchurch, **Jimmy Sewalt** - Trucks & Drivers Netherlands, **Johnny Maurick** - Crossdock 's- Heerenberg, **Joumana Nasr** - Air & Ocean Sydney Seafreight, **Joyce Ruesink** - Warehousing Brede Steeg, **Juliane Hein** - Warehousing Meiland, **Jurgen van Eerden** - Trucks & Drivers Netherlands, **Karl Schubert** - Warehousing Born, **Kay Wijkamp** - Transport 's- Heerenberg, **Keith Penman** - Warehousing Prestons, **Leon Bleumink** - National Support - Europe, **Mark Ruesink** - Trucks & Drivers Netherlands, **Michel Lenderink** - Warehousing Brede Steeg, **Michelle Allison** - CaroTrans Baltimore, **Monique Streefland** - National Support - Europe, **Natalie Maree Poloni** - Transport Epping, **Neil Watson** - Daily Freight Christchurch, **Niels Kok** - Warehousing Brede Steeg, **Olga Cazares** - CaroTrans Chicago, **Pam Moussiades** - Air & Ocean Melbourne Seafreight, **Patrick Goossen** - Warehousing Brede Steeg, **Patrick Helmink** - Crossdock 's- Heerenberg, **Raymond ten Haaf** - Crossdock 's-Heerenberg, **Robert Hayes** - FTL South Island, **Robin Davids** - Transport Dunedin, **Rudi de Vries** - Trucks & Drivers Netherlands, **Semi Godinet** - Transport Dandenong, **Sharon Ama** - Transport Prestons, **Sofia Rida** - Air & Ocean Sydney Airfreight, **Suza Paceskoski** - Transport Prestons, **Tayfun Gezer** - Transport Prestons, **Tracey Wright** - Transport Tauranga, **Veronique Lootens** - Transport Ghent, **Zed Nuku** - Transport Auckland.

25 Years

Annelies Spaan - Transport 's-Heerenberg, **Annette Thiele** - Warehousing Netherlands, **Arjan Meijer** - Trucks & Drivers Netherlands, **Bjorn Theijssen** - Trucks & Drivers Netherlands, **Earl Betty** - Air & Ocean Wellington, **Ferdinand Massop** - Transport 's-Heerenberg, **George Mantzakos** - Wharf Sydney, **Hans Bruggeman** - Transport Tilburg, **Hayden Bell** - Transport Auckland, **Jeanette Frauenfelder** - Frazer - Transport 's-Heerenberg, **Jeroen de Lange** - Transport 's-Heerenberg, **Joost Froeling** - National Support - Europe, **Joost van Gaalen** - Transport 's-Heerenberg, **Karen Roberts** - Air & Ocean Auckland Seafreight, **Kees Plantinga** - Transport 's-Heerenberg, **Leroy Elderman** - National Support - Europe, **Lisa Pearce** - National Support - New Zealand, **Lisa Raimondo** - Air & Ocean Adelaide, **Lydia Baars** - Kuster - Transport 's-Heerenberg, **Marco Berndsen** - Transport 's-Heerenberg, **Marie Morales** - National Support - Americas, **Milo Janssen** - Warehousing Netherlands, **Mirjam Soetekouw** - Lieven - Transport 's-Heerenberg, **Nazim Khan** - Metro Auckland, **Nicole Donders** - Warehousing Meiland, **Olaf Eenstroom** - Transport 's-Heerenberg, **Patricia Heijnst** - Transport 's-Heerenberg, **Regan Somers** - Transport Auckland, **Remco Berndsen** - Trucks & Drivers Netherlands, **Remo Verschueren** - Crossdock 's-Heerenberg, **Robert Deman** - Warehousing Ostend, **Rowina Cardoza** - CaroTrans Los Angeles, **Saskia Daams** - National Support - Europe, **Servet Sahin** - Trucks & Drivers Netherlands, **Tania Donis Psarou** - Transport 's-Heerenberg, **Tonia Durini** - Transport Columbus, **Veronica Schock** - CaroTrans Atlanta.

30 Years

Erik Ruesink - Trucks & Drivers Netherlands, **Erik Berger** - CaroTrans USA, **Henare Morton** - Transport Napier, **Henk Peters** - Warehousing Netherlands, **Hubert Kamphuis** - Warehousing Netherlands, **Jeroen Wierbos** - Trucks & Drivers Netherlands, **Jodi Vaughan** - Chemcouriers Hamilton, **Natalie Weijnen** - Bos - Transport 's-Heerenberg, **Nick Verweij** - Transport 's-Heerenberg, **Owen Donald** - Transport Christchurch.

35 Years

Corrie Ederveen - Transport 's-Heerenberg, **Jurgen Lukassen** - Transport 's-Heerenberg, **Marcel van de Wetering** - Trucks & Drivers Netherlands, **Robyn McCarthy** - Air & Ocean Tauranga, **Sander van Schie** - Trucks & Drivers Netherlands, **Timo van den Bos** - Trucks & Drivers Netherlands, **Willy Kuiper** - National Support - Europe.

40 Years

Arno Kuijpers - Warehousing Born, **Astrid Martens** - Verbeeten - Transport 's-Heerenberg, **Joselien Hoan** - Adams - Warehousing Born, **Karin Timmerman** - Transport 's-Heerenberg, **Robert Vincent** - Wellington Transport, **Shane Michalick** - National Support - Americas, **Wichard Achten** - Trucks & Drivers Netherlands, **Wilfried van Dulmen** - Warehousing Meiland.

45 Years

Anita Everaerts - Warehousing Born, **Chris Roering** - Warehousing Born, **Mike Reid** - National Support - Australia, **Rex Edwards** - Transport Dunedin.

Photoboard



Sandra Sanchez and Jeremy Thomas from our Phoenix Branch ready to feed the team



Warehousing Hamilton 2025 winner of their Annual Bowling Competition - Our new bowling champion Dylan Bartels (L), takes the win from Finn Claridge (R) in a fun-filled annual showdown



APPLE ALERT! Northlake team preparing apple bucket deliveries for our customers and our team



Past and Present Auckland Metro Branch Managers



Ranjay Sharma Mainfreight Tauranga, our 2025 Forklift Competition winner (R) and his dad Rankesh (L)



Carl George and Nic Kay couldn't leave the AGM without getting a snap with this impressive unit



A crowd favourite - we are talking about the truck. Daniel Plested admiring Nathan Anderson's aka Nugget, impression truck



Mainfreight Shanghai celebrated Goddess Day by giving our 'goddess' delicate bouquets. L-R: Cherry Wang and Jessica Tao



Some recent fleet photos from our Los Angeles Branch showing the investment from our team of Owner Drivers- looking great thank you!



Our swing lift down in Invercargill has made the New Zealand Trucking 'Top Truck of the Year' 2024-2025 - how awesome!! We are also on the front of their Facebook page, and had the biggest write up in the magazine!



Adelaide Chemcouriers' Heath Dwyer proudly took out "Best Rigid" at the 2025 Mannum Truck Show with his meticulously maintained Isuzu FYJ 350!

Feedback

Melbourne Warehousing - Clayton

Firstly, thanks again for your time this week and thanks to your team for the presentation and the tour. I was impressed with the apples story and as promised, the bucket was given a special place in our main entry. The Clayton's family always took part in the community and we are proud to be part of Mainfreight community and good cause as well. I will review the latest pricing provided to Ashely and we will be in touch soon.



Thanks Mainfreight

Dear Alonso/Irina, Albeit it is obviously not up to me (being a simple salesguy in Benelux region) to write you the below, I nevertheless would like to grab this opportunity to express to you my GREAT GRATITUDE for your support last week and today. I am aware (...and believe me; Ionela has made us all 'more than aware') that we did put an awful lot of constraint on you all at 's-Heerenberg to get all these big volume orders timely picked and ell delivered to the end destinations. Such during a period in the year where there is anyway extra pressure to have enough hands 'on board' to get all the work done. But you did it! Quite an achievement and thank you very much for that extra support. Highly appreciated! Thanks, Wiel

To the Superstars at Daily Freight and Mainfreight

This week, the Beehive team (Sales and Franchisee Support) had the pleasure of spending time with most of our franchise network during two roadshows in Auckland and Christchurch. These events are always a fantastic opportunity to connect in person, catch up, and share ideas. Throughout the day, we engaged in casual conversations where any concerns could be raised one-on-one. During presentations, various topics surfaced organically, and we also broke into smaller groups to discuss strengths, problems, opportunities, and threats. Reflecting on these two days, I realized that not a single issue was raised regarding Dailyfreight or Mainfreight. In fact, I see our relationship with your teams, the hard work you all consistently deliver as a major strength for Cookie Time. It's human nature to focus on problems, often overlooking the positives. The fact that MF and DF weren't even on our franchisees' minds is a testament to the outstanding service you provide. So, I wanted to take a moment to personally reach out and say a massive THANK YOU to all the team members at Mainfreight and Dailyfreight in Christchurch and Auckland who look after the Cookie Time accounts. Your support and high service levels are appreciated. As most of you know, I'm passionate about supporting our franchise network and being their voice. I hold the same commitment and respect for our partnership with Dailyfreight and Mainfreight, and the exceptional service you provide to Cookie Time. To show our appreciation, the Beehive team has put together some fun thank you treat boxes, which will be sent out to the MF and DF teams in Christchurch and Auckland next week. We hope you enjoy sharing these parcels with your teams as a small token of our gratitude. Special shout-out to Noreen! You were being called a legend around CTL today - and rightly so! We truly appreciate all the support you provide behind the scenes and how you always jump in to help when we need you. Your dedication doesn't go unnoticed, and we're so grateful to have you supporting Cookie Time.

5 Stars

WOW ... talk about commitment - NOW transport freight companies get SO MANY bad reviews BUT you have to remember there are so many parts that can contribute to an item getting lost. Mainfreight are a great freight company overall and that would get them 4 stars BUT Ash and Andrea worked tirelessly to find my freight that got waylaid. They got rained on while I waited for them to locate my stuff. They kept me in to loop all the time. Sometimes staff can do lots to rebuild ones faith in customer service. Ash & Andrea are amazing employees and buck the norm of the big company "I don't give a .." SO HUGE thanks to both Mainfreight & Ash & Andrea, GREAT work - I am indebted to you.

Nicholas Mitsakis

Hi Nicholas, Thank you so much for following through with this order for Coles and I can confirm that it appears it was delivered yesterday, as promised. I really appreciate your attention to getting this order redirected and managing the process so that it could be delivered within the time slot - you did a great job! I must admit...I was sceptical that it would arrive on time but I am absolutely delighted that it has. I just wanted to personally thank you for the extra efforts involved, and if you could please thank the Brisbane team for their help too. I will endeavour to watch those 'drop downs' when I am loading the orders...I won't make the same mistake again (fingers crossed)!!

Brisbane Transport

As discussed, this morning, we'd love to provide some positive feedback to the Customer Service Team, and in particular Maddie Kurtz. (Not sure if you guys do a Rewards and Recognition thing but if so, please nominate Maddie on my behalf). Recently we tried to SSR a bar and Maddie advised us that it couldn't be done, and she also provided the reason. It could have been the end of the story there, but Maddie went above and beyond, letting me know that she had reached out to make the shipment a priority. Again she could have stopped there, but she went a step further, reaching out to the 3rd party and keeping myself and the team at King Bars updated and informed of any changes that popped up along the way. I'd like to say thank you to Maddie for this brilliant service and let her know that it did not go unnoticed or unappreciated. I'd also like to mention that the customer service team are always a pleasure to deal with. It doesn't matter the question or the request, the team always reply promptly, I never have to chase them for a response or an answer to anything. Thanks for passing the feedback along Chantelle

Josh Crouch

A quick thank you to Josh Crouch from Mainfreight. I have dealt with freight companies for many years and have experienced the challenges with freight—damaged goods, delays, wrong destinations, lost parcels. But after a year building my own business, I've seen first-hand how much difference a great freight carrier and BDM can make. Josh always takes my calls and genuinely cares about helping where he can. That sort of support is gold when you're just starting out. Just wanted to recognise the good work and commitment to service. Thanks for being there when it counted!

Celebrating 9 Years of Partnership!

Advanced Engineering Group would like to extend a huge thank you to Mainfreight for the amazing BBQ shout on Friday, 20th June!

We were proud to celebrate 9 years of working together with one of our most reliable and valued courier partners. Your continued support has played an essential role in helping us deliver quality and efficiency to our customers across the country. Here's to many more years of collaboration and shared success. Thank you, Mainfreight, for being an exceptional partner!

"A promise means nothing until it is delivered"



Carter Mullan, Age 7, Great Nephew of Jacqui O'Connor, Mainfreight 2Home Auckland

Merry Christmas from the Mainfreight Team

MAINFREIGHT

DAILY FREIGHT

CHEMCOURIERS

OWENS CareTrans