

MAINFREIGHT TEAM REVIEW

NEWSLETTER JULY 2026

*Special People
Special Company*

MAINFREIGHT

DAILY FREIGHT

CHEMCOURIERS

OWENS Car@Trans

Note from Don

Welcome to our mid-year newsletter, written by our team, for our team, and their families.

Recently we released our results for our 2025/2026 financial year. We grew sales to NZ\$5.2 billion, however our profit before tax declined 8% to NZ\$351 million.

It was an “OK” result that reflected a tough operating period in the first six months of the financial year. The second six months improved, so it was effectively “a game of two halves”. Improving our focus on sales, managing our margins better and finding efficiencies across the business all contributed to our improved performance.

The second half momentum carried on into the first two months of the new year (April and May). Improving sales growth and freight volumes, particularly across our Transport operations in all regions, which has been pleasing. Finding similar improvements in our Warehousing and Air & Ocean divisions is a priority. No matter what our role is in Mainfreight or where we are located, we all have a responsibility to help each other to find growth, and to provide exceptional services for our customers.

When reviewing our performance last year, it was pleasing to see an improvement in the number of our top

500 customers who utilise all three divisions across their supply chain requirements. This increased from 39% to 41% in the past year, and is up from just 26% from ten years ago. This is an outstanding effort, and reflects on our consistently high service levels that inspire our customers to entrust their supply chain requirements to us.

We invested a significant \$112 million in capital in the past year, and increased leasing costs for new facilities in Auckland, Whanganui, Hastings, New Plymouth, Brisbane, Melbourne and Townsville. We will continue to invest in new facilities for our people and our customers as long as the profit earned is at acceptable margins, and justifies the long term commitment. In the year ahead, we look forward to opening our new Brisbane cross-dock, and our new warehouse in Christchurch. Both sites are considerably larger, and will be more efficient, than the current sites they are replacing.

We also have new sites under construction in Nelson and Blenheim in New Zealand, and Perth, Western Australia. Site improvements and upgrades are underway in New Zealand for Metro at Southdown Lane, Auckland, Cromwell and Palmerston North Transport.

We are also continuing to invest

substantially in our IT infrastructure to ensure our software and hardware solutions are leading edge and are adding value for our customers.

Our network size and intensity remains a key strategic advantage, ensuring us to be closer to our customers and deliver value through enhanced service, responsiveness and local expertise. One seamless supply chain network, no matter where we are.

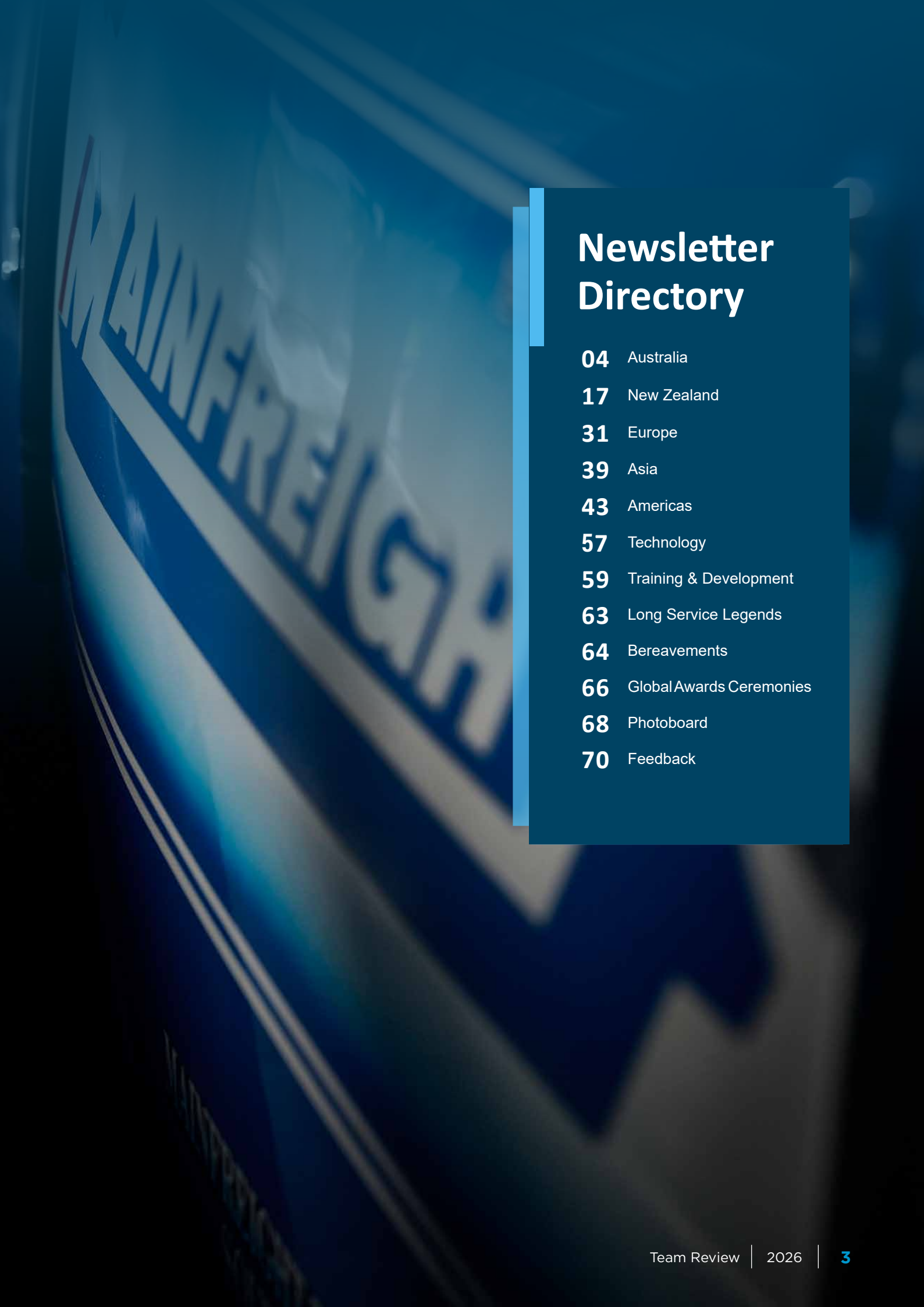
Many are finding the current climate difficult due to economic uncertainty created by geopolitical tensions and associated high fuel prices. However, this is also an opportunity for us to work closer with our customers, to truly understand their needs and deliver innovative solutions and exceptional service.

Let’s continue to work hard on constantly improving, being more efficient, and more profitable.

Thank you for all you do for Mainfreight. Our team is what makes us who we are.



“The door to success is labelled push.”



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Australia

Mainfreight Australia

Rodd Morgan

Team,

We are pleased to confirm that, once again, we beat the profit targets we set in March 2025. We also made more profit than the previous year, which is a key achievement for us. This is particularly satisfying considering that we are operating in a tough environment, and we made the decision to discontinue our Projects business which was a significant contributor to our 2025 results.

While we have moved on very quickly to focus on the current year, it is important to take a moment to reflect on last year's performance, for which we can all be proud.

All our efforts are now well and truly focused on exceeding the current year's financial targets set for each branch. It is timely to reiterate that the only way to have long-term success in our business is for us all to be acutely focused on

providing better quality of service for our customers, and attracting and retaining profitable business. If we once again focus on practicing the daily disciplines that saw us grow our business last year, we will continue to meet our growth ambitions. The Australian marketplace certainly offers almost unlimited opportunities for further growth.

This mid-year newsletter is a great time to celebrate and remind us of some of the achievements recognised at this year's Branch Managers meeting held in Brisbane in March:

- **Cash Collection King** was won by our Transport Narangba Branch (North Brisbane), led by Adam Real.
- **Turn Around branch of the year** was won by Warehousing Prestons (Sydney), led by Paul Jones.
- Transport Ballarat (Vanessa Maxwell) was the **Remeasure branch of the year**.

The major award, the Branch of the Year, was won by **Transport Epping** (Melbourne), which is being really well led by Sander Vreeburg. This branch has been steadily building momentum over the last few years, and richly deserved to take out what was a very packed field, of seven finalists.

In another sign of a good year, we presented 44 profit plaques to branches that achieved their profit target (up from 36 last year), two profit pins to Branch Managers who have achieved this five times (Jodie Dirksen and Joel Nikeller), and Lisa Harrison received her special pin for achieving her profit target ten times. We also presented the special Mainfreight Branch Manager blazer to ten team members who have been promoted to Branch Manager for the first time. It is really exciting to have so many new Branch Managers, as it shows the opportunities for promotion our business provides, and highlights the depth of talent we have across the country.



Australian Branch Managers 2026

After a slight pause, we are pleased to see a few building and network activities completed over the last year:

- All our Wharf branches have now been re-branded from the red of Owens to the blue of Mainfreight.
- We have completed a new state-of-the-art Perishable, and Cool-Store branch in Tullamarine near Melbourne Airport, which is bigger and better equipped than our previous site. This allows us to attract a broader range of customers, helping us achieve greater growth and profitability.
- Our exciting new Transport cross-dock in Willawong, Brisbane, opened in June. This adds significant growth capacity in Brisbane, and our

Chemcouriers business will move into our Larapinta site vacated by Transport Brisbane.

- Ocean Brisbane has moved into a new site in Hamilton, Brisbane.
- We commenced operations at our new, purpose-built Townsville Transport branch in November 2025.
- In Perth, we have agreed a deal for a purpose-built Transport facility to replace our existing Hazelmere site, which we have outgrown. Construction will commence in September 2026.

We are relocating our Narangba branch to a site three times the size, and opening another branch on the Sunshine Coast to accommodate the strong growth we are seeing in Southeast Queensland.



Thank you to all our team for your contribution to last year's successful result. However, we really are just getting started. Let's get stuck in again, and take this business to the next level.

Best Wishes,
Rodd.



New Willawong Transport Site

Transport Australia

Simon Hart

It was a whirlwind end to the Transport team's financial year. We achieved our target, our Epping branch was awarded Branch of the Year and our Dandenong sales team took out Sales Team of the Year. These results are a testament to the hard work and commitment of our people through a strong peak season, and everyone involved should feel genuinely proud of what has been achieved.

Our Townsville team were also thrilled to move into their new facility late last year. While the neighbour is not the friendliest, we are very pleased to have a fence separating our team from him – the neighbour being a local crocodile. Since moving in we have also noticed there have been no issues with late-paying customers in Townsville.

Our Brisbane Transport team are excited to be moving into their new home in Willawong in June. The new facility will enable us to move freight more efficiently, and continue delivering a high-quality service for our customers. The site features 34 dock levellers for rear loading, one megawatt of solar power (equivalent to around 150 home solar installations) three megawatt hours of battery storage, and 600,000 litres of rainwater recycling capacity filtered to a potable standard. In addition, the facility will be able to operate as a virtual power station, supporting our other Brisbane operations.

Our customer-facing technology continues to evolve, with a strong focus on providing greater visibility. Our Wharf team will soon launch a new scheduling tool within our online portal, Mainchain. This will give customers the ability to manage the flow of containers into their warehouses, ensuring that the most urgent inventory is received first, and improving overall planning and efficiency.

Our sales team delivered a record year for new business, and we have set ambitious targets for them to pursue in the new financial year. Despite

the uncontrollable noise in the wider economy, we believe we have a strong opportunity to drive exceptional growth and continue building momentum.



Things to do better:

- **Quality comes first.** To us, quality means delivering freight on time, in full, and in good condition. Our competitive advantage is our strong focus on quality, and the job is never done when it comes to improving how we deliver it.
- **Quality includes presentation.** If you look tidy, you will play tidy. We expect our people, sites and trucks to be immaculately presented. Strong presentation supports discipline, and helps us deliver on our quality promise.
- **Quality means safe working.** A safe operation is built by consistently discussing our non-negotiables, and addressing challenges every day. Safety is not set and forget – it requires ongoing focus and commitment.
- **Quality includes continuous improvement.** Ensure your branch runs P.A.T. meetings effectively, with clear discussion, clear ownership and accurate minutes.
- **Quality relies on accountability and follow-through.** Commitments made must be commitments kept. Clear actions, strong ownership and consistent follow-up are essential to maintaining high standards across the entire operation. Act with pace and don't live in a question mark.



Claims Performance

Outward Consignments Per Claim			
Branch	To Mar 2026	To Sep 2025	To Mar 2025
MFT BENDIGO	17487	0	19193
CCA ADELAIDE	16903	1800	6352
MFT BALLARAT	15987	21401	2689
CCA DANDENONG SOUTH	15158	24523	11634
CCA BRISBANE	6267	5239	6354
CCA PERTH	5988	10167	4693
CCA EPPING	5915	7764	9475
MFT TAMWORTH	5158	6978	2655
MFT GEELONG	3640	6779	15484
MFT DANDENONG SOUTH	3583	5702	4635
MFT ALBURY	3202	3394	5210
MFT NEWCASTLE	3118	4339	4492
MFT MACKAY	2837	2365	3192
CCA PRESTONS	2782	2105	2998
MFT EASTERN CREEK	2644	5058	2576
MFT TOWNSVILLE	2544	1871	3225
MFT CANBERRA	2517	2187	7005
MFT NARANGBA	2277	4435	2184
Total Company	1885	2219	2251
MFT GOLD COAST	1681	2970	1540
MFT TRARALGON	1630	803	2551
MFT WOLLONGONG	1398	1381	832
MFT ADELAIDE	1336	1451	2161
MFT PRESTONS	1248	1967	1658
MFT EPPING	1236	1140	1379
MFT BUNBURY	1070	0	1313
MFT BRISBANE	1038	1168	1209
MFT TOOWOOMBA	889	1002	1566
MFT PERTH	710	832	932
MFT ORANGE	664	1719	740
MFT DUBBO	598	0	7324

Inwards Consignments Per Claim			
Branch	To Mar 2026	To Sep 2025	To Mar 2025
CCA PRESTONS	86206	0	8441
CCA DANDENONG SOUTH	55484	0	17510
MFT GOLD COAST	52975	0	24191
CCA PERTH	31784	15215	1756
MFT BENDIGO	25020	12193	7541
MFT BUNBURY	15431	0	4736
CCA BRISBANE	9219	5480	6915
MFT DANDENONG SOUTH	8827	8692	12311
CCA ADELAIDE	7836	6098	11287
MFT GEELONG	7244	13665	9559
CCA EPPING	6627	5016	6333
MFT TRARALGON	6618	9500	2472
MFT PRESTONS	4939	8145	13236
MFT EPPING	4916	4379	6356
MFT MACKAY	4745	7072	8535
MFT TAMWORTH	4406	10442	8912
Total Company	4342	5194	5509
MFT PERTH	3886	3929	4678
MFT BRISBANE	3051	3498	3889
MFT ALBURY	2939	2921	11546
MFT TOWNSVILLE	2923	2204	2294
MFT ORANGE	2704	1760	7991
MFT ADELAIDE	2574	2983	4238
MFT TOOWOOMBA	2281	4694	5478
MFT EASTERN CREEK	2185	4759	3438
MFT DUBBO	2165	3540	0
MFT NEWCASTLE	2097	2968	2347
MFT WOLLONGONG	2062	2160	1794
MFT CANBERRA	2050	2601	7501
MFT NARANGBA	2038	5040	3607
MFT BALLARAT	0	0	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.

Bendigo Fun Run

Clement Boydell

Mainfreight proudly took part in the Bendigo Fun Run earlier this year, with the team completing the 5 km walk/run to support the Bendigo Health Foundation, and its vital work in strengthening local health services.

This year, Mainfreight chose to raise funds specifically for the Bendigo Cancer Centre, and was recognised as one of the top three business donors. A huge thank you to Frank Gattuso, Epema Transport and the entire team for generously contributing your hard-earned money toward such a meaningful community initiative.



Back Row L-R: Ben Centofanti, Clement Boydell, Neil Walker, Danny Epema, Kat MacLeavy, Katrina Tanner.

Front Row L-R: Sarah Adams, Samuel Farr, Esther Adams, Samuel Wheatley, Molly Mulcair



Regional Growth in Tamworth

Angela Mumma

It's very exciting to see our newly branded linehaul unit hitting the road, and representing our growing local branch with a fresh, professional look. In regional communities visibility matters, and this additional branding helps reinforce our presence as a reliable, local operator that customers recognise and trust.

The new truck and trailer not only reflects our ongoing investment in the region, but also the pride our team takes in serving local customers day in and day out. Having blue trucks on the road strengthens our connection with the community and demonstrates our commitment to delivering consistent, dependable service close to home.



L-R: Anthony Garland, Brandon Harrison, Natalie Hammond, Caleb Brodrick, Kelly Wells, Chanel Utupo, Emma Pedler, Joshua Siddle, Kimberley Atkins, Angus Goodwin

Transport Melbourne - Dandenong South, Sales Team of the Year

Emma Pedler

Winning the Sales Team of the Year was an incredibly proud and validating moment for all of us. It genuinely felt like recognition of a whole year of relentless effort, teamwork and belief in what we could achieve together.

Operating in a highly competitive territory, we knew success would only come if we stayed visible, proactive and constantly in front of our customers, and that's exactly what we did. From non stop call activity to creatively leveraging our people, technology and network, this award reflects the discipline, hustle, and innovation the team brought every single day. Most importantly, it's a reminder that when everyone pulls in the same direction, big goals really are achievable.

The award now sits proudly in the branch as a source of motivation to be even better throughout 2026.



Front to back, L-R Catalin Constantin, Davis Sundbye, Frouke Bamps, Becky Taylor, Semina Qin, Vanessa Johnson, Matt Small, Remy Rosendahl, Lek Trakarnrung, Sean Patterson, Tansy Austin, Keenan Taitt-Caesar, Matt Mahoney, Cesar Arambul

Outward Bound

Becky Taylor

People often ask what I got out of Outward Bound; in short, everything. It's hard to explain what you get out of Outward Bound unless you have been on it. It's eight days of being challenged, understanding how to be comfortable, being uncomfortable, and not thinking, just doing. You learn to turn challenges into experiences, and opportunities for growth.

Huria 735 was full of the most inspiring, ambitious and talented people. You meet as strangers who have one thing

in common - you all work at the same place, some in the same country, and it's the one thing that ties us all together.

When you leave Outward Bound, you leave with 16 friends for life. People you now turn to for advice, to check in on how life after Outward Bound is going, and to share special milestones with. I was lucky enough to go earlier this year, and it was the most rewarding experience. You are given little nuggets of advice that you will carry with you forever.

Transport Melbourne Epping, Branch of the Year

Sander Vreeburg

The Mainfreight Transport team in Epping is incredibly proud to be taking the Captain's Bat home. It was a great opportunity to capture a team photo with this highly acclaimed trophy.

Before the photo, we took the time to explain the significance of receiving this recognition as a team. With strong competition from 70 branches around Australia, being recognised as the best branch in the country is truly special.

Achieving Branch of the Year is only possible when every aspect of the branch is performing at its best, and this award is a testament to the hard work and commitment everyone has shown over the past few years. It's a fantastic motivator to keep building on our momentum, and we're excited about what the year ahead holds.



Mainfreight Melbourne Transport, Epping – Branch of the Year 2026

Legendary Service Award

Uhila Vakameilalo

I am truly honoured and sincerely grateful to receive the prestigious Legendary Service Award.

This recognition means a great deal to me. I have always believed in what I have been taught since the beginning - THE MAINFREIGHT WAY - and supporting the team wherever possible. To be acknowledged in this way is both humbling and deeply appreciated.

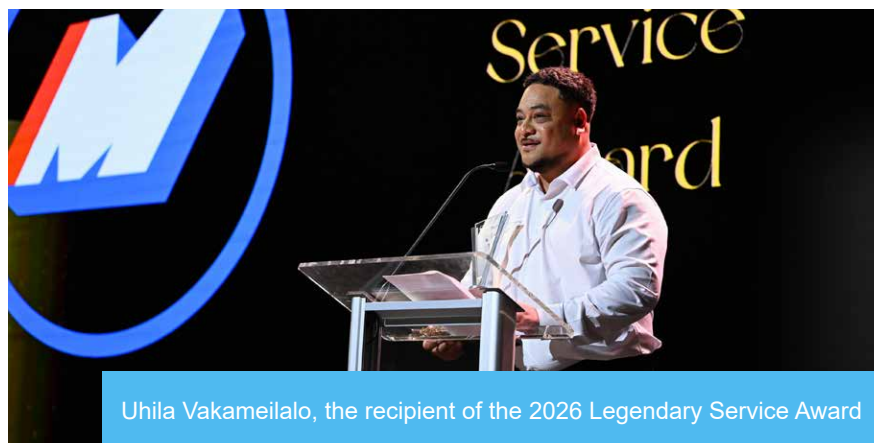
The moment that was shared on the night "The trip to Perth" was not achieved alone. It would not have been possible without the unwavering support of my partner, who showed incredible understanding and commitment without hesitation. I am profoundly grateful for her ongoing support, which enables me to give my best day in and day out at work.

I would also like to thank the entire team for their trust, collaboration, and continued support. It is a privilege to be part of a team that consistently

demonstrates such strong values and commitment to one another.

I accept this award with gratitude and respect, and I remain committed to leading and supporting the team and our shared goals.

Thank you once again for this recognition. #BLUEBLOOD



Uhila Vakameilalo, the recipient of the 2026 Legendary Service Award

Going Electric! Chemcouriers Melbourne

Jack Weiler

Chemcouriers Dandenong South is excited to welcome our first electric vehicle to the fleet!

Focusing on inner suburbs, the EV truck will target more difficult to reach locations, such as hospitals, for smaller (but still just as important) Dangerous Goods deliveries.

We have no doubt that this will be a delight to our customers, paving the way for cleaner alternatives for the delivery of sensitive chemicals



Warehousing Australia

Riyaz Jordan

Welcome to our mid-year newsletter, team. We're excited to share what's coming up this year, and hope you enjoy the articles from our Australian warehousing team.

Thank you to everyone for your exceptional hard work and dedication over the past year. We have enjoyed a remarkable year, and achieved impressive progress in both quality and profits. We successfully closed three overflow warehouses, and smoothly transitioned those customers into our world-class facilities. One of the standout highlights has been the team's remarkable commitment to doing more with the same. Leveraging daily Power BI dashboards has empowered us to manage our workflow more efficiently.

Earlier this year we held our Branch Managers conference to discuss the year ahead, and explore ways to improve each branch. After last year's progress we need to avoid complacency. Staying proactive will help us keep improving quality and give our customers a better experience. Every small improvement matters and will help us succeed this year.

On the technology side, we have several system upgrades planned to get more value from what we already have, and boost productivity in ways we can measure. One big project this year is launching our inbound management module. This will help us work more closely with our wharf and international teams, provide better visibility and improve the overall customer experience.

We're excited to reintroduce voice picking across our branches to make picking even faster and more efficient. With innovative new voice technology now available, we're confident it will empower our team to work even more effectively, and save valuable time across our operations.

Congratulations to our Prestons Warehousing branch for winning the "Turn Around Branch of the Year" award!

Your hard work has truly paid off, and you deserve this recognition. This shows what's possible when we work together with the right attitude. Well done, team! Every year we pause to reflect on how we can continue to grow, and it's no surprise that the same key areas keep coming up. That's because the basics always matter, and give us a strong foundation for ongoing success.

- **Encourage new ideas:** Let's celebrate them enthusiastically, and make sure everyone feels comfortable asking questions and sharing their thoughts.
- **Pay close attention to presentation:** Our first-class facilities reflect who we are, so let's ensure they always look their absolute best. Everyone plays a valuable role in keeping our home clean, tidy and a place we can all take pride in.
- **Forecasting** is crucial in our warehousing business. Let's continue talking openly with customers, and working together to avoid last-minute changes whenever possible.
- **Inventory Accuracy is key:** Our IRA program is vital to our ongoing success. We're like a trusted bank, carefully storing and managing our customers' inventory. When things get busy, it's even more important to stay disciplined.
- **Get things done!** Taking things too slowly holds us back. We often blame it on not having enough time. That's not an excuse anymore. If something is important, let's do it. It will make us a stronger business.

Thank you all for your hard work this past year. Peak season is just around the corner. Now it's time to step up again, and keep delivering the great service our customers expect from us.



L-R: Jacob Fioriti and Alisha Jurekic

A Strong Finish and Looking Forward to an Even Stronger Year Ahead

Paul Jones

We could not have imagined a better way to close out 2025 than being awarded Australian Turnaround Branch of the Year. Through dedication, diligence, and teamwork, we have seen some incredible improvements across the branch. It has been a real privilege to see how the team have lifted and grown in so many areas, consistently setting new and higher standards for our everyday quality.

Our journey over the last two years has been filled with challenges and opportunities. We saw a number of customer transfers to other sites, sweeping team changes and several new customer implementations, including one of the largest Prestons has ever experienced. Getting to know these customers, and building a relationship based on trust and quality was a long process, but well worth the investment. I can proudly say that feedback over the last 12 months has been extremely positive, and demonstrates

what we can achieve when everyone pulls in the same direction.

Looking ahead, we're entering the new year with plenty of excitement, and just a touch of nerves as we face a big target. There's a real sense of confidence and anticipation across the team: confidence in our capabilities, and anticipation for the opportunities ahead. With the strong foundation we've built, we're ready to take on new goals, further strengthen our customer relationships and continue raising the bar for our branch.

Thank you to every member of the team for your commitment, your hard work and your passion for doing things well.

Here's to an even bigger, brighter and better year ahead.



Strengthening Partnerships Through Connection

NSW Sales Team

Right now, our focus is simple – spending more time with our customers. By getting closer to their businesses, understanding their industries and identifying opportunities, we're ensuring Mainfreight continues to deliver real value where it matters most.

We've also been working to go higher, wider and deeper within our customer networks. With recent team changes across many customers, it has reinforced the importance of building relationships across multiple teams and levels. Stronger connections create stronger partnerships, and position us as a true strategic partner.

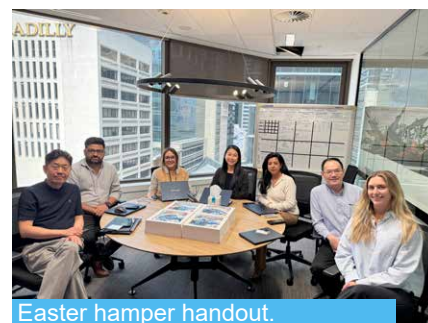
A great example of this was our Easter bun deliveries. These visits created valuable opportunities to connect with a broader range of customer contacts, meet new people within their teams and strengthen relationships face-to-

face. The feedback has been positive, with customers feeling genuinely appreciated, and the tea towels were a big hit.

One highlight has been our recent customer engagement initiatives, which have brought together our wider teams and customers through a range of events celebrating our partnerships. From the lawn bowls event in March to the electric darts competition, these moments have created a fun, friendly rivalry, complete with trophies for the winners.

Spending time together outside the office has not only strengthened relationships, but has also built trust and a stronger sense of connection. Our customers feel more valued and appreciated, with these deeper relationships reinforcing the benefits of partnering with Mainfreight.

Looking ahead, we plan to make these engagements a regular part of how we connect, while also recognising and celebrating our long-standing customers who have partnered with Mainfreight for five, ten, and even 15+ years.



L-R: Johnson Liu, Kausal Patel, Camilla Massoud, Eve Dang, Gauri Khatiwada, Charles Kho, Bryony Kelly

Wacol Food Bank and Mainfreight

After a very full-on peak period, we had not seen the floors in our bulk storage areas since around mid-August in 2025, with what felt like mountains of pallets staged in both the inbound and dispatch areas. As late January approached and the horns didn't beep as much, the floor reappeared, and the sweeper covered old ground once again. It was good to have that space back. But it was short-lived. We received a call for help from Foodbank.

Foodbank Australia is the nation's largest food relief organisation, providing over 92 million meals annually to more than one million vulnerable Australians. Operating as

a non-profit, it partners with farmers, manufacturers and retailers to source food, supporting over 2,900 charities and 3,200 schools.

The timing was perfect, and we had some room. Foodbank were offered a large food donation of 280 pallets, one of the largest donations they had received in quite some time. They immediately jumped at the chance to take the donation on, and, similar to our Ready, Fire, Aim principle, Foodbank had to scramble to find somewhere to store this generous donation. Their team asked us for a hand, and, given the fantastic work Foodbank does in Australia, we jumped at the opportunity to do our bit for vulnerable Australians

who experience food shortages every day.

We were put in contact with a number of charities through which we could coordinate the distribution. Pre-allocated donations were arranged with AusPost, Salvos and Loaves and Fishes, which were collected from Wacol to distribute through their charities and channels. We see so much waste around us that it was great to do our little bit, not only to stop products from going to landfill, but also to redirect them to Australians in need. We were very grateful to be able to help however we could.



Timothy De Beer Wacol Branch Manager loading the food bank truck with the pallets of food they stored free of charge.

Mainfreight Warehousing Sales

Karl Rutherford

No job descriptions and keeping it simple come to mind as we head into another exciting year working for Mainfreight. These are just a couple of cultural aspects of Mainfreight that have rung true for me this year.

We have ambitious, enthusiastic team members with a lot of potential geared towards growing our warehousing business in Australia. As we continue to grow, our focus is simple and shaped around delighting our existing customers at every opportunity and attracting the right customers to our network who can grow with us. Sounds simple, but there is a lot of hard work that goes into getting this right day in and day out. First and foremost, working as a team is important, and supporting each other where we can.

As I mentioned, there are no job descriptions, because it isn't just up to the sales team to look for new business opportunities. Gaining extension business isn't an easy task for Warehousing. We need to consider the other products and services we can offer, and broaden our focus to other regions. If the team can do this successfully, it'll be recognised, and the business will continue to grow.

By keeping it simple, we don't get too caught up in the details and are able to focus on what's important. Having some fun with our customers along the way helps to build a different and important connection. There are some exciting new customers coming on board in the second half of the year, and the focus now shifts to delivering on our promise

whilst keeping our foot fully down on the throttle in terms of welcoming new opportunities to the table!

Thanks to everyone who continue to play their part, be it by gaining an extension to an existing contract, delighting our customers at every opportunity, helping your 'brother' or 'sister' grow, achieving a successful rate review, providing a world-class implementation experience or winning new business!

Air & Ocean Australia

Grant Draper

At the start of the new year, we bring our Sales teams and Branch Managers together to set our expectations for the year ahead. This year it involved stressing the importance of our network and doing the basics right.

The basics for our Sales teams are getting in front of prospective and existing customers, being very active and planning our sales calls for the week ahead. In short, seeing as many new business sales opportunities as possible every week.

We are an integral part of the Mainfreight network around the world, and we want to do all we can to help our branches in the Americas and Europe grow. The opportunities for them are limitless with the size of the economies they are part of. Our sales teams will be prospecting for new business in these regions to help drive their growth.

There has been a substantial change in our Air & Ocean Australia business this year, with our decision to stop the large projects part of our business. It has been very profitable for us in the past, but we considered the financial risk of continuing to do this work to be just too high and projects did not help our International network grow. Due to this reset, we made less profit this year, than last year. We do not say this lightly because making more profit than we did in the corresponding week, month or year before is a cornerstone of how we do business at Mainfreight. This year we are confident we can achieve the additional growth required to cover the lost revenue and profit from the final few projects that occurred during the 2026 financial year. Our core products of airfreight, containerised seafreight and customs clearance are growing, and they feed into our existing network, generating growth for all involved.

The world is currently facing a fuel crisis, with shortages of fuel for planes, ships and trucks. This is predicted to affect global supply chains, causing delays, uncertainty and inflated costs. Disruption of supply chains around the world, for whatever reason, appears to

be happening with increasing frequency. As a team of logistics experts, you are becoming very good at developing solutions for our customers, regardless of your role in the business. Your agility to act when needed, solve problems and discuss and develop ideas quickly with our branches around the world is becoming an invaluable asset to our customers. I encourage you all to remain curious about what we do, and to continue fostering relationships with our buddy branches overseas, so that, when needed, we can spring into action to solve whatever challenges this crazy world throws at us.

In exciting news, we have recently moved into our new Air and Perishable Coolstore site near the Melbourne airport. Our state-of-the-art cool chain facility is larger and, more importantly,

will enable more efficient vehicle and product flow through and around the branch. This will create an opportunity to better balance customer demand, generating higher margins and a more profitable branch in the future. We also have a canteen, which the team are enjoying, so pop in and say hi if you are in the area.

The new financial year has started, and we are excited about what we can achieve. We have great existing customers, and some new customers onboarded this year. We know that the only measure of our quality of service is how our customers perceive it, so we need to under-promise and over-deliver on everything we do for our customers. Thanks team, for what you do, and we look forward to another successful year ahead.

Things to remember for the rest of 2026:

- Profit comes from hard work, not talk.
- Be curious about things; with knowledge, we can find better solutions.
- Act with urgency and follow through on ideas and promises.
- Pick up ringing phones and talk to customers. They will enjoy the interaction in today's digital world.
- Hard-working salespeople are successful. High activity + good quality calls = more sales gains.



Colin Abbas – Warehouse Manager pictured, excited about moving into the new Melbourne Airfreight Facility

Melbourne Airfreight - Branch Opening

The grand opening ceremony took place in late April, and operations began soon after. We have settled into our new home at Mace Way, Melbourne Airport. This facility enables increased efficiency and throughput, and features a range of state of the art capabilities, including:

- 5,500+ m² warehouse
- 900+ m² office
- Hardstand, canopies, plant and fumigation areas
- 3 Chillers, 2 Freezers (one with blast chillers), and 2 temperature-controlled loading areas
- 2.5 km distance to Airline terminals

With more than 25 million kilograms of airfreight moving through our previous site, the sky's the limit at our brand new facility. We're excited to see what the rest of 2026, and the future holds for us.



**“Be not afraid of growing slowly –
be afraid only of standing still”**

Run For The Kids 20-Year Titan

Joyce Wain, Air & Ocean Melbourne



This March marked my 20th Run for the Kids event. Twenty chances to show up for something bigger than myself. Twenty laps around beautiful Melbourne. And Twenty medals to show for it. My journey began back in 2006, and what started as a single run turned into something I wanted to keep coming back to, knowing the difference it makes in young lives year after year.

Crossing the finish line this time round felt different, not louder or more dramatic, just deeper. I carried every early morning, every sore muscle, every moment of doubt with me, and let them go one step at a time. This was never just about the distance for me, it was about the kids, the cause, and the belief that if I keep putting one foot in front of the other, I can make a difference.

Mooloolaba Triathlon Brisbane Seafreight

When Henry Dobbs first suggested a few of us take on the Mooloolaba Triathlon, our immediate response was a firm “absolutely not.” However, a little convincing, that quickly turned into a wholehearted yes – and what followed was an unforgettable day swimming, riding and running our way around the stunning Sunshine Coast.

Representing the branch on the day were Deanne Kramer, Owen Masnjak, Scott Williamson and Liam Pate. Decked out in a fresh take on the blues, we stepped well outside our comfort zones, challenged ourselves and (I think) scrubbed up pretty nicely along the way.

A huge thank you to Henry for organising the event, and for encouraging a few hesitant starters to take on the challenge. An equally big thank you to the team who made the long drive up the coast to cheer us on, and to the wider branch for the ongoing support and encouragement throughout the journey, helping us push beyond our limits and grow along the way.



L-R: Henry Dobbs, Owen Masnjak, Liam Pate.

Sales Person of the Year

Alex Maslowskyj

I started my Mainfreight journey in July 2021 at Transport Larapinta after seeing a Graduate role that really stood out to me. I spent the first four months working across both AM and PM shifts, which gave me a solid understanding of how the business operates on the ground. In December 2021, I stepped into a Business Development Executive role, where I spent the next 16 months building a strong sales foundation in a structured transport environment. I learnt some fantastic skills at Transport that have really set up my career at Mainfreight. With both of my parents being European, and growing up travelling a lot, international freight had always been something I was interested in, so the move into Air & Ocean felt like a natural next step.

The transition to Air & Ocean Brisbane, working under Ogi, was a big shift. Transport is far more structured, while Air & Ocean can be much more volatile, rate driven and ever-changing. The support from Ogi, along with Chris Meacham and Corin, made a huge difference, especially in helping me understand the jargon and market dynamics. While I had the confidence of a more experienced rep, I was still building my Air & Ocean knowledge, so it took some time to recalibrate. Having a strong sales process from Transport helped me stay focused on understanding a customer's deeper "why," even when conversations were more focused on rates. Having the opportunity to work in both brands has definitely given me a better perspective of the overall supply chain.



Group Sales Person of the Year
Alex Maslowskyj

Oversized shipment from India to Australia Mainfreight Air & Ocean Townsville

Our team in Townsville has worked hard to help a new customer move a large piece of equipment from India to far north Queensland. We quickly met with the customer to ensure we could control all aspects of the move, and reduce the risk of delays on route. FOB terms allow far greater visibility and control over the movement.

Our Townsville team was monitored, organised and conveyed information to and from our buddies at Mainfreight India, the customer and their supplier.

There were some stressful times due to vessel delays, but with the help of our team of experts in the Perth branch, we resolved issues as they arose.

Once the Condenser arrived, I boarded the vessel and watched the unloading, which was completed on a hook. This was a great experience, and it was so rewarding and fulfilling to see this enormous structure finally on Australian soil and delivered to its home in far north Queensland.

The road delivery presented its own unique set of challenges, which involved organising the necessary police and pilot escorts for the delivery, with some electrical poles also needing to be temporarily removed along the route.

We have received great feedback from the customer on our service, and look forward to many more opportunities to shine.



Wharf Australia

Mike Reid

We are entering an important period for the Wharf business here in Australia. While our current financial position is okay, we still have a lot of work to do for each branch to achieve this year's targets. The roadmap ahead is clear, and the potential for a turnaround is immense.

Let's be honest: the road ahead won't always be easy. It will demand your time, your energy and your patience. There will be days that test your sanity, but I encourage you to bring your passion to the table. Don't shy away from showing how much you care about getting this right – that drive is exactly what will fuel our success.

Our fleet is our advertising in the marketplace. It is critical that every vehicle reflects the Mainfreight Standard.

- **The Look:** Distinctive blue livery with correct signage.
- **The Standard:** Always clean, always looking professional.
- **The Message:** A well-maintained fleet tells our customers, our competitors and our own team that we work with discipline and pride.

We are renowned for going the extra mile for customers, but that same commitment must start internally. When every team member understands exactly how their role fits into the process, the results are unstoppable. We want everyone to see how their individual efforts directly impact our quality and our bottom line. Pride in every dollar earned is the foundation of a healthy business.

To reach our goals, our focus is on five key areas:

- **Uncompromising Image and Quality:** Our vehicles, facilities and personal presentation must be immaculate. Shortcuts are not an option.
- **Developing Leaders:** We are committed to identifying and mentoring the future leaders

within our business.

- **Active Collaboration:** Use P.A.T. Meetings as your primary platform. There is no better place to share ideas and solve problems together.
- **Customer Ease:** We want to be the easiest company in the industry to do business with.
- **Safety First:** Stay vigilant. Identifying risks and hazards before they become accidents is the best way to protect our team.

The last few months have not been easy, but they've proven one thing: this team is incredible. You have shown some serious grit, and it's paying off.

A huge thanks for:

- Pushing through the tough days.
- Supporting each other when things got messy.
- Bringing your A-game to every new challenge.

We're ready. Now, let's get to work and make it happen.

Let's do this!



2026 is about taking more control of our future by growing the business.

Jaan Ilhan

2024 showed that putting in the effort matters, and 2025 proved that strong, consistent service keeps us moving forward. Now, the focus is on building steady growth.

We know the year ahead will be challenging at times, which makes staying proactive and keeping our service standards high more important than ever.

Our results aren't luck. They come from consistency, solid customer relationships and seeing things through. That same approach will be key as we put more focus on winning new direct business. Continued focus on new business growth can be achieved by strengthening our role as a key differentiator for our Air & Ocean teams across Australia, and proactively introducing new opportunities through the wider Mainfreight network.

Within the Wharf space, we lead the pack in sustainability reporting and helping customers understand their carbon impact. What was once valued, is now becoming an expectation, and we're already ahead.

At the same time, our container scheduling portal becomes available for our customers, improving visibility, efficiency and ease of doing business. These tools, combined with great people and strong relationships, allow us to compete harder and win more often.

So, in 2026, stay sharp. Stay hungry. Stay close to your customers, and remain professionally persistent.

Hustle gets us in the door.

Direct new business gives us control.

And superior service keeps us there.

New Zealand

Mainfreight New Zealand

Carl George

This year continued the challenging market conditions of the previous year, which impacted trading for many of our customers. We have been very clear with our teams that it is imperative we are in front of our customers, asking how we can help more, and ensuring we deliver consistently high levels of service.

It was a year of taking control of what we could, not focusing on things we could not influence. It was obvious that every branch/division had a 'gap' that created good, focused targets for our teams to get out in the market and take advantage of. Every branch had a need, and it was pleasing to see a heightened focus through this strategy. It goes without saying that a full truck is better than a half-full one.

As the year progressed, it was evident that consumer confidence was improving, with a strong peak season leading into Christmas showing promise which continued into the New Year. Volumes across all divisions are encouraging and give us confidence for this financial year. Full credit to those who got out on the road, door-knocking and looking for customers to fill these gaps – it has certainly set us up for the year ahead.

The teams have had to deal with continual disruption this year, with weather events becoming the new norm and impacting many regions across New Zealand, including the Inter-Island ferry service. Thank you to all our teams who always find a way to get the freight through. When dealing with this ongoing disruption we are well-versed at taking the long way around.

As we have done for many years, we continue to look for new opportunities and services that will not only drive future growth, but also provide additional services to our existing customers. Chilled services are not new

to Mainfreight, and for many years we have provided cool chain services from selected regions, including storage. We are focused on future growth in this area, and over the last 12 months we have added new chilled transport cross-docks in the North and South Islands, invested in purpose-built chilled truck and trailer units, culminating in the onboarding of significant chilled transport customers. Later this year we will also open a new 3PL warehousing facility in Christchurch with chilled capacity with additional facility currently planned for Auckland in 2028.

As we do every year, even when times are a bit challenging, we have pushed on with network and infrastructure development. Over the past 12 months, we have completed new transport cross-docks in Whanganui, New Plymouth and Hastings, and redeveloped our very special Daily Freight Auckland facility to a state-of-the-art standard. Additionally

our new 3PL chilled and ambient warehouse in Hornby, Christchurch, capable of holding in excess of 30,000 pallets is almost complete.

In addition to these projects, we have started expanding our Palmerston North Transport facility by an additional 2 ha, and commenced new transport facilities in Blenheim and Nelson. We are also working through the final design stages for a 40,000 m² chilled and ambient facility in Auckland targeting opening in mid to late 2028.

Thank you for really putting some hustle into last year. It is noticed as we start this new financial year with momentum behind us. It is so important that we work together as one team, linked tightly with our goal of delighting our special customers every day.

Thanks,
Carl.

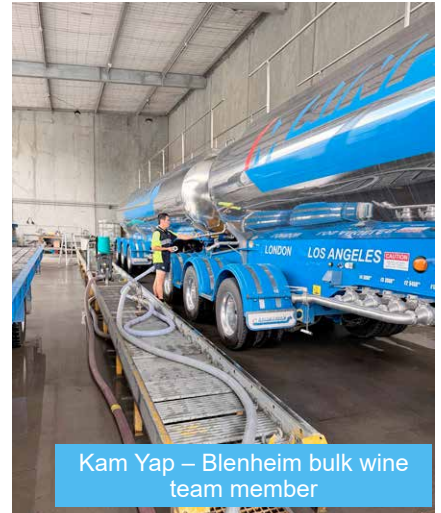
Things to think about:

- Everything is important, but we must always focus on those things that need urgent attention, and will move the dial faster.
- Understand where your gaps are in the branch, and look to fill them with more freight.
- Let's be far more curious with our customers, locally and internationally, and explore where we can be helpful.
- Our customers only see Mainfreight, not siloed by division. Let's make sure there are no hospital passes, and we hand the Mainfreight baton on without dropping it.
- The image of our business is everything and non-negotiable. Every day is Mainfreight Monday!





Navjot Singh – Mainfreight Blenheim loading up with bulk wine destined for Europe



Kam Yap – Blenheim bulk wine team member

Blenheim: Tank Washing Facility

As we continue to expand our capability throughout New Zealand, we're excited that our bulk tanker washing operations have officially commenced in Blenheim. Alongside tanker washing, the site is now also supporting small wine lot collections and hand-pick harvesting, providing greater flexibility for our viticulture and wine sector customers.

These enhancements improve turnaround times and service efficiency, while maintaining our strong focus on quality, safety and compliance. Having these services available locally in Blenheim strengthens our ability to meet seasonal demand, and supports local operations. We have also expanded our bulk wine export capability from the paddocks of Blenheim to the world.

Hard-Side Chiller Rollout

We've taken the next step in the development of our chilled expansion with the rollout of six new side-loading hard-side chiller units.

These units offer us a competitive edge in the market by not only providing our customers with the assurance of reliable cool-chain environment chillers, but also the ability to be used as standard side-loading units.

With an ever-increasing need to monitor the entire cool-chain process, these units are fitted with the latest technology,

including live temperature, light and humidity tracking, offering us unrivalled reporting capability.

We have begun moving volume out of our own perishable stores, which we traditionally didn't have the capability to do, and a whole new market is opening to us through these specialised units.

Alongside the chilled capability, these units are also set up to rear load making them an asset we can use for 2Home and the LCL depots. Their versatility makes them a Swiss army knife of road

transport – we can bring fresh broccoli from Levin to the Auckland markets, then load 11 metre long timber to head south, or back into an LCL depot and fill up with general freight.

Although these are a substantial commitment for our Owner Drivers, the first trial month is proving to be worth it. I'm sure we'll all share in the benefits these units offer our customers, Owner Drivers and the wider business.

It is great to see innovation still playing a part in our development, and we can't wait to see what comes next.



Our new Hard-Side unit ready to hit the road

Transport New Zealand

Nic Kay

We have had another action-packed start to the 2026 year, testing the network adaptability and resilience as we navigate the ever-changing economic and network weather events. These dynamics, along with the current fuel situation, are beyond our control and have been felt across every industry sector in New Zealand, making for a particularly challenging start to the year. Yet, despite these challenges, your passion, teamwork and commitment has seen us step up as we continue to support our customers and keep freight moving. Challenging conditions often bring great opportunities, and I'm proud to see our motivated team maximising every opportunity across the business. Together, we've been able to offer customer solutions, ensuring momentum and growth remain strong.

The investment into our network development over the past five years has helped us manage freight volumes, increase service offerings and capacity. We haven't stopped and the following developments are underway with completion targeted over the next 16 months:

- Mainfreight Blenheim
- Mainfreight Nelson
- Mainfreight 2 Home Christchurch - Dock Developments
- Mainfreight Metro Auckland - Southdown Lane Rebuild
- Mainfreight Palmerston North - Extension

The shift to "real-time" transport dashboards has lifted performance across key operational, transport and branch indicators. Having live data empowers every branch to make smarter decisions, optimise freight volumes and consistently enhance both service levels and customer experiences. It's crucial that we keep pushing forward and hold onto the improvements we've made. Our customers are counting on us to be at our absolute best. Let's all stay focused on our key performance indicators, and continue to raise the bar for customer experience.

As a growth-focused business, we're constantly seeking improvements

in operations, transport, sales and customer experience. This drive for continuous improvement opens countless career development opportunities. I encourage everyone to challenge themselves in 2026 and expand their knowledge, skill set and career pathway so they can continue to grow with the business.

A special thank you goes out to all our Owner Drivers, who are the backbone of our service offering. Your investment, professionalism, presentation and unwavering work ethic are truly appreciated. Initiatives like Mainfreight Mondays have lifted our image and quality, and we appreciate the support and dedication you bring to our business every day.

Key focus in 2026:

- Sales: Everyone is a salesperson in a growth-focused business.
- We are a network business: Set each other up for success with load quality and strong communication.
- Deliver your mates' freight: Don't be the weakest link!
- Customer Experience: Honesty, integrity and consistency in all our services.
- Image: Our buildings, fleet and team represent our brand. Protect our image by looking after every detail. Remember, "the standards you walk past are the standards you set."
- Health and safety is everyone's responsibility to ensure we all get home safely every day – both mentally and physically.

**Thank you again for everything you do for our special business.
Your commitment, passion and energy ensure our quality, service
and customer experience remain the very best.**

**Let's keep up the momentum, and make 2026 another year of
growth and achievement!**



Claims Performance

Outward Consignments Per Claim			
Branch	To Mar 2026	To Sep 2025	To Mar 2025
Chemcouriers Christchurch	61,476	-	-
FTL Palmerston North	21,451	-	-
FTL South Island	20,104	10,791	24,249
Metro Auckland	8,098	7,704	6,454
FTL Neilson Street	5,126	6,000	4,930
Metro Christchurch	3,602	4,315	9,522
Mobile Auckland	3,269	-	160
Chemcouriers Auckland	2,865	2,211	2,027
Timaru	2,325	4,023	1,725
Rotorua	1,699	1,678	1,701
Masterton	1,580	1,728	985
Thames	1,212	937	759
2Home Palmerston North	1,185	735	645
Blenheim	1,149	1,022	591
2Home Levin	1,104	-	-
Palmerston North	1,069	1,001	1,193
2Home Auckland	1,012	1,092	1,234
Whangarei	1,008	1,127	781
2Home Christchurch	969	1,070	1,507
Gore	945	1,536	1,495
Invercargill	934	1,325	1,454
Hastings	891	1,108	813
Tauranga	863	1,040	913
Hamilton	788	884	883
Levin	769	978	819
2Home Hastings	750	542	1,806
Greymouth	738	919	1,207
2Home Tauranga	730	1,555	839
Whakatane	713	756	975
Total Company	685	742	716
Owens Auckland	677	720	718
Ashburton	649	703	722
Wellington	624	667	614
Hobsonville	616	785	614
Gisborne	590	726	812
Daily Freight Christchurch	587	582	508
Dunedin	575	660	672
2Home Hamilton	565	459	630
Whanganui	542	489	711
Daily Freight Auckland	499	513	433
Nelson	498	523	555
Cambridge	478	737	-
Owens Christchurch	443	475	553
Cromwell	441	304	411
Taupo	417	495	650
Auckland	410	472	450
Kaitia	395	429	3,249
Christchurch	392	411	424
Oamaru	392	838	994
New Plymouth	314	369	518
2Home Wellington	296	564	395
2 Home Whanganui	255	-	-
FTL North Island	-	-	13

Inwards Consignments Per Claim			
Branch	To Mar 2026	To Sep 2025	To Mar 2025
FTL Palmerston North	10,886	-	-
Christchurch	10,136	6,041	2,916
Masterton	6,128	8,863	3,008
2Home Tauranga	4,321	5,725	1,495
2Home Whanganui	4,009	-	-
Chemcouriers Auckland	3,175	2,372	3,662
2Home Auckland	3,085	5,603	2,863
FTL South Island	2,871	2,967	2,922
Hobsonville	2,864	3,527	2,517
Wellington	2,826	2,774	2,069
Daily Freight Auckland	2,763	2,960	1,290
Metro Auckland	2,678	2,491	2,648
Metro Christchurch	2,555	1,667	2,720
Gore	2,507	2,569	2,608
Palmerston North	2,419	2,520	1,711
2Home Hastings	2,319	1,614	1,511
Gisborne	2,278	3,135	537
Whanganui	2,222	3,305	3,167
Whakatane	2,193	2,491	1,710
Rotorua	2,096	1,676	1,230
Owens Auckland	2,064	2,466	2,996
Timaru	1,896	2,210	3,186
Hamilton	1,821	1,999	1,520
2Home Hamilton	1,758	1,367	562
Mobile Auckland	1,743	850	-
Tauranga	1,710	1,814	1,951
Kaitia	1,587	1,254	898
Total Company	1,581	1,686	1,563
Blenheim	1,554	1,766	1,099
Ashburton	1,511	2,468	3,922
Invercargill	1,457	1,528	1,573
Levin	1,397	1,736	2,204
Daily Freight Christchurch	1,344	1,388	1,162
2Home Wellington	1,260	1,871	1,267
Hastings	1,237	993	1,436
Thames	1,212	736	1,187
Greymouth	1,197	1,156	1,119
Auckland	1,194	1,503	1,628
New Plymouth	1,132	1,299	1,226
Taupo	1,131	1,354	2,153
2Home Christchurch	1,112	1,049	1,168
2Home Palmerston North	1,019	942	1,604
Cambridge	1,002	950	-
Owens Christchurch	973	1,023	1,046
Oamaru	836	1,042	1,771
2Home Levin	827	-	-
Cromwell	821	1,208	1,197
Nelson	761	727	975
Dunedin	739	1,469	1,335
Whangarei	703	800	678
FTL North Island	193	45	2
Chemcouriers Christchurch	-	-	-
FTL Neilson Street	-	0	654

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.



Building Bikes, Building Smiles

At our recent Branch Managers Conference in Wellington, things got a little more hands-on than usual, and a lot more competitive!

Our team was given a challenge with a twist: build a child's bike from scratch. What started as a fun activity quickly turned into a full-on competition, with teams racing not just the clock, but against each other. There was plenty of banter, a few "creative differences" and a lot of determination as everyone tried to outdo each other.

Despite the friendly rivalry, the real highlight came at the end of the challenge. Together, we successfully built 16 children's bikes (complete with helmets), which have now been donated to a number of the Books in Homes schools we proudly sponsor across New Zealand.

The effort and teamwork on display was outstanding. Each bike underwent a safety check before distribution, and impressively, only three needed a full rebuild (not bad for our "DIY enthusiasts!").

It was a fantastic way to combine teamwork, problem-solving and giving back to our community. A huge well done to everyone involved - you should be incredibly proud of what you achieved. We're sure these bikes will bring a lot of joy (and adventure!) to the kids who receive them.

Sometimes a little competition can go a long way - especially when it ends with something this meaningful.



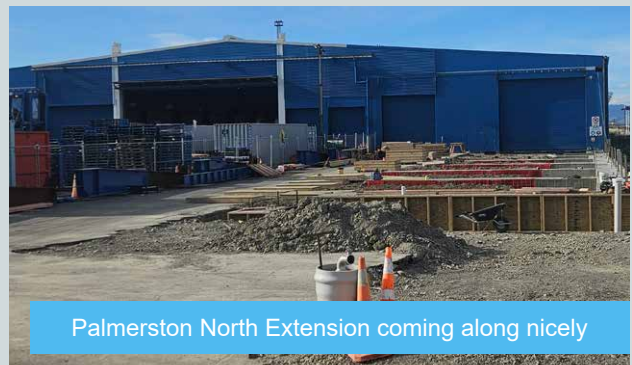
Build a Bike event – Branch Managers Conference 2026

Palmerston North Extension

Site developments began in February 2026, with completion due in December 2026, consisting of a much-needed building extension, an additional 50m enclosed raised cross-dock area, seven rear dock loading bays and a 5,800 m² hard stand yard space.



Artist Impression of the Palmerston North Extension



Palmerston North Extension coming along nicely

Auckland Sales Managers Volunteering at KidsCan

The Auckland based Sales Managers traded their laptops for their blues to support our partner KidsCan's Term 2 food distribution. Instead of strategy sessions and sales calls, the team rolled up their sleeves to help pick and pack essential items destined for more than 120+ schools across the



L-R : Alisha Chauhan, Thomas Merriman, Elyse McSkimming, Lara de Wet, Kirsty Michell, Mark Belfiore, Dylan Colbert, Joel Clarke

country. It was hands on, fast paced work, and a powerful reminder of the scale of support KidsCan provides to children who need it most.

Beyond the boxes and packing slips, the morning carried a real sense of purpose. KidsCan plays such a vital role in supporting Kiwi kids. The items we helped prepare were food packs that ensure children arrive in the classroom fed, comfortable and ready to learn.

For the Sales Managers, it wasn't just volunteering. It was an opportunity to connect and contribute directly to an organisation making a tangible difference for Kiwi kids. A huge thanks to Alisha Chauhan, Mainfreight Hobsonville, for organising, and to Doyle, Howard, and the wider KidsCan team for hosting us.

Tom Rowlands Representing New Zealand in the U85kg Rugby Squad

We are very proud of Tom Rowlands from our Auckland Transport team, who was selected for the New Zealand U85 kg rugby squad this year, and had the opportunity to tour Sri Lanka recently. They played the Sri Lankan national side, the Tuskers, in Colombo and Kandy as part of the Sir Graham Henry Trophy series.

It was a fantastic experience for Tom to represent New Zealand alongside players from clubs from around the country. They experienced hot, humid conditions, with temperatures above 30°C, making for challenging rugby, but the Sri Lankan supporters were incredibly passionate and welcoming throughout the tour.

A couple of personal highlights for Tom were scoring a try in the second match in Kandy and being presented with his jersey by former All Black Kieran Read. They were fortunate to win both Tests, and it was a real privilege for Tom to perform the haka and wear the black jersey.



Tom in action in the famous black jersey

Chatham Islands Project

After two years of planning, this project kicked off in mid-May with a 150 m² prefabricated technology block built in Cromwell delivered to the Chatham Islands, 900 km east of mainland New Zealand. The unit travelled by road and sea before being placed on site, overcoming the challenges of isolation where traditional construction is limited. This is a fantastic example of what can be achieved through teamwork, planning and execution across our network. A big thank you to our transport team in Cromwell for making this complex move possible. The success of this shipment is paving the way for the rest of the school to be rebuilt the same way.



Harvest Time

The 2026 grape harvest has now been successfully completed in Cromwell. This is a seven-day operation running over a seven-week period, during which we moved approximately 5,000 tonnes of grapes, along with associated machinery, across the Central Otago region.

We were also fortunate to utilise three retired senior Mainfreight team members, Murray Kippenberger, Geoff Baird, and Luciano Giaccon, each bringing over 30 years of experience. Their combined knowledge and expertise added significant value throughout the harvest. We are incredibly fortunate to have their support in what is widely regarded as one of the most beautiful regions in the country, and their wit and fun-loving nature make this project a highlight each year.



Murray Kippenberger getting his hands dirty again



The harvest all packed and ready to ship out

Women in Sales Connect - From Idea to Impact

Lara De Wet

What started as an idea and a goal I set for myself at the Sales Conference in February 2026 quickly turned into something truly special. Women in Sales Connect Auckland (affectionately known as WISCA) officially launched with 24 incredible women from sales and sales support coming together for an evening together. The conversations were humming at speed, the laughter was loud, and, at one point, the decibel levels may have pushed a few H&S boundaries - a clear sign that the room was loaded with energy. Hosted at Zoe's place (thank you for letting us take over your lounge!), the night proved that when you create the right space, people don't just turn up, they show up.

A huge thank you to our customers who supported us by supplying refreshments and glassware, and to our leadership team for the support and belief in this initiative from day one. The buy in helped turn an idea into action.

Most importantly, thank you to every woman who attended. The energy, openness and encouragement in the room is what made this such a successful first event - to the point that we've already heard the men are feeling inspired to launch something similar... which we take as the highest compliment. At the heart of Women in Sales Connect is a simple belief: when colleagues take the time to connect beyond the day to day, it builds stronger unity, trust and collaboration inside our workplace.

At Mainfreight, good ideas don't sit still. People matter, and culture is something we build together. Women in Sales Connect is a reflection of those values - and this is only the beginning.



L-R Front: Elyse McSkimming, Charde Burger, Georgie Waldin, Caitlin Harvey, Jess Meade, Lara De Wet, Tessa Jenkins, Kirsty Michell, Kristyna Hayward

L-R Back: Arwen Tao, Laura Watson, Alisha Chauhan, Kennedy Smith, Brooke West, Zoe Wilkinson, Lisa Martin, Haylee Woodmass, Chaya Thongsukul, Yvonne Pineda, Jasmine Thacker, Lupetina Faleafa

Mainfreight Blenheim Saint Clair Half Marathon



Team that completed in the 12 km

Back Row L-R: Bernadette Pillans, Steve Ward
Front Row L-R: Rhonda Pillans, Julee Pillans, Janet Landon-Lane, Melissa Stevenson, Rebecca Peipi, Nathan Peipi, Kaaro Rene, Ratana Te Kanawa, Mark Sanft, Amanda Sanft

(Missing from the photo is Dean Piper who completed 21 km)

Some of the Mainfreight Blenheim team strapped on their running shoes and completed the Saint Clair Half Marathon in Blenheim recently.

The event was all about challenging yourself while enjoying the atmosphere, scenery and support along the way. While 12 km and 21.1 km are no small effort, the course and vibe made it a memorable day out for everyone involved.

The achievement is a great reflection of the determination, commitment and team spirit our people show every day.

We're incredibly proud of everyone who took part, and the hard work that went into getting to (and across) the finish line. Whether it was a personal best, or simply ticking off a big goal, it's a massive achievement and a great day out all round!

Well done to the team on a fantastic effort, an awesome result and something to be proud of!

Bairds Mainfreight Primary School Annual BBQ on Waiheke

Laughter, memories and a trusty Mainfreight BBQ!

On 13 March, five Mainfreight team members from our Auckland branches were fortunate enough to take part in the annual Bairds Mainfreight Primary School trip to Bruce's house on Waiheke.

The atmosphere was truly indescribable. A day overflowing with genuine joy, shared stories and, of course, a superb waterslide that kept everyone smiling! Spending time alongside team members from other branches made the experience even more special, creating unforgettable memories, and strengthening the bonds that make our

blue blooded family so unique.

The day served as a powerful reminder of the long standing and meaningful connection between Bairds Mainfreight Primary and Mainfreight - a partnership that has been going strong since 1993 and continues to grow stronger each year.



L-R: Jess Meade, Cayle Farmiloe, Jamie Hedgman, Emma Dearlove, Brian Leali'ifano



Bairds Mainfreight Students



Bruce chats with the kids from Mainfreight Bairds Primary

Warehousing New Zealand

Brynley Riches

Find a group of people who challenge and inspire you, spend a lot of time with them, and it will change your life forever.” — Amy Poehler

For those who have recently joined our Mainfreight family, please take time to connect with those who have been here for some time. Sharing experiences and stories is important for understanding and protecting our culture and fundamentals as we continue to grow internationally.

We don't build culture by painting our walls blue, installing new carpet or reading about it on a poster, but by learning who we are, and why we do the things we do.

Culture is what people do when no one is watching. If we get our culture right, everything else will follow.

Thank you, team, for another outstanding year. You should be incredibly proud of the part you've played in delivering exceptional service to our customers, and strengthening our Warehousing business across New Zealand. Over the past year, we've reached important financial milestones with continued meaningful growth - none of which would have been possible without the energy, commitment and care each of you brings to work every day.

The last 12 months have been significant for our Warehousing network's development, with the opening of two new facilities in the Auckland region. The Beach Road Hazardous Goods Warehouse and Savill South Warehouse provide state-of-the-art facilities, with their design and operation reflecting our commitment to a greener, more sustainable future, something we should all be proud of.

Our network development continues as we near delivery of a new warehouse in Christchurch, and design plans for further warehouse expansion within the Auckland region, both scheduled for 2028.

Mania Road in Christchurch, our

Key Areas of Focus for 2026/27:

- **Our Image:** It's everything. The standards you walk past are the standards you set - ensure our buildings, equipment and our teams' presentation reflect our pride.
- **Delighting Our Customers:** Continuous improvement remains critical to keeping our customers engaged and confident in our service.
- **Quality:** Never accept second best, focus on quality in everything we do.
- **Communication:** Regular, genuine engagement with both our customers and our teams is vital.
- **Sales:** We are a growth-focused business, and everyone plays a part in sales.
- **Team Training:** Creating clear pathways and careers by continuing to educate, develop and evolve our people.

custom-built, insulated 23,000 m² warehouse, is due for completion mid-year, enabling the consolidation of three smaller facilities whilst providing growth opportunities within the buoyant Canterbury economy. Mania Road extends our ambient food-grade storage capability, and establishes our first chilled storage facility in the Christchurch area.

Preliminary designs for a new Auckland Warehouse based at Prices Road, Wiri, are well advanced. The 40,000 m² facility will enable the consolidation of several smaller warehouses, a legacy of the COVID-19 period. Consolidation will enable better resource efficiency, improved service outputs and the removal of duplicated costs.

We have considered investment decisions to expand our Warehousing footprint to ensure we have the capacity to support future demand. Continued growth depends on the strength of our sales pipeline and enquiries for outsourced warehousing services.

Our sales team has successfully onboarded several significant customers post-Christmas, yet greater emphasis is required to ensure we are selling across all our services and wider regional networks, providing customers with the full Mainfreight Experience we are all proud to deliver.

The Mainfreight recipe for success

remains simple and proven - an unwavering focus on quality, the ongoing development of our people and culture, putting the right people in the right seats and delighting our customers at every opportunity.

At the heart of this is a commitment to constant improvement - both individually and as a business. For each of us, that means comparing ourselves to who we were yesterday, staying focused on what matters and understanding what drives us to be better. Success is rarely found in one big moment. It is built through discipline, consistency and attention to the small things, every day.

Amidst busy days and growing demand, it's important we don't lose sight of what truly matters - the people around us, the moments we share and the pride we take in being part of Mainfreight. A quick check-in, a shared laugh or a conversation at break time all help build the culture that makes Mainfreight a special place.

Thank you for your commitment and contribution. We will continue building a special environment we can all be proud of.

Turning Momentum into Results – Manu Street

After an extremely successful year and being finalists for Branch of the Year (BOTY) two years in a row, the Manu Street team has taken time to reflect on a simple but important question: how do we go one better? Missing out on BOTY has just sharpened the team's focus, and reinforced a shared commitment to lift standards even further.

Guided by the Japanese philosophy of Kaizen – continuous, incremental improvement driven by everyone – our Team Leaders have been working closely with their teams to identify practical ways to improve efficiency, capability and consistency across the branch.

Fraser continues to drive a strong focus on efficiency gains and team training, ensuring we build capability across the floor, while improving day-to-day work. A redesigned dispatch layout has increased pallet pick and pack capacity while retaining flexibility for trolley and eCommerce orders. Looking ahead, further consolidation of pick paths and storage will help improve pick speeds, and create space for future customer growth.

George is leading the introduction and better utilisation of Pick to Weight technology within the operation. This technology is helping improve accuracy, productivity and confidence by eliminating the need for traditional pick checking. While still in the testing phase, early team feedback has been extremely positive, with clear benefits during peak periods.

Kimiora is focused on voice picking and replenishment practices, tightening workflow and ensuring product availability consistently supports our service promise. The reimplementation of voice picking, supported by new headsets, is already lifting pick speed and consistency, reinforcing the importance of getting the basics right – every shift, every order.

“Manu St has decided to follow the lead of other volume-heavy branches and has begun to reimplement voice picking, particularly in our HAKA team. This method of picking has been proven to increase our pickers’ speed, and this is exactly what we have witnessed thus far. Our new Jabra headsets have

eliminated the regular complaints of the past, and are allowing us to perform a full rollout over the branch.”

Chandan continues to challenge the status quo in Inwards operations, trialling smarter and more efficient methods to keep pace with changing volumes. Clearing bulk stacks from aisles, and creating a direct route from live dock doors to satellite racking has reduced travel time by up to 75%, while improving safety by reducing traffic and congestion.

Across all areas, the common theme is clear: attention to detail, openness to change and collective ownership of results. BOTY isn't won by one initiative or one strong month – it's earned through steady discipline, teamwork and pride in how we operate every day. Manu Street remains committed to learning from this year, backing its people and lifting performance across the board. With a strong foundation, motivated teams, and a clear focus on continuous improvement, the branch is well-positioned to take the next step and go one better in the year ahead.

Getting the basics right – every shift, every order – is already helping lift consistency and performance across the branch.



Clear aisles, better productivity

Relocation: 68 Westney Road Moves to Number 81

With the lease at 68 Westney Road nearing its end in late 2025, the decision was made to move into a larger facility just across the road at 81 Westney Road. Embracing a bold approach, the team expanded capacity by installing 6,000 new pallet locations alongside 10,500 existing positions - bringing the total to just under 17,000.

Between February and March, an impressive 10,941 pallets and all the racking were successfully relocated without any impact on service levels - a fantastic achievement by the team. Now settled into a newer, larger space, there's a real sense of pride in our new home.



81 Westney Road, before the move in



81 Westney Road, after the move in



The Hunt for Efficiency and Productivity: 107 Westney Road

Across the branch, our focus is on improving how we work on the floor - getting stock in, stored, picked and dispatched with less wasted time and effort. The hunt for efficiency and productivity is about tightening daily operations, while keeping safety and service front and centre. That means looking closely at labour allocation, shift planning, space utilisation and material flow. Simple things matter, like putting stock away right the first time, reducing double handling, planning work to suit quieter periods and using equipment and space as intended. Learning from recent activity has reinforced the value of good planning and choosing the right timing for tasks.

Over the next few months, the priority is to build volume thoughtfully, improve pick rates and maintain service levels as operations scale. Every improvement, whether it's a faster process, better layout or smarter resourcing, helps lift performance and sets the branch up for sustainable growth.

107 Westney Road Team Review

It's been a fast start to 2026, with new team members joining our 107 Westney Road team and several new customers. We found ourselves playing catch-up over the past 12 months, both financially and operationally, and took away a few key learnings that will hold us in good stead going forward.

With some good sales wins, coupled with key team changes, we are motivated and excited about the challenges that lie ahead over the next 12 months. We are building some good momentum with our offer of temperature-controlled and chilled warehousing, and this is flowing through to our growing fleet of chilled domestic transport vehicles and container loadouts.

However, in a constantly evolving landscape, our approach should remain the same, regardless of the environment we operate in.

- Challenge the norm and always be hungry to learn and improve. Every day presents an opportunity to be better.
- Be ready for change, and ensure we implement processes that are sustainable and scalable now and in the future.
- Train our successors

Focusing on these will improve consistency and enable us to delight our customers!



Beach Road Team Review

We moved into our new Hazardous Warehousing site at Beach Road a year ago, and sat thinking “How are we going to fill this place up?” With the capacity at our old site only 10,000 pallets, and our new site close to 25,000, it was always going to be a journey.

Looking back over the last 12 months, it's clear that growth doesn't just happen - it's built by being relentless about sales. With 12 months gone, we have moved in a customer every month, and have a current run rate of 8,000 pallets. While we are still a few thousand pallets off our 15,000 goal, we have enough in the pipeline to fill the shed in the coming year.

With sales a major focus for us, here are a few things that helped us be successful this year:

- Sales ultimately start with having a quality service. We picked up multiple customers from existing customer referrals because we focus on doing the basics brilliantly.
- The sales team isn't the only team that can sell. We had ops teams, cleaners, mates and family members all asking if anyone needed storage. You never know who knows who, or who has what.
- It's all about the people. Having a brand-new facility helps, but introducing customers to ops teams is a game-changer. You can always expect a smile from prospective customers when they meet team members who have been with our business for 20+ years.

Be relentless about sales. You cannot win business by standing off. You need to be relentless, almost to the point of being annoying.

Continued Infill of DG Customers: Beach Road

Beach Road continues to see steady progress with the infill of Dangerous Goods (DG) customers, strengthening site utilisation and reinforcing our position as a specialist DG warehousing solution. This staged approach allows us to bring new customers on safely and efficiently, without compromising compliance or service levels.

The focus remains on controlled onboarding, ensuring racking, segregation, labelling, and documentation are set up correctly from day one. By infilling gradually, the team can balance volume growth with safe handling practices, clear workflows and minimal disruption to existing customers.

Over the coming months, priority will stay on safe storage, efficient picking and maintaining DG compliance, while continuing to scale responsibly. Thanks to the team for staying detail focused and safety driven as Beach Road continues to grow.



Congratulations to Jeremy Williams, Branch Manager of Beach Road on celebrating his 20 Year Long Service Anniversary

Technology Initiatives

Inbound Management

The first phase of a new integrated Inbound Management module will be rolling out within MIMS this year. The module will aim to incorporate new features and functions that provide team members with better visibility into shipment planning and booking management.

The end state is to integrate MIMS with all incoming shipments from Mainstreet Wharf and CargoWise. Another step in improving supply chain intelligence.

Smart Replenishment

Improvements to MIMS Smart Replenishment now provide the team

with real-time product insights gathered from both FINALISED and ENTERED orders. This eliminates the need for ad hoc, manual maintenance of warehouse layouts and pick faces.

Air & Ocean New Zealand

Paul Riethmaier

It feels like a long time ago that we were together at this year's Branch Manager and Sales Conferences, talking about "Owning the Next Cycle". The changes we have seen in the world have certainly impacted the international freight landscape, and the message becomes ever more relevant as we navigate through this period of change. At the time of writing, freight rates, local fuel surcharges, airline and shipping line service changes are coming at us thick and fast. Our job is to decipher these changes, adjust our pricing as quickly as possible and keep our customers informed.

The takeaway for all our teams is simple: stick to our long-standing Mainfreight disciplines, and we will give ourselves every opportunity to own and dominate this next cycle, regardless of the changes that come our way. While there will always be distractions in the market, the branches that stay focused on doing the things that we control well, are the ones that consistently perform. That means delivering great service, making fast, customer-focused decisions, supporting the network, and sharing knowledge and accountability so we all improve. It's also about staying sharp on quality, lifting KPI performance and continuing to build a strong sales pipeline. None of this changes because of market disruption – if anything, it becomes even more important.

We've started the year with great energy and a strong lift in volumes across the New Zealand Air & Ocean business. Our Less-Than-Container-Load (LCL) programs are tracking well, and the effort we're putting into hustle freight to move our Mainfreight and CaroTrans LCL containers, and connect more points in our network, is showing through in our numbers. Airfreight has also kicked off strongly, with volumes well up on last year.

In response to reduced international airfreight capacity driven by the ongoing Middle East conflict, we have strengthened our core airline partnerships by formalising agreements with more airlines. A major focus this year is building more full airline units. Lifting the level of unitised cargo we

present to the airlines, rather than loose freight to the dock, will improve efficiency and performance, particularly for cargo coming from new origin airports in our network. There is a real opportunity here if we stay disciplined, measure our performance properly and make sure we improve the integrity of the data in our operating systems.

Looking ahead, we can never be completely certain what's coming next, but it feels like we are seeing an early peak in Full Container (FCL) volume, perhaps driven by customers ordering slightly more than they need in case the current Middle East disruption impacts supply later in the year. We

know from history that, after periods of overstocking, our LCL and Airfreight consol products from 1Mainfreight (1MF) and 1Carotrans (1CT) stand up well, helping customers land smaller amounts of stock at the right time. As the market potentially shifts away from bulk FCL toward a more agile, just-in-time ordering pattern, we are well-positioned for the next cycle. Now is the time to be talking to customers and promoting these services.

Thanks again for the effort you are all putting in, team. It's been a strong start, and there's plenty of opportunity ahead. Let's stay focused, keep it simple and keep getting better.

Key Focus Areas for 2026:

- **Know your branch's target and help us get there:** Understand the profit pledge and what we are chasing each week, contribute in PAT meetings and play your part in building branch momentum.
- **Put customers at the centre:** Get visible, keep communication proactive, and treat service quality as the best sales tool we have – sales is everyone's responsibility!
- **Protect our culture every day:** Bring the right attitude, hold each other to account, and don't let "can't be done" thinking creep in – how we show up sets the tone.
- **Be active in the market and build our pipelines:** Keep our sales call numbers high, stay visible, talk to customers and constantly develop opportunities that set up our future growth.
- **Create momentum – own the next cycle:** Embrace change, control what we can, and promote our LCL and Airfreight service offerings.





L-R: Paul Riethmaier, Joel Pereira, Annette Webb, Malaika Pereira



Dave Gallaher Soil Exchange Project

Thank you to our teams in the UK, Netherlands, Belgium and France for completing the European phase of the Dave Gallaher Soil Exchange Project.

This phase continues from our last newsletter, which reported that soil from Eden Park was taken to locations across Europe that hold deep significance in the life of New Zealand's first known All Blacks captain, Dave Gallaher (All Black #97), who was killed while serving in World War I in 1917.

The final stage was Europe > New Zealand. This involved bringing soil from Belgium, France, and Ireland home to New Zealand, completing the full circle of this project. This soil will be placed at Eden Park and other meaningful locations around New Zealand, creating a lasting tribute to his New Zealand family and ancestors, whilst also ensuring his leadership legacy remains woven into not only New Zealand's history, but also the New Zealand Rugby community's history.

The full story was aired on TV in New Zealand on ANZAC Day 2026.

Live Goats

Our Air & Ocean Auckland Airfreight team had a great result late last year, successfully completing a livestock charter with Texel Air. In total, 543 animals were transported – 516 goats and 27 sheep – across 11 PAG (Air Cargo Pallet) units.

Loading kicked off at 10:00 am at the airport livestock compound, with loading carried out efficiently and professionally. Thanks to careful coordination and a well-prepared team, the entire process was completely smooth, with final loading wrapped up by 1:30pm.

A big thanks goes out to everyone who played a part in making this happen:

- The planning team was responsible for keeping everything well organised behind the scenes.
- The store team did a great job getting the crates ready and pre-loaded, which made a real difference on the day.
- The driver for safely delivering everything to the airport

It was a solid team effort all around, and a great example of everyone working together to get the job done well.



L-R: Brian Chen, Kevin Huang, Kura Junior Kiria, Jeremiah Tapuosi with the live goats ready for their flight

Europe

Mainfreight Europe

Ben Fitts

On April 1st we celebrated 15 years in Europe. While we don't often look in the rear-view mirror, over that time our network has grown from 14 branches across six countries and a team of 1,541, to 56 branches across 10 countries, with a team of 3,083. We are proud of our European Mainfreighters. Thank you for all that you are doing, and as the following pages show, there's plenty to be excited about looking ahead.

Our results from last year reflected a tough trading environment. As always, there are lessons to learn that will help make us a stronger business. Revenue growth is important, but it is the margin that pays the bills, and one of the best ways to improve our margin is to better utilise the assets we already have. Filling our warehouses with customers that use our full supply chain offer, using linehaul boards to understand where we have capacity and targeting customers that will improve utilisation. If in doubt, refer to your branch P&L. The numbers will always direct us to where the action is needed.

A highlight from last year was the number of face-to-face visits with our customers. We have completed more in-person customer visits than in any previous year, and it is no coincidence that this has translated into the highest level of new customer gains we have seen. Activity builds opportunity, and our growing sales pipelines give confidence. Keep the intensity up, team, and let's do everything we can to lift again this year.

As we grow our European network and supply chain capability, building a strong local customer base for every new branch remains the fastest path to profit. In smaller, developing branches, we are all in sales, regardless of role, and each of us has a responsibility to help drive growth. That ownership mindset is what we are built on, and what we are proud of. It can be hard work, but turning a branch from a loss to meaningful profit

is incredibly rewarding, and the reason we are there. We can all have an impact on this.

Team, we were unhappy to finish last year behind the year prior. We have big targets ahead of us this year, and are highly motivated to beat them. Momentum from the latter part of last year has carried through, and we are as optimistic and as determined as ever - there's opportunity everywhere we look!

Thanks again for all that you're doing. If you are taking a break over summer, enjoy some quiet time and a good book, relax and recharge!



Five Things to Focus on:

1. **Return On Revenue:** ROR is the ultimate measure of our financial performance. If we grow our revenue and improve our ROR, profit will take care of itself.
2. **Growth is everyone's responsibility:** We will only grow if we look after our loyal customers and keep winning new ones.
3. **First-time New Business customer visits:** There are so many doors that we are yet to open across Europe. Our sales teams should be completing at least five of these every week.
4. **Deliver the freight:** Our best branches deliver their inbound freight on time every day. They are also widely respected across the branch network.
5. You never know when the next career opportunity will come along, so have your successor ready so both you and the business can grow.



Transport and Trucks & Drivers

Frans Zuidgeest

We are moving into the summer period, and are well underway in the new financial year, a good moment to reflect on the progress that we are making together in the dynamic environment we work in. Despite the challenges, we move forward with focus, teamwork and commitment, always looking for practical ways to improve our daily performance. The Blue Blood award acknowledges good examples of this. Congratulations to the Tilburg branch for winning it.

Operational efficiency remains a major driver for sustainable success. By reducing administrative work through the effective use of our systems and tools, and by aiming to do things right the first time, we reduce waste. This creates more time and focus for quality, safety and customer service. Our recently introduced transport efficiency newsletter provides good information on best practices. Read it and reflect on what can be of use for you. The introduction of picture-taking via scanners increases efficiency during loading and unloading, helping prevent claims.

Safety and security remain a top priority in everything we do. From the dock to the road, and across our systems, staying alert is essential. If something does not feel right, speak up and report it. Our people are the strongest line of defence in protecting each other, our customers and their goods.

We continue to offer new services to our customers. Our new forklift, positioned under a trailer, has enhanced both safety and handling efficiency. The innovation was the result of our team seeking the best way to serve our customers, while navigating the differing legislative boundaries across European countries. Clear, proactive communication is equally important, especially during the summer period. Being proactive rather than reactive, and picking up the phone when needed helps prevent misunderstandings, resolve issues faster and strengthen trust within the team, and with customers alike.

Thank you all for your ongoing dedication, positive mindset and daily commitment. Let's continue to support each other, build on the improvements

we make and make this summer a strong and successful one for the entire team. Enjoy the summer break!

Point to focus on:

- **Sales growth:** At a constant pace, in front of customers. How can you support the growth?
- **Cost control:** Increase the number of shipments per team member. What inefficiency can you remove? Share best practices via P.A.T. meetings and our newsletters.
- **Communication:** Be proactive. Balance in the use of e-mail. Is it urgent? Pick up the phone.
- **On-time invoicing and attention for debtors collection:** Protect our cash flow. What can you do to support it?
- **Security:** Cyber security and in the physical movement of goods. Stay alert. If you don't trust it, report it.



Mega Trucks Festival 2025 Brabanthallen

For two days we were at the heart of the Mega Trucks Festival, and we certainly felt it. Our stand was impossible to miss. Alongside Europe's largest tractor unit, the impressive DAF XG+, we had the crowd puller of the weekend: our truck simulator. Interest was enormous from young and old alike, with everyone eager to get behind the virtual wheel.

While children enthusiastically tested their driving skills, we had the opportunity to talk with their parents about the many possibilities we offer. From career opportunities to our passion for transport and logistics, the conversations flowed naturally.

It was also a celebration internally. Our teams from Tilburg, Waddinxveen and 's-Heerenberg came together in full force to share the experience. The event was not only a showcase of impressive trucks, but also of teamwork, enthusiasm and pride in our wonderful company.



From Routine Back to Awareness on the Docks

Health and safety are built day by day in our operations, between pallets, forklifts, and tight spaces. Our operations involve constant movement – getting on and off equipment, manoeuvring in congested areas, and lifting, pushing and pulling throughout the day. When habits take over, everyday actions can quickly become risky.

One of the biggest challenges is the “just this once” mindset. Familiar routines can lead to shortcuts, awkward postures and unsafe behaviours that slowly become normalised, until an injury reminds us that “it passed” does not mean “it was safe”.

This is why Transport Paris introduced the essential Gestures and Postures training for forklift operators, dock supervisors and platform managers. These sessions reconnect teams with correct movements and safe postures, adapted to real dock conditions. The focus is awareness, not theory. By challenging routine, we reinforce a culture where efficiency never comes at the expense of safety.

Picture-Taking Scanners on the Cross-Dock

The Photo App on our scanners is being used at the cross-dock to quickly and consistently capture operational photos. Images are stored directly in Mainmove, and automatically link to the correct shipment or linehaul trip, ensuring visual information is always available in the right place.

By providing a single, reliable source of visual evidence, the Photo App supports operational control, claims handling and customer communication. It enables us to document situations as they occur, reducing uncertainty and improving follow up.

The solution covers a wide range of use cases, including damaged shipments, poorly packed goods and linehaul loading and unloading activities such as ADR securing or incorrectly loaded trailers. Future scenarios, such as overlanded shipments, are also supported, making the solution scalable.

The process is simple: we select the activity, scan the barcode and take photos. These are instantly available in Mainmove, improving transparency, documentation quality and professionalism across our cross-dock operations.



Fundraising Initiative in Support of Ukraine

Old doesn't mean useless. Our team proved this by turning old laptops into moments of joy and hope for children in Ukraine.

When laptops were due for replacement, the team decided to give them a second life. Each team member had the opportunity to purchase a used laptop for €100, with all proceeds donated to the charity Voices of Children. This organisation supports children and families

affected by the war in Ukraine, with a strong focus on restoring psychological resilience and helping children regain the strength to grow and thrive.

In total €10,000 was raised, providing essential support for children and families in Ukraine.

In the words of the charity:

"We sincerely thank you for supporting the activities of our foundation, and for your trust in our work with children and

families affected by the war in Ukraine. Some participants reported that, for the first time in several years, they were able to independently purchase necessary items for their children and families."

A small action with a meaningful impact.

Delivering Without Limits

What if we told you there are no limits to delivery?

We're proud to introduce our brand-new service! Our very first trailer, equipped with a foldable, truck-mounted forklift, is officially on the road. It's ready to take deliveries to places others simply can't reach. This innovative solution allows us to (un)load independently, quickly and safely, no matter the location.

Thanks to its smart design, there's no rear overhang, no weight restrictions on (un)loading and full off-road capability. Narrow streets, construction sites, rural areas, or hard-to-reach locations? No problem. With this all-terrain setup, we bring maximum flexibility and efficiency straight to our customers' doorstep.



Rene Luijmes manoeuvring the truck mounted forklift

Air & Ocean Europe

Brad Russell

A warm mid-summer welcome to our customers and team from around the regions. There is much to be proud of within our European Air & Ocean business, and this newsletter gives us pause to reflect.

We continue to succeed in winning larger customers, often through participation in formal tender processes. There is nothing better than working with our other European products, or teams from around the world, to present our business and demonstrate value to new customers. Our Mainfreight network drives this, and we love customer feedback when they experience our quality, whether that's importing into Europe, warehousing in the Americas or delivering to their own customers in Australia.

We have included an article highlighting this in the beverage sector. We are adding new beverage logistics customers across our branches, and this is an example of an industry vertical with strong demand, regardless of what is happening in the world around us.

The regional conflict in the Middle East is not only disrupting fuel supply, but also causing volatility in carrier and trade lane operations. As with previous shipping instabilities, all our teams are focused on keeping customers updated, offering alternative shipment routings if needed and providing shipment visibility. Having strong partnerships with carriers and airlines enables this, and we are aligned across the regions in supporting our core carriers.

Within this newsletter, we have also included an update on the relocation of our Milan branch. Not only are the team

pleased with a branch closer to Linate Airport, but we have also improved signage, ensuring more people will see our name as they drive past. A stronger footprint in Southern Europe is important to us, which is why we have also added an Air & Ocean sales presence in Romania. We are looking forward to having a branch alongside our Transport and Warehousing teams as soon as possible.

We have big targets ahead of us, and as always, we move forward with energy and optimism!

Five things to focus on:

1. **Visitor sales planning:** Please ensure we plan well when hosting overseas team members, with full customer visit agendas.
2. **LCL focus:** Our 1MFs are a great product that need to be fully utilised. Let's reach and exceed our new LCL sales targets.
3. **Payment terms:** We are getting asked more frequently for extended terms. We get paid in 30 days, and we pay our suppliers in 30 days.
4. **Profit responsibility:** All branches need to contribute meaningful profitability to enable network expansion.
5. **One Mainfreight:** Our customer experience should reflect this. Use feedback for improvement.

Strengthening our Position in the Beverage Sector



We have sharpened our focus on the beverages sector, and this strategic direction is already delivering tangible results.

By developing deeper market knowledge, and tailoring our solutions to the specific needs of beverage producers and distributors, we have significantly strengthened our position within this industry. As a direct outcome of this focus, we are pleased to welcome several new customers from across the beverage industry. Our proven expertise in handling beverage products across our network, supported by a full-service offering and selling One Mainfreight (Air & Ocean, Warehousing and Transport), has been a strong differentiator. Our ability to manage high-volume flows, seasonal demand peaks and strict excise administration requirements has resonated strongly with our new partners.

These customer wins are not only helping us further refine our service offering, but are also opening many new doors within the beverage sector. This momentum provides a solid foundation for continued growth, and we remain committed to investing in expertise, innovation and long-term partnerships within this vertical.

The first inbound for one of our beverage customers at Warehousing Utrecht, the Netherlands

1MF Consolidation Celebration Week



Coinciding with Golden Week in China, at the start of October, Nicolette, Konstantin, and Enisa organised a celebration of our 1MF from our five main origins/destinations: China, New Zealand, Australia, the US and Canada.

Each day corresponded to a different country and included a mini game during the lunch break, like sheep herding for New Zealand, a chopstick challenge for China and Australian soda paired with a kangaroo race.

Friday concluded with a BBQ in true Mainfreight style with burgers and ribs. This was a great bonding experience, and a chance to learn about different cultures!

Air & Ocean Milan is Positioned for Growth

The relocation of our Milan (Italy) branch represents a significant step forward for our Italian operations, and reflects our ongoing commitment to efficiency and long term sustainability.

Relocating to a more suitable and efficient space was not only a practical necessity, but also perfectly aligned with our strategy of being closer to Linate Airport. The new branch offers a more functional layout, and is located within a business park designed with sustainability in mind. The area provides an environment tailored to greener practices, with a strong focus on renewable energy, reduced environmental impact, and modern infrastructure that aligns with our long term commitment to responsible growth.

We now also have the opportunity to be far more visible in the market. Our signage is clearly visible from both the main road and the highway, significantly increasing our brand presence, and reinforcing our identity in the region.

We're energised by this new beginning and ready to continue building a strong and sustainable presence in the Italian market.



Warehousing Europe

Liane Philipsen

Less rush. More structure. Better results.

If there is one thing we all recognise, it's this: warehouses never stand still. Orders keep coming in, priorities shift, and every day brings something unexpected. The temptation is always there to react faster, work harder, and fix things 'in the moment'.

But when you zoom out a little, a different picture appears.

Across our warehouses, many small and large initiatives are happening. They may look unrelated at first glance: a new system here, a machine there, training sessions here, safety boards there, but together they tell one consistent story. A story about choosing structure over stress, design over improvisation, and planning over panic.

Sometimes improvement doesn't mean adding something new but taking something away. The new seal line at the branch Meiland eliminated walking, waiting, and unnecessary handling. One straight flow, fewer steps and more focus on getting the job done safely and smoothly.

Within our Warehousing business, it is clear that successful sales starts with a deep understanding of the entire supply chain. It is not enough to know our own services, we need to fully grasp how all elements connect and where we create value for our customers. This level of understanding is built over time, through hands on experience and continuous learning.

That is why coaching and development within our sales teams is so important. By actively sharing knowledge and experience, we strengthen our ability to identify opportunities and build a more robust and healthy sales pipeline. Amongst others the sales cadet program is a great platform to build this supply chain knowledge. Through the sales cadet program we are able to increase our sales team and improve the pipeline. A well filled pipeline is essential to support our long term growth ambitions.

At the same time, quality remains key. Retaining and delighting our existing customers must always be a priority.

Growth is not only about winning new business, but also about understanding where we earn our margins. By identifying this we can further improve our profitability and move towards double digit profit and ROR.

Emergencies are not the moment to search for answers. With clearly marked First Response Boards and fixed locations, the Born branch ensured that in critical moments, there is only action, not confusion. Safety works best when it's visible, logical and clear.

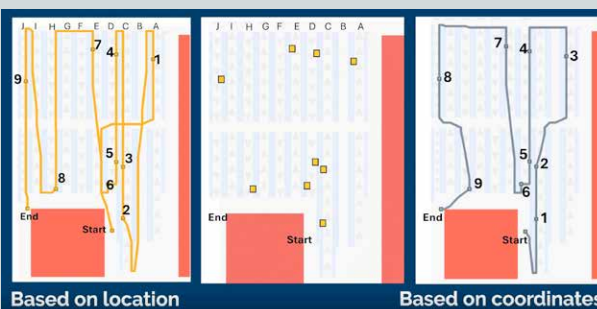
Branch Zaltbommel is where we test one of our AI tools. This tool analyses the outbound warehouse orders in real time and quickly suggests the best

way to group and pick them. Unlike our WMS, which follows locations along a traditional "snake-like" route through the warehouse, the AI tool uses coordinates, allowing routing that matches how the warehouse physically looks and is used today. In practice, this tool will increase our efficiency.

So... what's the common thread? None of these initiatives is about reacting faster when things go wrong. They are about designing work so that fewer things go wrong in the first place. That's where structure quietly does its job. If we keep choosing structure over shortcuts and clarity over chaos, performance will follow naturally. Not because we hurry more, but because we plan better.

Five areas of focus:

1. **Increase our sales team:** by combining experience, structured coaching, strong pipeline development, we ensure a sustainable growth for our business.
2. **Make operations more predictable by means of customer forecast:** predictable usually means smooth and under control.
3. **Use smart tools wisely:** technology should support people, not replace them.
4. **Build safety in:** don't improvise it when it matters most.
5. **Invest in skills:** confidence and ownership grow with training.



Smarter Warehouse Operations through AI and Vision Picking

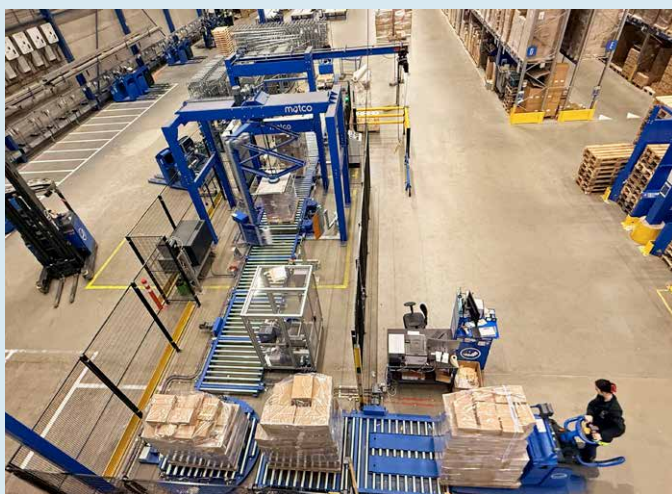
Our AI driven real time optimisation solution enhances how we plan and execute warehouse operations. It continuously analyses incoming order batches and, within seconds, creates optimised order groupings and picking routes. This allows us to respond immediately to changing volumes, priorities, cut off times and capacity constraints, without relying on fixed wave planning or manual intervention. The result is improved workload balancing, reduced travel and handling, and a smoother, more predictable flow through the warehouse.

Additionally, we are implementing Vision Picking, which includes clear, step by step picking guidance. The solution enables hands free working through a simple, intuitive interface that shows what to pick and where to go, with voice input used only for quick confirmations.

Both solutions are currently being tested and refined. They support – not replace – us by reducing complexity and time pressure, enabling faster, smarter and more responsive warehouse operations.

A Smarter and Safer Flow at our Meiland Warehouse

At our Meiland Warehouse, many improvements start on the warehouse floor, and this project is a clear example. We identified a way to make the shrink-wrapping process safer, faster and smoother for both our people and our customers. The objective was to remove waiting time, reduce walking distances and improve flow in a busy operation.



Together, we designed a new process and specified exactly what the seal line needed to deliver, with safety, quality, customer requirements and efficiency as core priorities. The outcome is a fully integrated seal line.

Previously, pallets were moved back and forth between staging areas and seal machines, creating delays and unnecessary movement. Today, order pickers place pallets directly onto the conveyor. From there, the top foil is automatically applied, pallets are sealed, and shipping labels are printed and applied in a continuous flow.

The new seal line is fully operational, and we're seeing its results!

The seal line in action



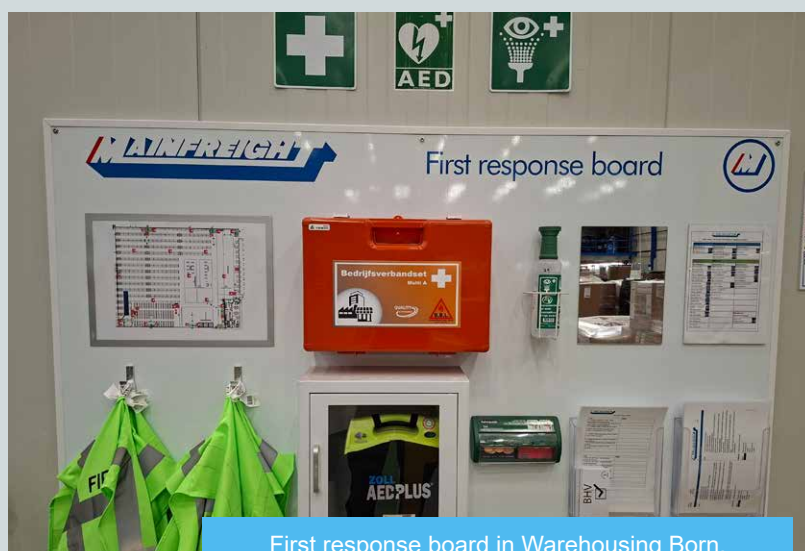
R-L: David Rab, Peter Grammé, Roger Vliex, Mark Zelis, Maurice Makhaisingh and trainers

Working Safely at Height

In a warehouse, movement is constant. Pallets are continuously coming in and going out, racking is being filled, and inbound and outbound processes must run on time. Most days this works well, but occasionally unexpected situations arise: a pallet slips between beams, a box becomes stuck or a minor issue appears high in the racking that someone may be tempted to fix quickly.

To reduce risks in these situations, we introduced climbing and working at height training. During the training, we learned how to act safely and stay in control. We gained insight into posture, grip, balance and personal limits, and learned what is acceptable, what is not, and when to stop and ask for support. This has increased both safety awareness and self confidence.

The result is clear: safety and efficiency go hand in hand. We can recognise unsafe situations faster, make better decisions, prevent injuries and damage, and resolve issues safely. This training is not an extra. It is an investment.



First response board in Warehousing Born, The Netherlands

Improving First Response readiness in Born

In Born, we identified an opportunity to organise the First Response Team more efficiently. A key improvement was the introduction of fixed, highly recognisable assembly points for the First Response Team in each hall, ensuring team members know exactly where to go in case of a minor injury.

Each board has been carefully designed and equipped with the essential tools needed during an incident. These include an AED, a first-aid kit, a band-aid dispenser and an eyewash bottle with a mirror. High visibility vests are available so First

Response team members are clearly identifiable when responding. The boards also display task cards for emergency coordination, a floor plan of the hall, and a contact list with the names and phone numbers of our team, which will soon be expanded to include photos. Special First Response Team posts are included to mark areas that have already been checked.

With everything now in place, we will plan training sessions to test the setup, and identify any further fine-tuning that may be required.

Asia



Cary Chung

Hey team, welcome to the start of a fresh financial year. Volumes and bookings across our key trade lanes to the USA, Europe, Australia, and New Zealand have stayed soft, and is exactly why we need to hustle harder on the commercial side. Our sales team across Asia get out there every day chasing new business, especially on imports, airfreight, 1MFs and selling our full network. Customer service and operations teams are just as critical – make those proactive calls, spot any missing bookings, and upsell wherever you can.

Keep customers in the loop with transparent pricing and timely market updates. They're still dealing with the fallout from global disruptions, so let's stay on the front foot, communicate proactively, and keep that Mainfreight feel alive.

Quick Focus Areas:

Cyber security: Stay sharp, you're our first line of defence.

Margins: Protect them and look for smart lifts.

Consolidations: Pick up the phone with your network siblings, fill that first 1MF and start the second.

Debtors: We earn it, so let's collect it on time.

Training and developing our own DNA remains key: Keep investing in our people.

It's challenging, but the upside is massive. Our 11 countries in Asia cover a third of the world's population. We've barely scratched the surface. Let's drive our own destiny and control more freight. One team, all in!!!

Thanks, Cary

Michelle Yip

"Strategy without execution is just a conversation. Execution without strategy is just work."

As we move into FY2027, I want to take a moment to reflect on where we are and where we need to go. We have built air and ocean capabilities, technology solutions and teams committed to integration. That is our foundation. Now we need to be absolutely clear on what we're building on top of it, and who owns what. This is about clarity and accountability.

We compete on integration. We focus on verticals: Hi-Tech, FMCG, Pharmaceuticals, Food and Beverage, and import-led growth. Different markets have different demands. For example, Shanghai requires speed and air capability. Malaysia requires volume handling and warehouse scale. Shenzhen requires cost and consolidation. But we apply the same discipline everywhere: own your vertical, own Air or LCL in it, measure through contribution margin and customer retention.

Things We Focus On

- **Dedicated Teams for Air and LCL:** Each Branch Manager identifies the right team for Air and LCL. The team is accountable for performance and the pipeline. No ambiguity.
- **Pipeline Visibility:** Weekly revenue forecast by product and vertical. No surprises. If the pipeline is empty, we know early and act early.
- **Customer Engagement:** Quarterly business reviews are strategic, not administrative. We understand customer context, identify unmet needs, and secure additional volume. These must be run professionally and with purpose.
- **Margin Discipline:** Every deal is priced to contribute margin. Growth that erodes margin is not growth. We walk away if the price is wrong.
- **Integrated Accountability:** Warehouse and Air & Ocean teams report to the same regional P&L. Support each other's targets or explain why. No silos.
- **Right People:** Getting the right people with the right attitude and expertise in place is non-negotiable. Invest in training and development.

For our product development, Air and LCL, and our vertical focus, we will measure progress quarterly and adjust tactics as needed. But our strategy remains firm. We are not changing course every quarter. Product excellence takes time, but the direction is clear.

With our infrastructure, network and team capability in place, what we need now is a clear focus on the engines that matter, and absolute clarity on who owns what. Let's move forward with that clarity and execute together. Thanks for your commitment, and let's grow our business.



Joan Ji

"Alone we can do so little; together we can do so much." - Helen Keller

We've faced tough market conditions lately, and our regional performance hasn't met the level required for steady, sustainable growth. This is a challenge we all face together, and it's time we focus on clear, practical steps to make real progress.

Our number one priority is driving sales growth. We have genuine market opportunities to pursue, but we're short on sales resources across the region. To address this, all Branch Managers must take a more active role in customer engagement and new business development, working alongside the team to unlock opportunities and drive consistent revenue and margin momentum.

We will align with the international network to expand partnerships with our overseas agents. Strengthening these collaborative relationships is key to broadening our market reach, optimising service coverage and creating mutually beneficial growth. We will deepen communication and cooperation with our global agent network to leverage collective strengths and boost our business competitiveness.

I want to thank each of you for your hard work during this period. Your dedication

keeps our operations steady and lays the groundwork for our improvement. Moving forward, we will stay focused on actionable steps, support one another and take collective accountability for results. I'm confident that as a united team we will get back on track and build a stronger, more stable business together.

Things to Focus On and Improve:

- **Global network:** Work closely with overseas teams to expand agency networks and strengthen internal relationships.
- **Sales growth:** Focus on the right products and trade lanes to build targeted customer relationships.
- **New gains:** Convert existing pipelines into closed business as planned.
- **Tender customers:** Define a clear strategy to secure regional tender customers.
- **Profitability:** Sell strategically and conduct regular customer reviews to enhance customer quality.
- **Utilisation:** Improve consolidation utilisation by increasing volumes to optimise container filling.



Mainfreight Hong Kong celebrating Mainfreight 48th Anniversary

Jacky Lam

We would like to share a great achievement – Mainfreight 48th anniversary. Mainfreight's 48th anniversary celebration was a heartwarming and memorable occasion that brought our team together to honour shared milestones, resilience and an unwavering commitment our customers and partners. This celebration was more than just a toast to the past; it was a collective reaffirmation of our values: 100-year vision, culture, network, quality, decisiveness and responsibility. As we mark 48 years of growth, we carry forward the same pioneering spirit that started Mainfreight's journey, and we look ahead to many more years of growth. Thank you to every team member who has been part of this incredible milestone. Here's to the next chapter – 'Together, we go further.'





L-R: Prawonrat Saptanakit, Suttapa Rojanaporn, Yaowapha Piriyananant, Suroj Samorat, Jiradthadit Kitthisirichareon, Sommai Trakarnrung, Napaporn Promsith, Saowanee Chaiparinya, Chatchawan Channim

Back row: Kasidit Sarapanwong

Celebrating 50 Golden Years

The New Zealand-Thai Chamber of Commerce (NZTCC) is more than just a business network. It is the bridge that connects opportunity, innovation, and partnership between New Zealand and Thailand, to strengthen economic ties, empower entrepreneurs and help businesses thrive on both sides of the border.

In March 2026, Mainfreight Thailand participated in the event organised by NZTCC and the New Zealand Society of Thailand under the theme "50 Golden Years: A Celebration of Culture, Connection and Collaboration," focused on supporting long-standing business partnerships and celebrating the 50th anniversary.



First Row L-R: Vivien Zhang, Mario An, Vicky Wang

Second Row L-R: Joy Ma, Sherry Huang, Janna Shao, Eva Gao

Third Row L-R: Miko Ren, Jerry Wu, Jane Xi, Frank Fei, Peter Koo Neal Chen, Kelvin Guo, Nina Huang, Nick Jin

Branch of the Year – Mainfreight Asia 2025 | Shanghai Air Branch

Peter Koo

We are proud to share that our Mainfreight Shanghai Air branch has been honoured as **Branch of the Year – Mainfreight Asia 2025**. This recognition is a meaningful milestone and a testament to the collective effort, professionalism and commitment of our entire team.

This achievement reflects our strong operational performance, customer centric mindset, cross-functional collaboration and unwavering focus on service excellence. It would not have been possible without the dedication, resilience and teamwork demonstrated by every colleague throughout the year.

Thank you to all team members, partners and regional management for your continued trust and support. Together, we will build on this success and continue to deliver outstanding results in the years ahead.

Sharing Mainfreight's Global Sustainability Knowledge

In February 2026 Mainfreight Thailand delivered a knowledge sharing lecture on logistics and sustainability to students from the International Business Management (IBM) program at Bangkok University. The session focused on real world logistics operations, airfreight fundamentals and the role sustainability plays in modern global supply chains.

Students gained practical insights into how responsible logistics practices contribute to long term business success and environmental stewardship.

This engagement reflects Mainfreight's ongoing commitment to supporting education, developing future industry talent and contributing to sustainable development within the communities we

operate.

By sharing knowledge and industry experience, Mainfreight continues to support the next generation of professionals, while reinforcing our values of leadership, responsibility and continuous improvement.



L-R: Sumet Jirakasemwat, Jiradthadit Kitthisirichareon, Sommai Trakarnrung, Vajirawit Siripiyaphat
Back row: students of IBM program at Bangkok University



Jiradthadit Kitthisirichareon
addressing the students of
Bangkok University

Tree Planting Activity | Mainfreight Qingdao

On March 22 the Mainfreight Qingdao team, together with family members, participated in a local tree planting activity, reinforcing our commitment to sustainability, community involvement and long term environmental responsibility.

Working alongside the local community, our team planted young trees to support urban greening and ecological restoration. This hands on activity reflects Mainfreight's belief that meaningful environmental action is built through practical steps and shared responsibility.

Tree planting plays a vital role in supporting a low carbon future – helping improve air quality, restore green spaces, and contribute to long term environmental resilience. By taking part,

our people demonstrated how everyday actions can make a lasting difference. Family participation was a highlight of the day. Involving children strengthened environmental awareness across generations, and reinforced the importance of caring for the communities in which we live and work.

At Mainfreight, we believe that looking after our people, our communities and our environment is essential to building a strong and sustainable business. Activities like this reflect our long term view and our commitment to doing the right thing – not just today, but for the future.

Moving forward, we will continue to support initiatives that contribute to a healthier environment and stronger communities.

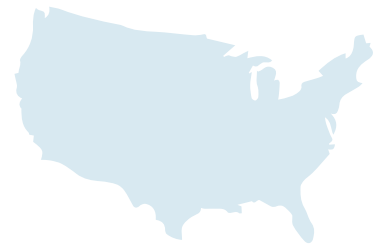


L-R: Miki Yuan, Eva Jiang, Michael Li, Jacinta Zhao, Helena Li, Rex Gao, Ling Diao

Americas

Mainfreight Americas

Jason Braid



As we head into our northern hemisphere summer, not only are we seeing our cities come alive with that summer energy, but we're also starting to see a small, much-needed shift in results.

It's been a tough last couple of years, but there is some momentum, and it's a start. We have a lot of work to do, and it's important we keep flicking that flywheel – now is not the time to lose focus. We should celebrate the small wins when they come along, acknowledge our teams and the hard work they're putting in, but then quickly get on with the job at hand and 'go again'.

We've previously discussed the need for us to focus on the areas requiring the most attention. We have a handful of branches causing most of our pain, and we need all hands on deck to fix them. When we do, we'll be on our way.

To our Branch Managers in these branches – please don't be quiet. Make some noise, ask for help, and then use that support the best way possible, especially in sales. For the most part, revenue growth will solve many of our problems.

Quality will always be what we're about, and we don't need to over complicate things. We need to move our customers' freight on time and damage-free every time. Let's be hard on ourselves, be honest in our performance and be truthful as to whether we have got it right. If not, let's make changes quickly.

There has been an improvement in the utilisation of our Transport linehubs, Air & Ocean, and CaroTrans consolidations, and in our Warehouses – thank you. This is assisting results, but we have ample room to improve further. It's been good to see our teams making tough decisions where needed, and route freight differently. It's important that our teams feel empowered to make these decisions, and that no one delays making them.

We continue to be amazed by the opportunities that come out of every sales call. To our sales teams – have fun

on the road and spend time with your teammates from across the business. Be curious and ask our customers questions. There is so much business out there to win. Likewise, ask for sales leads, and share them around the country and around the world.

There have been some great new customer wins of late, and we are excited about the energy of our sales team and the way we are working much more closely as a supply chain business. However, our existing customers are just as important as new customers, so keep building your sales weeks around meeting with all our customers – new and existing.

As we look ahead, we have some big goals and want to further grow our branch network across the region. However, first we need to fix what we

have. A lot can happen quickly, as several branches have shown as of late. In some instances, we are just one or two new customers away from a very different result.

Everything is more fun when we make money, and we all want to see our hard work rewarded with positive results. We have been encouraged by some recent wins, but we also remain cautious, as this is just the start. Now is the time to move with even more energy and passion, and to hammer home some of those wins.

To all our teams – thank you. Let's make this year our year. There is a lot to be excited about, and we know we have the team to get it done.

Thanks, Jason.

Things to focus on in the months ahead:

- There is always room to provide our customers with a better customer service experience and improved quality. Let's work hard every day at being the best we can be for our customers.
- Everyone should be in sales, not just our sales reps. Have fun with this, and enjoy interacting and learning from our customers.
- Don't wait to make changes, act now. It's better to try something than do nothing at all.
- Focus on our largest problems first. This will make the biggest difference once sorted.
- Keep working as a team, across our entire business. Remember, there are no job descriptions at Mainfreight - let's all help one another.
- Have fun



Sales Americas

Steve Turner

We recently held our National Sales Conference in Chicago, bringing together a team of 152 representing the U.S., Canada, Mexico and Chile. It was an opportunity to acknowledge our team's efforts and to collectively commit to achieving big in the year ahead.

Our investment in sales will always be a priority, particularly in developing and enabling our people. We are excited about what we can achieve this year – and beyond – with a team that has deliberately spent time learning our business prior to moving into sales. Our 'promotion from within' approach creates a team that understands who we are, and how we operate, and is passionate about building our business while carving out a rewarding career.

At the Sales Conference, we held workshops focused on accelerating

growth and maximising the opportunities within the markets we serve. Together, we explored ways to leverage our international network to support customers across Air, Ocean, Warehousing and Transport. With many customers already utilising our services in other regions, we are strongly

focused on introducing our offerings in the Americas to complement the work we already do together in other parts of the world.

The theme of our conference was 'With Passion, Anything Is Possible. There is a real buzz about the year ahead!'



The Sales Team enjoying a session led by our guest speaker – Eddie Slowikowski

Food and Beverage Focused

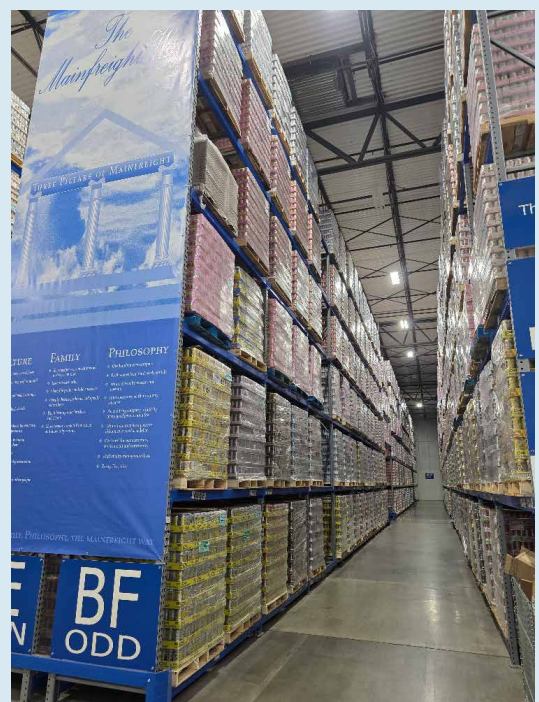
Food and Beverage (including alcohol) is a key vertical for us. Regardless of economic conditions, people need to eat and drink, making freight volumes consistent and well-suited to "feeding" into our network.

Customers require safe, high quality services to ensure products meet rigorous standards, build trust with retailers and comply with regulatory requirements. We are suitably certified by both state and federal authorities to support these needs.

In our warehousing operations, which provide storage and inventory management, our food and beverage customer base is growing. Our ability to meet retail compliance requirements delivers significant value to our customers, particularly those supplying major retailers.

These retailers require suppliers to send accurate, timely, and detailed shipment data - including pallet, carton and item details - before goods arrive at retailers' distribution centres (ASN: Advanced Shipping Notice).

Our warehousing locations include Los Angeles (two sites), Seattle, Dallas, Atlanta, Chicago (two sites), New Jersey, Wind Gap (Pennsylvania) and Toronto.



We have rolled out sales training specifically designed to instill the disciplines we know are crucial for success. These disciplines, and the sales fundamentals, sit at the core of how we sell at Mainfreight. Aligning our approach, and embedding strong habits across the entire business, is beginning to show.

Training content included:

- Our journey and expectations in the Americas
- Our culture – how we act and sell
- Our core products and services
- Selling the network – leveraging our network
- Ideal customers and how to target them
- Performance and success measurement
- Career opportunities

West Coast Sales101 Group
L-R back row: Nicolas Dietrich, Omar Aljaljoui,
Elan Ferguson, Blanca Amaro, Jorge Carrillo,
Miguel Castellanos, Jazmin Castro, Tom
Valentine
L-R front row: Bregan Good, Rob Kao, Hee
Jung, Danielle Hernandez, Erika Castillo

Over the past two years, we have worked hard to develop our airfreight product. This investment was necessary to build the infrastructure required to support growth, and is now starting to pay off through the onboarding of new customers and invitations to participate in true global airfreight tenders.

- Splitting our Air & Ocean branches in major cities to intensify the development of each product
- Establishing Certified Cargo Screening Facilities (CCSF), allowing us to screen cargo in

- house and manage handling, storage and transfer to airlines.
- Good Distribution Practice (GDP) certification, demonstrating compliance with quality standards for the storage, handling and distribution of pharmaceutical products.
- Los Angeles USDA bonded facility to store, handle or process USDA regulated products (such as meat, poultry, dairy and certain agricultural goods).
- In Los Angeles, a 20,000 square foot cold storage facility, including chilled and freezer areas.
- Development of an airline core carrier program to procure and

- Loading our own airline units, with consolidations built and unloaded in our own facilities. Focusing on sales into these units to improve utilisation, and ultimately gross margin

While there is still work to be done, it is encouraging to see these efforts providing us with a foot in the door with larger U.S. airfreight shippers. Through new customers, we have secured one million kilos of annualised committed tonnage starting in June.



Transport Americas

Mitch Gregor

“The present moment is all you can control. You can’t control the past or predict the future, but you can choose how you act now,” - Marcus Aurelius

To build a stronger business, and improve our results, it’s important that we lay a foundation built on quality. We should keep things simple, strive for operational consistency, and deliver on the promises we make to our customers. Strive to control the present moment. Do not underestimate your own contribution to our success — it’s the decisions we make, and the actions we take when nobody is watching, that matter most.

Every piece of freight across our network is important, and we can all influence the level of service we provide to our customers. Pick up freight on time, move it the same day to its destination, and deliver the day it arrives at your depot – in full, on time and in great condition. And when problems or delays arise, communicate clearly, provide updates and fix things. We all play an important role in shaping our customers’ experience with Mainfreight.

Some great examples of growth and investment across our transport business, great improvements in service and results, but there is still plenty to do.

Our focus for the year ahead is on two key areas:

- **Improvement in our quality** – Deliver in full on time (DIFOT) and achieve improved consistency of delivery performance across our network.
- **Sales** – new business growth and the retention of existing customers.

Let’s remember what makes us different from other transport providers.

- We are a service and sales-driven business – we genuinely care for our customers.
- Our people and our unique Mainfreight culture, make a difference.
- We are not just another trucking company – we have a world-class international supply chain offering across Transport, Warehousing

- and Air & Ocean.
- We don’t have call centres answered by AI chatbots. We strive to be easy to deal with and to fix any issues.
- We have local decision-makers close to our customers, and we like doing business face-to-face.

- Our amazing team of Owner Drivers really care about what they do. They are professional, and do a great job of getting our freight picked up and delivered on time.
- We move at pace and can be flexible.

Some key things we can do better in Transport in 2026/27:

- Think bigger and better, growth comes from setting big, hairy, audacious goals.
- Focus on the things that will help move the needle.
- Grow our customer base in each Branch – everywhere, every day.
- Have passion for every piece of freight, take ownership of arrival and departure times, load quality and delivery performance.
- Understand the key factors that influence gross margin, linehaul utilisation and profitability – fill our blue trucks both ways.
- Improve focus on gaining efficiency, and improve results in our cross-dock facilities (Dallas and Chicago), freight flow, technology and “live loading”.
- Have the best-looking trucks on the road, Mainfreight branded, clean and looking great!
- Collect our cash. Accounts receivable for 45+ days should be under 10%.
- Improve focus on driver training, compliance, safety and accountability.
- Thank you to everyone in our American Transport business for your continued commitment to our business – especially our Owner Drivers, we cannot do this without you

10K Shipment Milestone – Network Growth and Just Getting Started!

In early 2026, our Transport business marked a small, but significant, milestone in our journey as an LTL carrier in North America.

For the first time in our history, we moved over 10,000 shipments in a week through our network. Although a small number by the standards of our competitors and, other parts of the Mainfreight Transport world, this milestone solidifies the efforts of our sales and operations teams. We continue to sustainably grow our Transport business in the right way, and get our name into the market with the right customers – high volume, daily shippers in the industries that suit our network.

We now set our targets on doubling the business again.

A few fun facts and how we reached 10,000 weekly shipments:

- 2021 – Transport Americas first achieved 5,000 weekly shipments
- 95% of our shipments move exclusively on Mainfreight trucks

20 years with Mainfreight Beth Rosenbrock

It's tough to condense 20 years into just a few moments - it's been quite a journey, 20 years and counting! I started with Mainfreight in 2005, leading the Air & Ocean team in Charlotte.

I later took over a struggling branch that, at the time, was a combined Transport and Air & Ocean operation, with a small warehousing component. We successfully brought Charlotte back from double digit losses into profit. As it turns out, turning around struggling branches has become a defining theme throughout much of my Mainfreight career.

My next chapter took me to the Newark Air & Ocean branch, with the added draw of living in New York City. We were able to right the ship – moving from significant weekly losses to consistently beating our pledges year after year. Once again, we focused on the Mainfreight fundamentals, rebuilt the structure and kick started sales momentum.

Never one to get too comfortable, my next stop was Atlanta, where I took on the challenge of running the Transport branch during the period when Mainfreight was building its linehaul network from the ground up. It was a significant challenge, but also an exciting opportunity to learn a new market. I'm incredibly proud of the team we've built here in Atlanta.

Today, my focus is on sales, and developing both the team and the region to sustain and accelerate the growth we've set in motion.



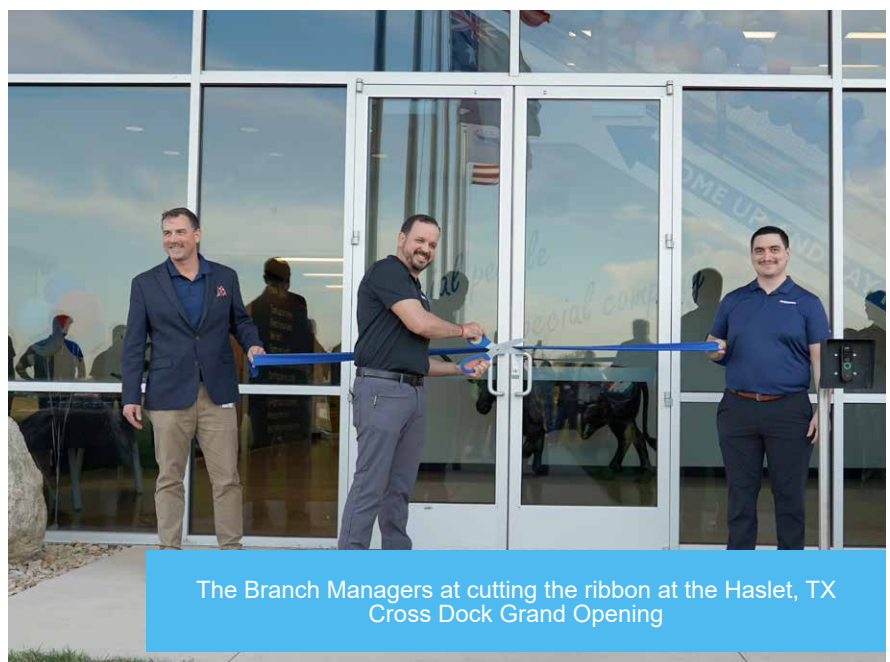
Celebrating 20 years of Beth at Mainfreight with the team in Atlanta

Haslet Grand Opening

Recently, we celebrated the official opening of the first purpose-built cross-dock in Texas with our customers, team and family. This marked a significant commitment to our Less Than Truckload (LTL) business for years ahead.

This investment shows our dedication to growth in the Americas, and sends a message to the market. "If you import or export goods, move freight by air or sea, or need warehousing and transport services, our team is ready to help." To our team, our hardworking Owner Drivers, suppliers and partners, thank you for your support and for enabling us to invest in these types of facilities.

These buildings do not come cheap, but investing in high-quality facilities enables us to deliver exceptional service to our customers.



The Branch Managers at cutting the ribbon at the Haslet, TX Cross Dock Grand Opening

Port Operations: Electric Vehicles in Los Angeles

Our latest electric trucks are in full swing, operating out of the Port of Long Beach in Los Angeles, thanks to Frank Evans (Big Frank Trucking) and Ez Anderson (A Legacy Transport), who are doing a great job of serving our customers while looking after the environment.

In addition to our Los Angeles Drayage service, we are launching services in New Jersey and Chicago in the next few months, further extending our ocean services, and providing customers with a one-stop shop to our warehouses.

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



Electric Trucks moving containers thanks to our Owner Drivers Frank Evans and Ez Anderson

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.



New Kenworth of Marvin Acevedo De Jeus – Boston Transport



A few of our Chicago based fleet lined up and ready for action

Warehousing Americas

Andrew Coulton

In times of uncertainty, when things feel hard and unpredictable, we tend to grow the most. These are the moments where lessons are learned, resilience is built and progress is made. While there is still a long road ahead of us in our Warehousing business, it's important we pause and recognise the ground we've already covered. We are very excited about the progress our business is making. Regardless of the environment, we are driven to deliver for our customers in the year ahead!

Across the U.S. and Canada, our people continue to do remarkable work for our customers. Day in and day out, teams are going the extra mile, doing the ordinary things exceptionally well. To our leaders and operators who show up consistently and with pride – thank you. Your effort does not go unnoticed, and it makes a real difference.

It is pleasing to see the progress of our Canadian warehousing business. The team has worked relentlessly over the past 12 months to transition to our beautiful, state of the art warehouse near Canada's largest container rail yard. The new site triples our previous pallet capacity, with impressive 40 foot clearances allowing for eight racking levels. We have also introduced very narrow aisle racking, further increasing pallet density beyond our typical benchmarks. It is particularly exciting to report that this additional capacity is already fully committed, and we are now considering the next steps in our growth plans - perhaps Vancouver?

From a technology standpoint, we continue to keep our eyes wide open, and it has been impressive to see the progress made with robotic stock counting at our Northlake branch in Texas. This technology delivers exceptional value to both our team and our customers by significantly improving stock accuracy. We are now counting all full pallet locations 365 days a year, eliminating the need for many customers to shut down operations for an annual stocktake, and allowing them to maintain momentum and sell more volume. You will also see an update from

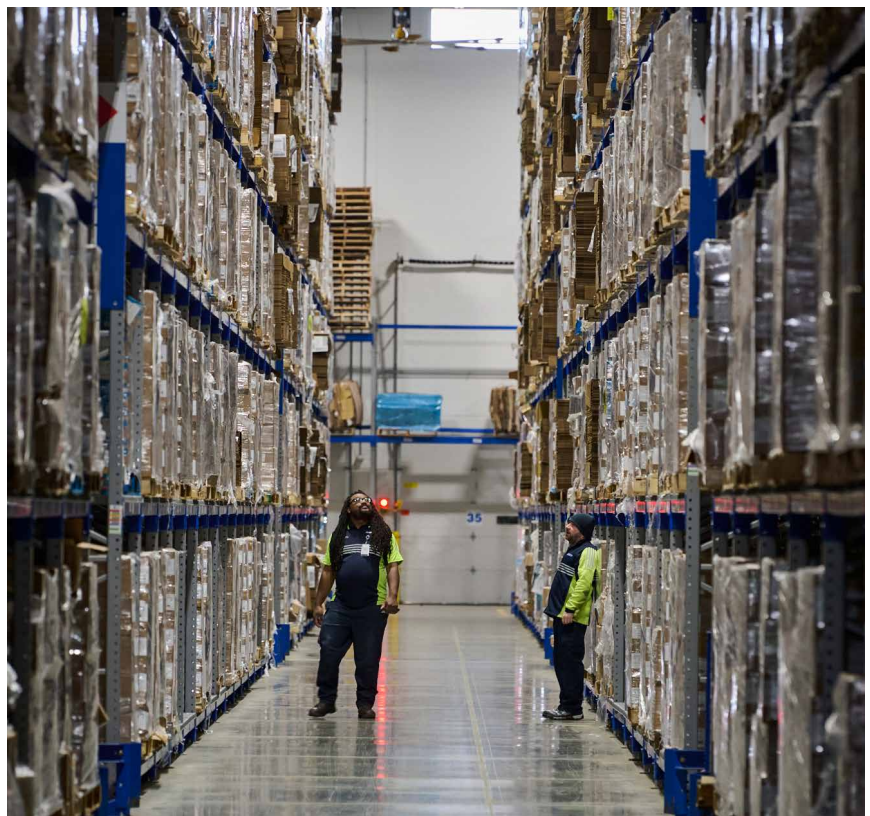
Our top priorities for the year ahead are clear:

- **Sales stay front and centre.** A healthy pipeline with committed new business is critical for long term growth across our branches.
- **Margin matters.** We are a margin focused business, closely tracking performance and acting quickly where improvement is needed, while sharing best practices across the network.
- **Service is non negotiable.** We succeed by delivering on our promises every single day. Strong service retains customers – and retention is everything.
- **Technology tools.** We are focused on initiatives that save time, improve accuracy and make our people on the floor more efficient

our Bolingbrook branch in Illinois on pick by weight technology – a practical continuous improvement initiative that reduces outbound touchpoints and improves overall efficiency.

Our plan's crystal clear, and now it's about execution: backing ourselves, staying disciplined and holding the course. It's encouraging to see greater consistency across the business, particularly in the look and feel of our sites.

Looking ahead, as revenue grows, we need to remain disciplined with costs, and do more with less wherever possible. Sales energy across our Branch Manager group needs to improve to build pipeline depth and maintain high utilisation across the network. Above all, a customer first mindset remains at the centre of everything we do.



What's Changing for Pickers in the Chicagoland Area Bolingbrook I, by Matt Gara.

Optimising Our Picking Process with Pick by Weight

As our warehousing business continues to support larger and more complex customer profiles, the need for a faster, more accurate picking solution has never been greater.

To meet this demand, we are introducing Pick by Weight – a smart, technology driven approach designed to streamline and optimise the picking process.

What Is Pick by Weight?

Pick by Weight is a technology enabled picking method that uses integrated weight sensors and an intuitive user interface to guide pickers using real time weight validation.

Instead of relying solely on manual checks or visual confirmation, the system verifies picks by matching the expected weight of items against what is physically picked.

Why It Matters?

The biggest advantage of Pick by Weight is accuracy. By associating precise weights with individual products or SKUs, our Warehouse Management System verifies each pick in real time, significantly reducing the risk of errors. This approach virtually eliminates mis-picks, improves order fulfilment precision and lowers operational costs associated with corrections, rework and returns. The result is better efficiency, fewer disruptions and higher customer satisfaction.

Additionally, Pick by Weight streamlines the workflow by removing traditional pick checking steps, allowing teams to move faster without sacrificing quality.

A huge shout out to our wider IT team, Rhys Stunell (Mainfreight New Zealand) and Rahul Gordhan (Mainfreight Australia), for their support and system integrations, as well as to all the developers whose contributions made this enhancement possible!



“Big Tex Dex” Doing the Rounds in TEXAS

Key operating stats:

- Locations counted per day: 25,000-30,000
- Crane length: to the top of the racking, 40 ft high!
- Photo taken of every pallet, every night, readily available to our customers.
- Time deployed: 5.30pm every night, rain or shine.
- Big Dex is in the process of replacing cycle counting for full pallet customers!



Big Dex in all her glory, everything is bigger in Texas



Louisnell Aponte with Big Dex in Texas

Bringing Warehousing and Transport Together! Jailyn Nino

Jailyn Nino began her journey with Mainfreight in July 2021, starting her career in operations at Bolingbrook I, where she took on a wide range of responsibilities and developed a strong understanding of MIMS. After quickly demonstrating her capability, Jailyn transitioned into several Account Champion roles, supporting many of our customers in Chicagoland.

When Bolingbrook II opened, Jailyn transferred to the new site and continued excelling in many operational roles, gaining key knowledge of our business. With experience supporting over 10 customers in this role, she was promoted to Account Manager in 2023.

In recognition of her outstanding performance, Jailyn was awarded the “National Account Manager of the Year” at this past Sales Conference. Next month, Jailyn will be joining our Chicago Transport team. This transition will play a key role in bridging the gap between our warehousing and transportation teams, particularly in helping move more freight into our transport network.



Jailyn accepting her National Account Manager Year award
at the Americas 2026 Sales Conference
L-R: Riley Tryhorn, Jailyn Nino, Steven Turner

Toronto Warehousing 2.0 is Now Live Katie Becker

The warehouse transformation is almost complete! The racking is now fully installed, and every part of our operation has been successfully consolidated into one building. Operating out of three buildings has been less than ideal, so it feels great to be all together again. We're a bit surprised at how quickly we are selling the space, with almost the entire warehouse sold and customers onboarding in the next two months. Given our growth over the past five years, this shouldn't be a surprise, but it's always a bit of a pinch-me moment to go from 113,000 sq ft to 250,000 sq ft and already be considering further expansion.

On top of that momentum, we're celebrating a huge milestone: achieving Branch of the Year. It's a testament to everyone's effort during an extremely challenging period, and it's great that it has been recognised. We've been able to celebrate the achievement as a team, and we've set ourselves the goal to be the first branch in North America to go back to back! Never a dull moment in Canada, and congratulations to the entire team.



Katie accepting the Branch of the Year Award
L-R: Jason Braid, Katie Becker, Andrew Coulton



Sahil Singh driving the turret in
Toronto

**“Excellence should be a habit, not an act.
Practice it every day!”**

Air & Ocean America

Matt Gustafson

Once again we find ourselves dealing with disruption, which seems to be “more of the same”. Whether it’s geopolitical or carrier-imposed, we always seem to find ourselves facing challenges. We can take confidence in the fact that our Team always finds a way to deliver high-quality results, regardless of the challenge.

In Sales we are seeing some very exciting new customers begin trading with us. Our Sales team – many of whom are still in their early days with us – are bringing a high level of enthusiasm and

energy as they continue adding new customers to our business.

In airfreight we find ourselves gaining true airfreight customers as we mature in the Americas. These gains will improve our existing consolidation utilisation and allow for more competitive customer offerings. We also see progress in our Perishable offering as we now have a full sales team in place, complemented by the quality of the team in our operation. For ocean freight, which has historically been our backbone, we see increases in volumes for both Import and Export LCL.

This is very important as it helps improve the utilisation in our consolidations. Export FCL is also growing as the team wins new business, in addition to extension work with existing customers. Growth in these areas has helped mitigate the down trading and rate erosion seen in FCL Imports.

Customs brokerage has been a hot topic in the news lately, and our team has come through at the highest level. With the constant changes in tariffs and regulations, our team has been nimble and kept our customers well informed, while still processing a higher volume of customs entries.

Areas of focus:

- **Pipeline:** Keep them full and move opportunities through with pace.
- **Push our network:** Our business continues to mature, with quality throughout improving every day. Ensure we are offering all customers the full benefits of our network and services.
- **Quality:** Critical to maintaining the highest level of service for our customers. Be customer-obsessed in our attitude towards customer service and delivery.
- **Operational Efficiency:** Use P.A.T. meetings to share best practices and improve our processes. It’s our DNA to empower our team to make decisions on how we do things to best serve our customers. Even with AI hurricaning into all aspects of our lives, it is still our people who ultimately make the difference.
- **Stay “smart”:** Be smart in all areas: how we spend our time, how we spend our money and what opportunities we choose to pursue

In the Americas, we are seeing significant improvements from Canada as we begin to recognise the massive potential in this territory. Additionally, our presence in Milwaukee is beginning to pay dividends, as we have grown our customer base in this new territory.

A little improvement every day on our biggest priorities will add up. In a very short amount of time, we can make significant progress.

Turn Around Branch of the Year – Seattle Air & Ocean

What an exciting time receiving the Turn Around Branch of the Year award. We hit our goals by making quality our top priority – every shipment, every customer interaction and every process was handled with excellence and with zero shortcuts. At the same time, we drove strong sales growth by working on opportunities with our brothers and sisters across Transport, Warehousing and overseas teams, proactively solving issues, implementing small but meaningful changes, maintaining consistency in our efforts and not shying away from some good old hustling.

Thank you, Daniel Kinoshita and Vijay Dasari, for your hard work, dedication and commitment. This is a great achievement, and I’m excited to see what we accomplish next!



Seattle Air & Ocean – Turn Around Branch of the Year!
L-R: Daniel Kinoshita, Matteo Sironi, Vijay Dasari

Investing in Our Future: Blast Chillers Now Operational in El Segundo

We are excited to announce that Mainfreight Los Angeles Air has recently invested in blast chillers at our Los Angeles Airport facility – a significant step forward in expanding our perishable handling capabilities.

So, what exactly are blast chillers? Unlike standard refrigeration, blast chillers rapidly reduce the temperature of perishable cargo in a fraction of the time, preserving the integrity, quality and shelf life of temperature-sensitive

products. This is particularly critical for high-value commodities such as fresh produce, seafood, meat, pharmaceuticals and florals, where even minor temperature deviations can compromise the product.

We are excited about what is yet to come as we can offer this new service. This investment opens up a world of opportunity for our branch. We are well positioned to handle a wider range of perishable cargo, deliver faster turnaround times, and provide our customers with an even

higher standard of care for their most sensitive shipments. It also strengthens our competitive position in the market, allowing us to go after business that previously required capabilities we did not have.

For our sales team, this is a powerful new tool when engaging with both existing and prospective customers. We are not just a freight forwarder – we are a full-service perishable handling facility, and the blast chillers are a clear demonstration of that commitment.



New Blast Chillers Elevate Our Los Angeles Perishable Capabilities

Food Safety and Inspection Service Certification: What It Means and Why It Matters

At Mainfreight Los Angeles Air, we are currently undergoing FSIS (Food Safety and Inspection Service) certification – a rigorous process that, once completed, will place us among a select group of freight facilities fully certified to handle regulated food and meat products under USDA (United States Department of Agriculture) standards.

This certification is not just a badge on the wall; it confirms that our facility, processes, and team meet the highest standards of food safety compliance set by the USDA. For our customers, it provides confidence that their regulated cargo is handled correctly, legally and with the utmost care from the moment it arrives at our facility.

The opportunities this unlocks for our branch are significant. It allows us to support a broader range of import and export commodities, pursue new trade lanes and serve customers whose cargo requires USDA oversight. In a compliance-driven market, it strengthens our credibility and positions Mainfreight Los Angeles Air as a trusted, fully capable food and perishable logistics partner.

We are proud of the work being put in to achieve this milestone, and look forward to sharing the news of our certification with you soon.

Strategic Growth in Mexico's Expanding Export Sectors

A major focus this year is the beverage sector, particularly tequila - one of Mexico's fastest-growing export industries. In 2025, tequila exports increased 18.6% in the first quarter, reaching 106.8 million litres, despite tariff uncertainty in the U.S., the largest tequila market. By the end of 2024, exports totalled 400.3 million litres per annum, with the U.S. absorbing over 334 million litres, followed by Spain, Germany, Canada, the U.K., Japan, France, Italy, Australia and Colombia. Today, tequila is available in more than

120 countries, underscoring its global usage and a growing need for reliable logistics partners.

Our deepening relationships with tequila producers, alongside long-standing partnerships in glass manufacturing, position us well to support the sector's rising international demand. We are also reinforcing our presence in the industry through collaborations with global manufacturers and suppliers.

Looking ahead, we aim to strengthen



our role as a partner for multinational companies expanding in Mexico. Even in a complex market environment, we remain confident in our team's ability to build strong relationships and drive sustained growth.

Mainfreight Americas Salesperson of the Year – Kyle McKenna

When I joined Mainfreight four years ago, I spent my days working with our operations team and in the warehouse to understand airfreight from the ground up: what moves, why it moves and how our people make it happen. That hands-on start shaped everything that came after, when I moved into sales.

By my first anniversary, I was beginning to gain real traction with true airfreight customers, and slowly building a book of business. I focused heavily on utilising our airfreight consolidations to support the network, thereby strengthening relationships across branches, and adding real value to our teams and customers. Over time, I leaned on the relationships I built in Chicago, and with our teams around the world. Working closely with Transport, Warehousing and our global network taught me the value of collaboration, and the power of having the right people in your corner.

I've been lucky to have a Branch



Kyle McKenna –
Mainfreight Americas Salesperson of
the Year

Manager who believes in me and gives me the trust and space to grow. Pair that with a consistent, persistent approach to sales, and I've been able to build deeper relationships with customers and prospects. These relationships helped me reach my New Business Target last year.

Being named Mainfreight's Group Salesperson of the Year is an honour, but it's not just mine. It reflects the incredible team around me; the people who taught me, supported me, and pushed me forward. I'm proud of what we've built together, and even more proud to call this team my family.

Chicago Consolidations

The Chicago Ocean team is currently running nine weekly consolidation containers. These cover imports and exports within our key trading areas, including Asia, Australia, Europe and New Zealand. Increasing consolidation utilisation remains a top priority for our branch. To drive growth, we've implemented monthly performance reviews, coordinated sales blitzes and are actively exploring opportunities to capture all freight in the network. We are aggressively targeting weekly LCL shippers who can help us build more predictable volume. Higher utilisation drives down costs and enables us to offer competitive selling rates to win more volume in our consolidations.

All consolidations are loaded and unloaded on site by our teams. Managing the process internally allows us to better control costs and quickly adjust to market changes or new opportunities. With fewer cargo touchpoints, we significantly reduce the risk of damage. Our warehouse team becomes deeply familiar with each customer's cargo profile, packing



We have weekly consolidations across our whole network. Here are Sami Demyon and Cesar Torres in Los Angeles in front of our consolidation

requirements, labelling standards and documentation needs, improving accuracy and service consistency. We also gain stronger visibility and tracking capabilities, along with greater control over urgent or time sensitive deliveries.

Dedicated staging and unloading zones have helped optimise our warehouse layout. Consistent cargo cutoff times, labelling checks, and documentation requirements have reduced delays and minimised the risk of misloads.

CaroTrans Americas

Matt Bloom

As we start the new financial year, we need to take a moment to celebrate the progress we've made over the past six months, and the teamwork that has led us there. Momentum is building at CaroTrans as we continue to onboard new customers and agents alike. We continue to make incremental improvements weekly, which help energise the team, as small wins lead to big success.

Our focus remains on two things: quality and sales. While our quality and results have improved over the past six months, there is still plenty of room for improvement, and we're working towards this every day.

We continue to identify talent within our branches to join our sales teams. Our customer service teams are also pitching in with sales support, resulting in a collaborative sales effort across our network. It's clear that the effort everyone has been putting in is paying off.

The operations teams are handling our LCL cargo more efficiently by reducing the time we touch the freight, and by communicating across the network to load where it makes the most sense. After a slow start to the calendar year, we've seen customer activity pick up for both US imports and exports, and have built a healthy sales pipeline to kick-start the new financial year.

Our top priorities for the year ahead are clear:

- Better utilisation in our export consolidations
- Import LCL sales growth
- Stronger communication with our agents
- Each sales rep converts three new gains per week
- Exceeding 20 sales calls per week

A focused sales approach, in conjunction with our partners, in our traditional destinations such as Japan, Korea, Italy and the UK, has also driven steady growth in these markets.

We're confident on our path for the year ahead. With results improving, and

morale on the rise, we're stepping into the next six months with momentum. Thank you to the CaroTrans team for your hard work, supporting one another and driving our success. There's more work ahead, and we're excited to keep moving forward as one team.



CaroTrans USA Sales Team enjoying the Conference Awards Night

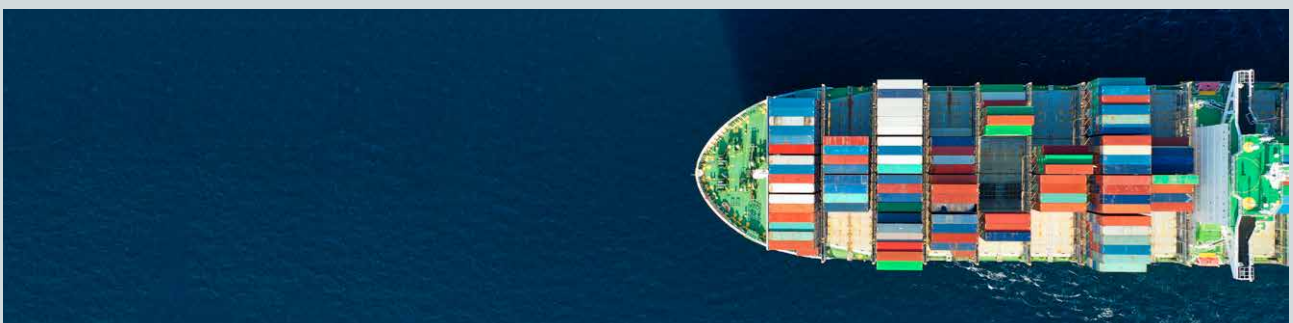
Reefer Consoles

For the past several months, CaroTrans and our good partner in Japan, Seino Logix, have collaborated to develop a unique solution in the market. Last fall, the team began

offering a reefer consolidation service from Japan to Los Angeles.

Focused on frozen meat, seafood, sake and foodstuffs, we've seen demand for

this service grow over the past several months, and it is now operating regularly. With the success of this new product, we are looking into launching another reefer consolidation from Japan to New York.



Sales Conference

Customer Panel

The highlight of this year's sales conference was the team's collaborative approach. Our mix of new sales team and veterans led to robust discussions, which helped to develop new strategies, strengthen connections and network across the group and identify actions the team could put to work immediately.

We also brought in a customer panel, made up of decision-makers from our existing customer base, to offer fresh insight into what our customers are looking for in their partners, and how CaroTrans can further develop our products to meet their needs.



Rookie of the Year - Madison Whitmer

We are proud to celebrate Madison Whitmer being named Rookie of the Year, recognising her dedication and impact early in her career. Madison has navigated several transitions during her time at CaroTrans, and we're incredibly proud to have her on our team. We look forward to her continued growth and success in the years to come.



Salesperson of the Year - Cyler Delahoz

Cyler joined CaroTrans Miami in February 2025. A quick learner, he found success on our sales team, and began delivering strong results in the Miami market. His hard work and persistence paid off throughout the year, as Cyler not only exceeded his sales goals, but helped to reestablish the CaroTrans brand in Miami. We look forward to his continued success and thank him for a job well done.



E-Tools and Technology

CaroTrans has invested time and effort in improving our technology and customer-facing tools over the past year. After a long journey, we are seeing the fruits of our labour come to fruition.

The CaroTrans Business Solutions team has been hard at work making numerous enhancements to our E-Tools, including updating our Track and Trace portal, adding "Quote it" and "Book it" functions to our FCL product, and most recently, the release of our "Port to Door" quoting tool, which our agents have been eagerly anticipating.

Feedback from our customers and agent partners is that our new website and e-tools are an upgrade from the former. Tools are easy to use, and a great help to our partners and overseas customers who can access many of their needs through our various e-tools after hours.



David Valadez (front) and Daniel Andrade (back) from CaroTrans Business Solutions are teammates at work and on the field as they compete together at Chicago HYROX competition

Technology



John Eshius

July is a good checkpoint: winter routines are set, volume is still moving. At this time a lot of the technology work that matters most is the quiet, continuous kind, keeping systems stable, removing friction and improving what our teams and customers experience every day. The three things we are focusing on right now are ongoing incremental improvements, customer experience and how we are implementing AI.

Ongoing Incremental Improvements the Work that Compounds

Most of the value we deliver doesn't come from big launches. It comes from hundreds of small changes that make things easier, clearer and more reliable, and that keep paying dividends over time.

To do that well across a growing global network, alignment matters! Not one-size-fits-all, but deliberate alignment that reduces complexity, and makes support and improvement easier. It helps keep us efficient, scalable and easier to support and improve.

Many smaller features have been rolled out over the last six months:

- Automated remeasure capability and integration
- Pricing estimate review screens

- in our Transport portal
- Pick by weight for the Warehousing business
- Carrier management improvements in the Air & Ocean business
- Purchase order management system for Air & Ocean customers
- A claims system in Americas
- Improved archiving capabilities of our operational systems to make them 'lean & mean'
- Improved weekly billing process for Warehousing
- Integrated with AI robotics for stock takes
- Integration with automated label applicators
- Improving inbound management for Warehousing; and
- Roll out of the Container allocation module to the Australian Wharf customers.

These ongoing improvements deliver efficiencies incrementally, that then compound, and can be implemented with a lean team.

Customer Experience – the Full Supply Chain

Customer experience is not one system or one project. It is the sum of every interaction customers have with Mainfreight, whether online through

integrations, on the phone, on the road or at a branch.

From a software perspective, our job is to make those interactions feel connected and dependable, and to earn trust by being accurate, clear and consistent.

Our focus remains: Deliver a modern, seamless and joined-up Supply Chain experience that builds customer trust.

What this means in practice: Fewer disconnected journeys — joining up data, systems and workflows

- Clearer, more reliable information — consistency in status, documentation and visibility
- Better use of customer and operational data to support planning, forecasting and decision-making
- Continuous small improvements — removing friction, fixing edge cases, and tightening the basics

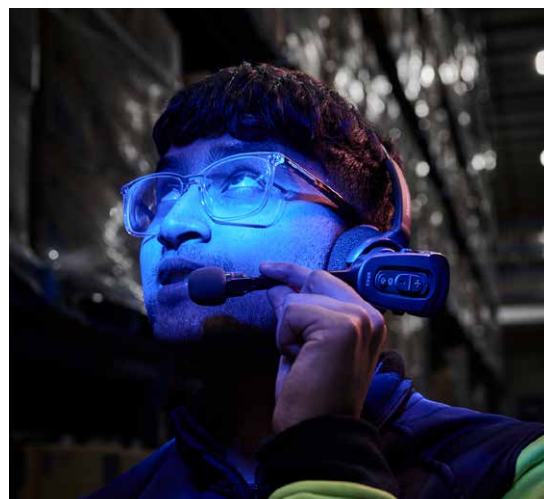
Most of this work is not visible as “big change.” It is the steady effort of simplifying, connecting, and improving the day-to-day experience — for both our team and our customers.

AI - How We Are Implementing It

Our approach is to make AI part of how we work, not a side experiment. The key for us is to implement it practically in a

Five areas of focus:

- **Keep us safe:** Understand your cyber security responsibilities and keep them front and centre of what we do.
- **Simplicity:** Remove friction in our processes. We can support business growth without expanding IT.
- **Alignment:** Think and act as one team. Understand our roadmap and timelines, and work together to achieve the outcome.
- **New Technology:** Use AI in a practical way, not as a side experiment. It has the potential to disrupt negatively and positively. Let's be wise and aligned.
- **Learn:** IT never stops changing and is moving at an incredible pace right now. Enjoy the challenge of keeping up.



way that improves outcomes (speed, quality, service), retains our strong people culture, and keeps our data, customers, and people safe.

This year, you will see us focus on:

- Clear use cases first, starting with the areas where AI genuinely removes effort (not where it creates risk or noise)
- AI in the software build process, using tools to assist with analysis, development, testing, documentation and support, so we ship improvements faster and with more consistency.
- Guardrails by default. We are focused on practical guidance on what data can be used where,

logging/traceability, and clear ownership, so we stay safe and compliant.

The outcomes we are aiming for are straightforward. We want to solve business problems more quickly, have faster turnaround on enhancements and fixes, with more consistent quality.

This is not about replacing people. It is about backing our people with better tools so we can keep improving.

Behind The Scenes - How We Are Working

While our work spans regions and platforms, the way we are approaching it is consistent. We have clear ownership,

strong partnerships with the business, and regional alignment where possible.

Across regions, the steady focus continues on stability and reliability, simplifying platforms and processes, and building foundations we can confidently grow on.

We also want to lift capability-sharing patterns, standards, and learnings (including around AI) so good practice spreads rather than stays siloed.

None of this works without great people. Thanks to everyone in IT, and across the wider Mainfreight teams for the steady work being done every day to improve the basics, elevate quality and keep our customers' experience front of mind.

Mainfreight IT Technology Summit Jeroen Bruggeman – Europe Technology Manager

Mainfreight Americas hosted the Group IT Technology Summit, bringing together managers from the Americas, Asia, Australia, Europe and New Zealand.

The summit focused on aligning global technology strategies to support Mainfreight's growth target. The key outcomes of the summit were:

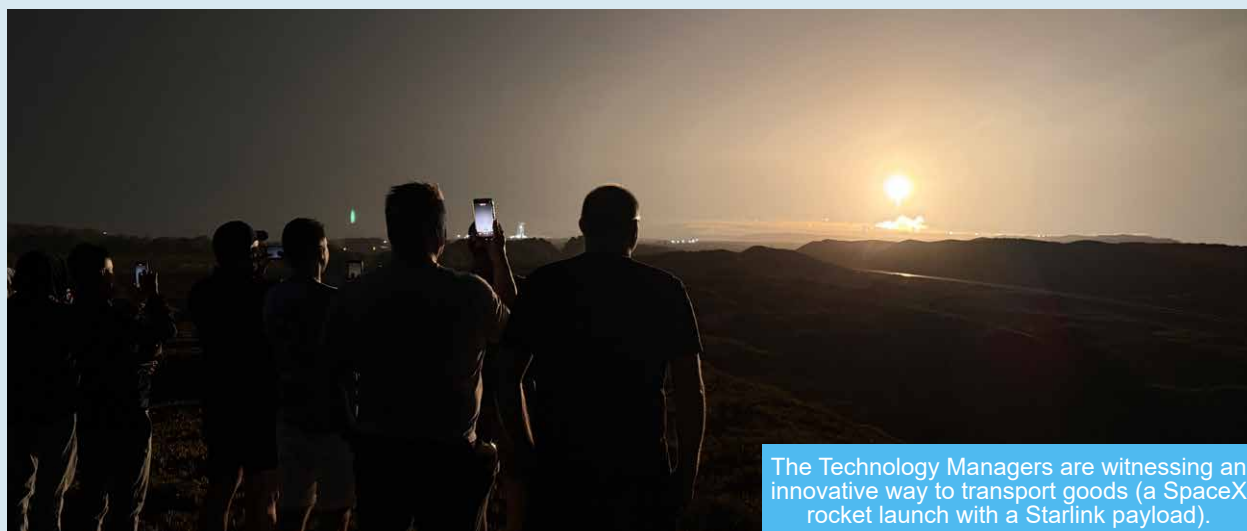
- **Driving Change:** We agreed that previous ways of working will not achieve future goals. The team is committed to

becoming one high-performing group, with a reputation for delivery and execution. This requires a fundamental shift in how we operate and collaborate.

- **Building Trust:** Trust is the foundation of success, especially for a globally dispersed team. Face-to-face discussions accelerate trust-building, and allow deeper conversations. Using the "Five Dysfunctions of a Team" framework, we explored biases, shared experiences and strengthened camaraderie.
- **Action Steps:** Key initiatives

include new tooling, improved project kick-off processes, enhanced reporting, progress-tracking scorecards and weekly updates. These steps will help us work better together and deliver consistently.

- **Our Goal:** Think and act as one Mainfreight IT, and deliver a consistent user experience across Mainfreight. Proactive communication, engaging in open and constructive debate and accountability will guide us forward.



The Technology Managers are witnessing an innovative way to transport goods (a SpaceX rocket launch with a Starlink payload).

Training & Development



Martin Devereux

One of the more enduring strengths of Mainfreight is that we haven't lost sight of who we are.

As the business grows and the environment around us changes, a lot of our thinking remains grounded in the same fundamentals. Our number one objective is still to deliver our customers' freight on time, every time, complete and damage-free. It reflects the standard our customers expect, and the one our people generally hold themselves to.

While the objective has not changed, what has changed over time is how that standard gets delivered.

For many customers today, their experience with Mainfreight is shaped across multiple parts of the business. Warehousing, Transport, Air & Ocean and technology all play a role. Often, that work spans countries and time zones. In that environment, quality isn't created at a single point. It's built through a series of decisions and interactions that all need to hold together. If we're involved at any stage, the outcome still reflects on Mainfreight.

Customers don't see our internal boundaries. They experience how well things come together, and whether care has been taken throughout the process. Quality has always been one of the clearest expressions of our culture. You see it in how our team approach their work, and how issues are handled when they arise. Those who perform most consistently usually have a shared sense of what "good" looks like and the discipline to maintain it, even when the work becomes more complex.

As we continue to develop our international network, complexity is part of the landscape. The challenge is making sure it doesn't quietly work its way into day to day activity in a way

that lowers standards or makes things harder than necessary.

We understand that quality is rarely lifted by adding more layers. It's typically strengthened through clarity, good judgment, and people feeling confident about what's expected of them.

Some of our strongest branches aren't the biggest or the most complicated. They are the ones that are clear in how they operate, consistent in what they expect and committed to getting the basics right.

Operating as a network brings real opportunity, and it also brings a responsibility to work in a way that demonstrates that connection. A network works best when standards don't change from one branch to another. This is where our training teams contribute - working alongside branches and our teams to build capability in ways that make sense in their local environment. Whether it's facilitating leadership development, operational training or supporting safety awareness, the focus remains on helping people understand what matters in their work and why.

The learning that tends to make the biggest difference at Mainfreight is usually very practical. It's closely linked to real situations, real decisions, and day to day judgment, rather than additional structure for its own sake.

Over time, it has become clear that the businesses that last are those where people care about how things are done. It is through people being on the same page and wanting to do right by each other. When teams care about how their work lands with the next person, it shows - and customers notice the difference.

That's why the approach taken through training remains grounded and

practical. The intent isn't to add process, but to support confidence, care and thoughtfulness in how work gets done. Our training teams exist to support branches, not to sit between them and their customers.

Much of our work happens quietly - contributing to hiring and development decisions, supporting leaders, reinforcing safety and wellbeing, and helping teams build capability over time. The aim is to make it easier for branches to maintain strong standards in their own context.

Branches know their people and customers best. Our role as a wider training team is to support that by sharing learning across the network, and helping our team understand how to achieve consistent, high quality outcomes.

As Mainfreight continues to grow, the real challenge is rarely size. It's discipline. Discipline around standards. Discipline around staying connected to the work. Discipline around focusing on what genuinely lifts quality.

When these things are taken care of, quality follows. Customers stay with us, and our people continue to build careers in a business they're proud to be part of. The following photos show the various touch points and activities our teams across the business are involved in.

Updates From Around the Regions

New Zealand

Building Capability in the Cab and at the Branch

Our Branch Champion Delivery Load Training and Dispatch 101 for transport dispatchers has now been completed. These sessions focused on equipping Branch Champions with the skills and confidence to train drivers on the Delivery Load App, setting us up for the next phase - the Driver Experience App, which is the next cab off the rank.

This practical, hands on training is a key part of ensuring our teams are supported as technology continues to evolve in the cab and at dispatch.



Team Talk with Marty

Team Talks have kicked off for the year, with our first session led by Marty focusing on Personal Brand. As always, these sessions are about sharing thinking, experiences and practical ideas that help us show up well for our teams, our branches and our customers.



Australia



Operational Training - Sydney Induction course

L-R: Uhila Vakameilalo, Alysha Olegario, Jason Nortje.



Mainfreight Development Program Project

Every year, our Mainfreight Development Program's work together in teams on Business Improvement Projects to improve our operational efficiencies. Each team will pitch their idea against other groups in their states, with an overall winner being chosen to present at our National Branch Managers Conference. This year, the winners were our Perth Team, Dan Beeston, Reyven Madamecila, Paige Horo, Baden Wirtz.



Port Sydney Tour

L-R: Gabby Vlasblom, Indigo Glenister, Sam Tasho, Macy Hullick, Jolin Yu



Port Victoria Tour

L-R: Caine Kindred, Brendon Jarrison, Don Forsdyke (Port Victoria trainer) Jayden Bleakly and Rebekah Turner

Europe



TSL Training Level 1 held in the UK

Back Row L-R: Finn Gilbertson, Jared Martinovich, Matt Kibbler, Madison Redley, Hannah Lefley, Jordan Thompson, Geoff Norman,

Front Row L-R: Courtney Bould, Anas Sibouih, Sandis Igars, Elif Bilici-Soriano, Ellie Mather



Ostend Induction Course

Back Row L-R: Eric Kwame Mensah, Samuel Abeka, Rostom, Cherigui, Enzo Roffini, Gildas Lepine, Nada Hassabou, Kawtar El Ouarzazi, Atilla Ferent, Stef Althoff

Front Row L-R: Maddie Rolston, Nicolas Pelerin, Christian Lacoudray



Safety at Work

Safety campaigns including videos, are designed to keep safety front of mind, with our teams sharing practical ways to reduce risk and look after one another every day.

Adrian Czarnecki in the Glove Safety Video Campaign

A healthy attitude is contagious, be a carrier

Americas



LAX Airfreight Perishables

Induction course tour of the Perishables Air branch. The team are standing in front of one of multiple freezers set at varying temperatures to preserve perishable cargo. This one is set to 32 degrees Fahrenheit.

L-R: Rene Rodriguez, Julio Montiel, Victor Avendano, Madison Posadas, Seema Pawar, Jazmin Castro, Jesse Avendano, Ryan Smith, and Megan Kelso

Mainfreight Development Program Kick Off 2026

First MDP Year 1 Kick-off of 2026. The team were gifted sunglasses with a tag that states “your future is so bright”. They all decided to wear them for the group photo.

Back row L-R: Jennifer Tokarz, Collin Doherty, Marco A Garcia, David Locascio, Daniel Grund, Sergio Parra, Zacc Minardi, Carson Patrick, Angelo Gionatti, Chris Conery

Middle row L-R: Michelle Worden, Yashdeep Raniga, Emilia Rios, Nick Belsanti, Naomi Gonzalez, Richard Guzman, Jonathan Busano

Front row L-R: Megan Kelso, Nairobi Asprilla, Margarita Mei

Lying Down: Joey Fielder



Induction Course – Newark, NJ

L-R: Kanika Chopra, Ahmet Aykut, Daniela Rueda, Megan Kelso, Melanie Trujillo, Terrance Butler, Charlie Brodell, Yeroldyn Maduro, Darlin Cornielle, Wylie Kilpatrick, Yeroldy Barias, Michelle Worden, David Locascio, William Chen, Shamel Mercado.

Asia

Branch Manager Conference

Branch Managers working through a practical reminder of the value of team work and working together

L-R: Sage Change, Rolla Liu, Edward Son, Jacky Lam, Shirley Mao, Doreen Ng, Dylan Ji, Billy Zhang, Clement Chong



Service Achievements

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

20 Years

Alvin Datt - National Support New Zealand, **Ann Vanhaeren** - System Plus Genk, **Brett Whitehead** - CaroTrans CFS Auckland, **Christiaan Vandenberghe** - Warehousing Ostend, **Claudette (Cookie) Kwiat** - CaroTrans Los Angeles, **Clay Jones** - CaroTrans USA, **Daniella Verlaque** - Air & Ocean Melbourne Seafreight, **Darren Peter Copland** - Wharf Brisbane, **Debbie Schollum** - Transport New Plymouth, **Ewald van den Heuvel** - Trucks & Drivers 's-Heerenberg, **Fiona Guildford** - Transport Dunedin, **George Ulutauonua** - Chemcouriers Auckland, **Gregg Conning** - FTL New Zealand, **Hamish Woods** - National Support New Zealand, **Jacinda Potts** - Air & Ocean Christchurch Seafreight, **Janine Nemeth** - Air & Ocean Melbourne Seafreight, **Jeremy Williams** - Warehousing Auckland Beach Road, **Jeryck Villahermosa** - CaroTrans USA, **Katrina De Koning** - Warehousing Adelaide, **Lee Tuhura** - Transport Tauranga, **Longkui Ge** - Auckland Port Ops, **Matthew Keane** - Transport Dunedin, **Paul Riethmaier** - Executive Team New Zealand, **Rowan Traue** - Owens Christchurch, **Sara Payne** - Air & Ocean Brisbane Seafreight, **Segaula Va** - 2Home Wellington, **Simon Hart** - Executive Team Australia, **Sosefo (Joseph) Tatafu** - Owens Auckland, **Steve Bucheler** - Cross Dock Auckland, **Susan Cook** - Christchurch Transport, **Takehito Kashiwabara** - CaroTrans Chicago, **Tien Nguyen** - Transport Dandenong South, **Trudy Te Aho** - Transport Hamilton, **Vale McKenzie** - Wharf Sydney, **Wayne Ellis** - Transport Tauranga.

25 Years

Andrew McLeod - IT Australia, **Arron Davis** - Auckland Port Ops, **Cambridge Moore** - Transport Wellington, **Cameron Power** - Transport Dunedin, **Colleen Moore** - Training Team Australia, **Darren Turner** - FTL Auckland, **David Heka** - Owens Auckland, **Dorie Rutjes - Janssen** - Crossdock 's-Heerenberg, **Filipe Peini** - Daily Freight Auckland, **Gerrard Robinson** - Owens Auckland, **Gordon Hay** - Warehousing Larapinta, **John Searle** - Transport Cromwell, **Joseph Zeno** - CaroTrans Chicago, **Kingi Hoskin** - Transport Prestons, **Laura Litchholt** - CaroTrans USA, **Lisa Tryon** - CaroTrans Baltimore, **Michael Forkenbrock** - National Air & Ocean Americas, **Michael Hood** - IT Australia, **Micheal Keith** - Chemcouriers Auckland, **Mulivai Televave** - Warehousing Auckland 107 Westney Rd, **Muni Sarwan Gounder** - Auckland Port Ops, **Nicole Hegeman** - Air & Ocean Melbourne Seafreight, **Patricia (Trisha) Maahs** - CaroTrans Los Angeles, **Paul Arras** - Transport Cromwell, **Reuben Mason** - Transport New Plymouth, **Shane McxDougal** - Transport Masterton, **Shane Williamson** - Air & Ocean Tauranga, **Stina Kristiansson** - Transport 's-Heerenberg, **Tevita Tevita** - Transport Whangarei, **Timothy Brasier** - Transport Dunedin, **Troy Bennett** - Training Team Australia

30 Years

Ange Quedley - IT New Zealand, **Arno Rutten** - Trucks & Drivers 's-Heerenberg, **Carine Bovy** - Transport Ghent, **Darren Jerard** - CaroTrans Christchurch, **Deane Hunt** - Owens Christchurch, **Eddy Stals** - System Plus Genk, **Gary Harrington** - Global IT, **Melissa Wearing** - Transport Auckland, **Nu Halagigie** - Air & Ocean Auckland Airfreight, **Raewyn Vela** - CaroTrans CFS Auckland.

35 Years

Denis Laws - FTL New Zealand, **Edward Hiku** - Engineering New Zealand, **Franky Delanghe** - Transport Ghent, **Peter Langenheim** - Crossdock 's-Heerenberg, **Wim Driessen** - Trucks & Drivers 's-Heerenberg.

40 Years

Hennie Willemssen - Crossdock 's-Heerenberg, **Ruud Tousain** - National Support Europe, **Tom Valentine** - National Support Americas.

55 Years

Dave Tolson - Transport Auckland.



Gary Harrington - Global IT
30 year legend



Darren Copland - Wharf Brisbane
20 year legend



Ruud Tousain (right) - EU Nat Support
40 year legend



Olga Cazarez - CaroTrans Chicago
20 year legend



Melissa Wearing - Transport Auckland
30 year legend



Takehito Kashiwabara - CaroTrans USA
20 year legend



Denis Laws (left) - FTL New Zealand
35 year legend

Bereavements



Erik Wallinga

Mainfreight Warehousing Meiland

We received the sad news that Erik Wallinga passed away at the age of 56.

Erik joined our team in 2017 and worked across several warehousing branches in 's-Heerenberg, and since 2019 in the warehouse in Meiland. His passion, attention to detail, and process knowledge set him apart and were greatly valued by our customers.

A wonderful colleague at work and beyond, Erik trained for triathlons with fellow team members. Our thoughts are with his family and friends. Erik, you will be missed.



Hai Dinh

Mainfreight Metro Melbourne

It is with deep sadness that we share the sudden passing of owner-driver Hai Dinh from our Metro Dandenong South branch on 11th January 2026.

Hai joined us in 2022 and was a highly valued member of our team, known for his incredible work ethic and his genuine “get it done” attitude. He was always smiling, and was warmly regarded by the team and customers.

Above all, Hai was a devoted family man, and his loss will be deeply felt by everyone at our Dandenong South team.



Astrid van der Loo

Mainfreight Warehousing Zaltbommel

It is with deep sadness that we share the news that our beloved colleague, Astrid van der Loo, passed away suddenly at the age of 56.

Astrid joined Mainfreight in 2022 as part of the co-pack team, and supported many other operations, always with enthusiasm and warmth. She saw Mainfreight as her “bonus family” and brought joy to every activity she joined. Astrid always remained positive and engaged. Our thoughts are with her family and friends.



Graham Robinson

Mainfreight Air & Ocean Business Solution, Australia

It is with deep sadness that we share the news of the passing of our colleague, Graham Robinson, on 23rd January 2026.

Graham was a greatly valued member of our Air & Ocean Business Solutions team for the past 18 years. He was always willing to assist, and no challenge was ever too big or too small for him to take on. Whenever a complex requirement arose, Graham consistently found a way to deliver a solution.

His contributions to our team and organisation are numerous, and many will continue to have a lasting impact for years to come. It was a privilege to work alongside him.

We extend our deepest condolences to Graham's family and friends, and all who had the privilege of working with him.



Carolyn Sim-McFarlane

Mainfreight Transport Auckland

Carolyn Sim-McFarlane was the heart and soul of a Mainfreight kitchen for over 25 years. Following her sister into the group she started at Mainfreight Auckland in 1998. Over her time with the group, she fed our teams across both Mainfreight and Owens Auckland.

Whether it was last minute catering requests, a listening ear, extra team or guests for lunch, or an event like a Pink Breakfast she lived by "Anything is Possible" unless she thought you were dreaming – in which case she would tell you so. Since Carolyn passed away unexpectedly on holiday our Railway Lane Kitchen hasn't been the same and she leaves a gap in our branch and in our hearts.

We send all our love to her family and loved ones.

Carolyn – Rest in Love



Bahri Coroz

Mainfreight Transport 's-Heerenberg

We received the sad news that Bahri Coroz passed away at the age of 61.

Bahri was a true legend, having worked with us at the cross-dock since 2000. His strong work ethic, passion, direct Amsterdam style and great sense of humour will always be remembered. He was always willing to help others, and his enthusiasm could motivate anyone. After he left Mainfreight, he continued to visit regularly, staying closely connected even during his illness.

Our thoughts are with his loved ones. Bahri, you will be deeply missed.



Massey Wade

Transport National Australia

Massey was a proud Mainfreighter for 14 years and had an extraordinary eye for detail. He was passionate about continuous improvement as it related to our fleet. This included branding, presentation, technology and sustainability. He helped us introduce our first tranche of EV trucks, and his influence can still be seen in how our facilities look and operate today. Outside of work, Massey was a passionate Rugby League fan, and had been involved with the Melbourne Storm since its inception in the 1990s. Together with his wife, Philipa and son Houston, Massey opened their home to players arriving from around the world, offering support, shelter and a place to belong.

Massey passed away on 9 January 2026. At his service, he was surrounded by his loving family and friends, the entire Melbourne Storm Rugby League team, and many fellow Mainfreighters.

Massey often said, "The standards you walk past are the standards you set." He personified this belief and was instrumental in building the reputation and standards we carry today.

Bennie Bosch

Mainfreight Transport 's-Heerenberg

We received the sad news that Bennie Bosch has passed away.

Although Bennie retired 18 years ago, he always remained closely connected to our company. For many years, he carried responsibility for our fleet and drivers with exceptional passion and dedication. His commitment, craftsmanship and personality left a lasting impression on our organisation.

Our thoughts are with his wife Berry, his son Bernardo, and all his loved ones. We wish them strength during this difficult time.



Global Awards Ceremonies

Congratulations Team

Asia



Europe



1. Branch of the Year - Mainfreight Shanghai Air

2. Salesperson of the Year - Anita Su, Mainfreight Guangzhou
L-R: Billy Zhang, Anita Su, and Cary Chung

3. Sales Team of the Year - Mainline Singapore

4. Branch of the Year - Airfreight Amsterdam
L-R: Ben Fitts, Jeroen Geerdink, Brad Russell

5. Salesperson of the Year - Giovanni Tornabene, Mainfreight Tilburg

Americas



6. Branch of the Year - Toronto Warehousing
L-R: Jason Braid, Katie Becker (Toronto Warehouse Branch Manager), Andrew Coulton

7. Turn Around Branch of the Year - Seattle Air & Ocean
L-R: Matteo Sironi (Seattle Air & Ocean Branch Manager), Matt Gustafson

8. Sales Person of the Year 2026 - Kyle McKenna, Chicago Air

Australia



New Zealand



9. Sales Team of the Year – Dandenong South Transport

10. Salesperson of the Year – Alexander Maslowskyj Air & Ocean Brisbane

11. Branch of the Year – Epping Transport

Sander Vreeburg, Branch Manager with the trophy

12. Sales Team of the Year - Mainfreight Transport Wellington

L-R: Daniel Plested, Jack Trotter, Polly Gibbs, Henry Maurice, Callum Holdaway

13. Salesperson of the Year - Megan Lockie, Air & Ocean Nelson

L-R: Daniel Plested and Megan Lockie

14. Branch of the Year - Chemcouriers Auckland

L-R: Richard Atkin and Carl George

Photoboard



1. Welcome back Wilson! A customer returning back to Mainfreight very excited to see their regular driver Wilson from Mainfreight Transport Auckland

2. Mainfreight and CaroTrans Tianjin annual team dinner

3. Pink Ribbon Breakfast, Daily Freight Christchurch, the team all dressed up for the occasion

4. Ed, our H&S Co-ordinator in Chicago set a task for the team, if they completed the task, he got pied! Well done team!

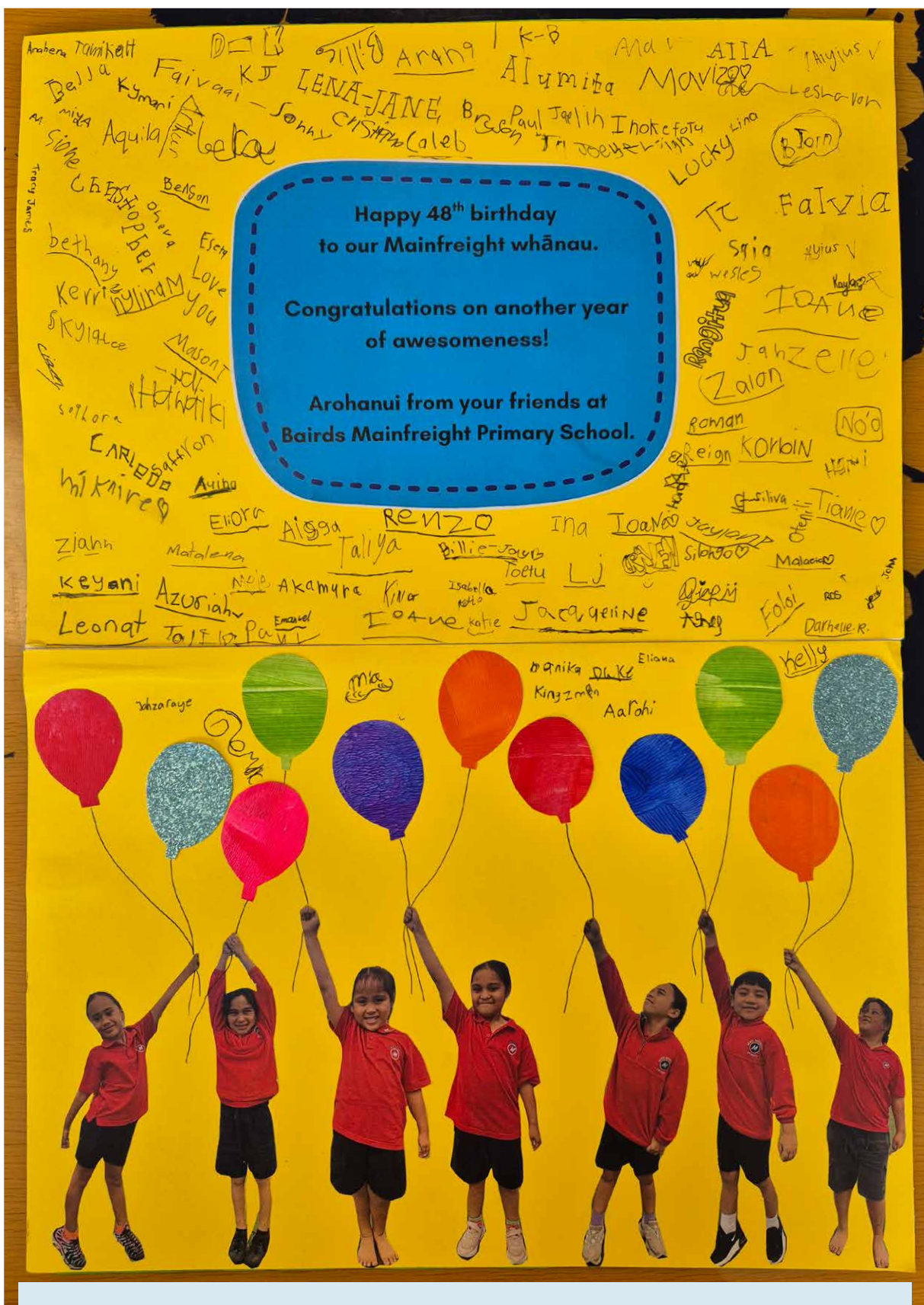
5. Ocean heroes 24hour swim in Sydney. The team swam over 80km's and raised \$5948.66

6. Warehousing Thailand team mucking in to keep our warehouse in tip top shape

7. Tony Harber of Mainfreight Ballarat completing the Run for Kids race in Melbourne

8. Chef Janine from Chicago with her newly planted herb garden

9. Dexter Drive Family Portrait.



This is so special it deserves its own page. Thank you Bairds Mainfreight Primary for the wonderfully creative birthday card!

Feedback

Mainfreight Meilands

To: Nicole Donder & Chow-Ling Chong
Warehousing Meilands

Firstly, I wanted to thank you again for taking the time to see Vikki and I last week, and it was much appreciated. I think we had a very good meeting and was also great to meet Rochelle and see the Utrecht warehouse (please extend our thanks to Rochelle as I don't have her contact details).

We have taken away some good next step points, and we can work on these accordingly.

Finally for the moment, I have attached some pictures of the lovely thought that is the Mainfreight model truck from Christmas.

Looks great on my desk at work

If any of my pictures do find their way into a newsletter, it would be great if I could receive a copy if possible.

Take care and speak soon.



Feedback about driver – Erhan Mahmud Mainfreight Truck & Drivers Belgium

Dear Mainfreight Logistics Team, dear Mr Gielis,

I hope this message reaches the appropriate contact person.

I would like to take a moment to acknowledge the extraordinary work of one of your team members, Erhan Mahmud. He has been delivering to our company for more than five years, and his professionalism has been exemplary from the very beginning.

Erhan is always ready to lend a helpful hand, consistently polite, and truly a pleasure to work with. His positive attitude and reliability make a real difference in our daily operations, and we felt it was important to share this feedback with you.

I trust this information will be passed along to his manager to acknowledge the high quality of his work.

Thank you for your attention, and please feel free to reach out if you need any further information.

I wish you a great day ahead.

To our Charlotte Air & Ocean Team from one of their customers

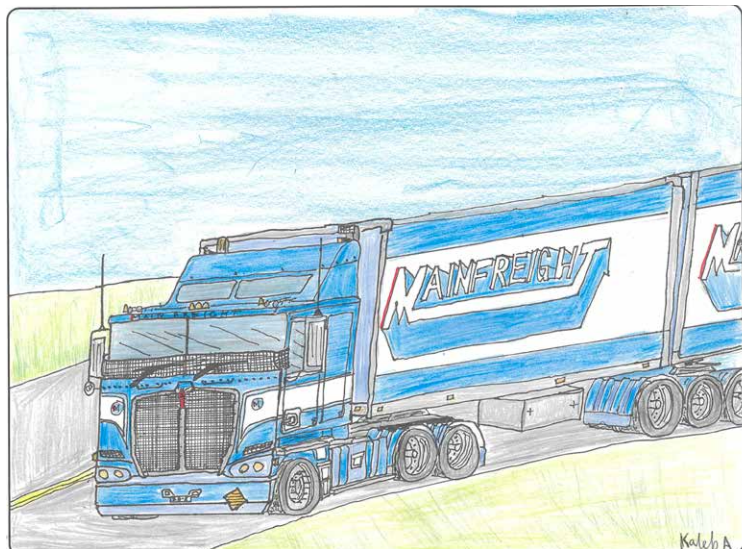
"On a personal note, I still can't believe you drove around to look for our missing pieces. I just want to let you know it took months of planning internally with our product team in Italy to get those ready in time for our annual meetings and I really do appreciate the support on this front from you, even when the carriers had issues. It means a lot to us that you would do that and instills nothing but confidence for future business. I owe both you and Will and drink next time I am in town."

Dear Don

I think your truck
are really cool.

I hope you like
my drawing

Kaleb Aged 11



Feedback

Testimonial from Kemblawarra Public School

Dear Mainfreight and the Books in Homes Team,

On behalf of the staff, students and community of Kemblawarra Public School, I would like to extend our deepest thanks for your continued support and generosity through the Books in Homes program.

Our school has now proudly participated in this program for three years, and in that time we have witnessed remarkable growth in our students' love of reading. The opportunity for every child to take home nine brand-new books each year has made a significant difference—particularly for families who may not otherwise have access to high-quality reading materials.

Zaltbommel Warehousing

While we still wait on the FINAL numbers I wanted to drop a quick 'thank you' to you and the team for the huge effort undertaken in the run up to end of month, especially over the weekend.

At its peak the allocation number was way higher than expected. Certainly, at Ecomm processing (but also managing the late UK order and getting it out the door) the teams performed miracles to get everything done.

Please extend this email to your teams and Mainfreight operation. With help of all their efforts we were able to hit our target, if not above.

For Hunter Perry – one of our owner drives in Haslet, TX 2

To whom it may concern,
I would like to express my sincere appreciation for one of your freight drivers, Mr. Hunter Perry. I receive a large number of deliveries from various freight carriers (FedEx, UPS, independent freight companies, etc.), and it is rare to encounter someone who demonstrates the level of professionalism and care that Mr. Perry showed.
From the moment he arrived to the moment the delivery was completed, he handled my shipment with exceptional attention and respect. His customer service truly stood out. When someone genuinely cares about the condition of your shipment, you can feel it without a single word being spoken — and that is exactly the experience I had with Mr. Perry.

I want to thank him once again and ensure that he is properly recognized for his outstanding service. Employees like him make a meaningful difference.

Driver Feedback - Jag from Mainfreight Transport Brisbane

I caught up with our customer today in Geebung. Their warehouse team member (Alex) wanted to make sure I pass on the awesome service he receives from Jag.

He says he loves his Driver and the direct comms they have. Jag often calls him if he has freight and aims to pick up at times that suits him especially since Alex is often out with installations. He mentioned he once called Jag and learnt he was on leave but Jag made sure his freight got collected by sending his 'mate'

It's great feedback to receive from our customers!



Excellent drivers skills on display

FTL South Island Drivers

Hi there

I just wanted to tell you how impressed I was on Sunday 17th May at Springlands Supermarket where I observed one of your drivers skillfully maneuvering his 'trailer truck?' into the carpark and reversing into where he needed to be.

He seemed to do this with excellent skills, very quickly, with minimum disruption to other traffic and with a smile on his face.

If you are able to identify who the driver was, he deserves praise.

Dave Alam - Mainfreight Metro Sydney

Good morning to the team at Mainfreight,

I'm writing to share my appreciation for the exceptional services we have received from your team member, Dave Alam

From the moment I interacted with him, it was clear that Dave takes great pride in their work. His delivery of our continece aids on a fortnightly basis is quick and efficient and when I have been busy at the main desk he was attentive to my needs, proactive in finding solutions, and genuinely friendly throughout the process. This level of professionalism and care made my experience with your company not only smooth but truly enjoyable.

It's rare to encounter someone who combines efficiency with such a positive attitude, and I believe outstanding efforts like this deserve recognition. Please pass along my thanks to Dave Alam and let them know their hard work has not gone unnoticed.

Thank you for fostering a culture where employees go above and beyond for customers.

It reflects very well on your company.

Our man Harry - Message received from Instagram

"Hey Mainfreight. We were just at the Pukekohe Mitre10 buying some items when your driver Harry helped us out with loading our boxes and was such a generous and lovely man that we felt inclined to just reach out and say thanks so much to him, for representing your business so well. Bhangu limited was the contractor and the drivers name was Harry. Not sure what you can do to celebrate your drivers, but please celebrate Harry! But please give him our absolute thanks! Great PR for you guys "



MAINFREIGHT

DAILY FREIGHT

CHEMCOURIERS


OWENS CarTrans