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ACROSS BORDERS

ANNUAL REVIEW 2026



Navigating change and empowering progress

The global trade environment continues to be shaped by volatility, disruption and uncertainty. Ongoing geopolitical instability, attacks on key shipping routes and sustained economic pressures have continued to disrupt international supply chains, elevate freight costs and drive ongoing carrier surcharges across global networks. For Australian industry, these conditions have reinforced the fragility of global logistics systems and the critical importance of resilient, transparent and efficient trade infrastructure.

Against this backdrop, Australia's international trade community has continued to demonstrate resilience and adaptability. Importers, exporters, freight forwarders, customs brokers, transport operators and logistics providers have operated within an increasingly complex environment characterised by port congestion, fluctuating shipping schedules, capacity constraints, rising compliance obligations, workforce shortages and sustained cost pressures.

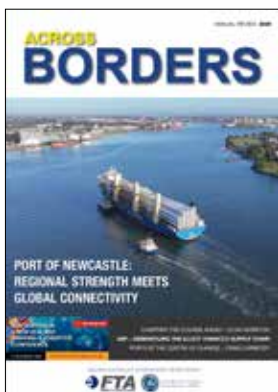
Freight & Trade Alliance (FTA) and the Australian Peak Shippers Association (APSA) have remained firmly focused on practical advocacy, industry representation and member support, with particular emphasis on charging practices, competition law reform, digital trade modernisation, border compliance, workforce capability and supply chain security.

Importantly, FTA and APSA have again achieved strong exposure across mainstream media and parliamentary inquiries, reinforcing the importance of evidence-based reform through detailed submissions and sustained engagement with decision-makers on issues affecting national productivity and trade efficiency.

A major milestone this year is the inaugural Australia & New Zealand Shipping & Logistics Conference, delivered in partnership between FTA, APSA and the New Zealand Cargo Owners Council (NZCOC), to be held on 27–28 August 2026 at the Sheraton on the Park, Sydney. The conference will provide a vital regional platform for collaboration between government, regulators and industry leaders on the future of trade, logistics and supply chain resilience.

We sincerely thank our members, sponsors and partners for their continued support.

By PAUL ZALAI, Co-founder and Director,
Freight & Trade Alliance (FTA)



Front cover –
sponsored by Port of Newcastle

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Connecting a Changing World: The Strategic Role of Ports in Modern Trade

By CRAIG CARMODY, Chief Executive Officer – Port of Newcastle

As global trade continues to shift, the role of ports has become more visible, more strategic, and more connected than ever before. From where I sit, ports are at the heart of that change. We do not just move cargo – we help to keep supply chains connected, trade flowing and industry moving in a world where the free movement of freight is under constant, and multi-faceted, challenges.

The centrality of ports is evident in all trades. Nowhere is that more evident than in the rollout of renewable energy projects across Australia, where ports like Newcastle play a critical role in bringing turbine components, batteries, and other project cargo into the supply chain. The scale and pace of these projects underline how central ports have become to the energy transition and to the broader transformation of global trade.

That is why I am particularly proud to support the Freight & Trade Alliance (FTA) and the 2026 Australia & New Zealand Shipping & Logistics Conference as platinum sponsor.

The FTA is a critical voice for the sector, bringing together industry leaders, policymakers and logistics professionals to confront the challenges and opportunities facing Australian trade. In an environment defined by volatility, capacity constraints and shifting customer expectations, those conversations are no longer optional, they are essential.



Port of Newcastle has never been a larger part of the state, national, or global conversation, yet our priority remains steadfast – to deliver reliable, efficient and commercially sound operations by improving vessel turnaround, optimising berth access and ensuring our procedures are aligned with the realities of today's supply chains. At the same time, we recognise that the renewables rollout and other largescale infrastructure projects are accelerating the need for the right port and connecting infrastructure if we are to keep up with changing demand and maintain Australia's competitive position in global trade.

That is why stakeholder and Government engagement is so important. Events like the 2026 Australia & New Zealand Shipping & Logistics Conference are a platform for alignment that allows us to test our thinking, challenge our assumptions and build the partnerships that will underpin long term value.

These forums are where policy, infrastructure planning and commercial decision making can converge around shared priorities, such as improving efficiency, reducing friction in the supply chain and ensuring Australia remains competitive in global trade. Port of Newcastle is proud to support this alignment and to play our part in shaping the next phase of Australia's trade and logistics story.

I would like to acknowledge the FTA for the leadership it continues to provide across the sector. The organisation's advocacy, insight and convening power are invaluable at a time when collaboration is the only way to deliver meaningful progress. I look forward to continuing our partnership and to the conversations that will help define the future of shipping and logistics in Australia and beyond.



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CHARTING THE COURSE AHEAD

By OLGA HARRITON, APSA Chair / Global Logistics Manager - Manildra Group

Trade remains the lifeblood of our nation. As an island nation, our prosperity depends on a strong, efficient and resilient ocean freight supply chain to connect Australian exporters, importers and businesses with the world.

Yet once again, our industry is navigating turbulent waters. Global trade remains under pressure from geopolitical instability, shifting tariff settings, blank sailings, route disruptions and growing uncertainty across key shipping corridors. Tensions in the Middle East have reinforced how quickly international events can drive up costs, reduce reliability and place further strain on already complex supply chains.

Closer to home, Australian importers and exporters continue to face longstanding domestic pressures, particularly rising terminal access charges, container detention fees and other landside costs that remain largely outside their control. These are not new concerns, but they remain deeply consequential. They increase the cost of getting goods in and out of Australia, undermine competitiveness and place further pressure on businesses already absorbing disruption they did not create and cannot control.

That is why APSA's role remains more important than ever. APSA has long been a united, consistent and practical voice for Australian importers and exporters, advocating for stronger regulatory oversight, greater transparency, fairer pricing outcomes and a more efficient and sustainable ocean freight supply chain. Throughout my time as Chair, I have been incredibly proud of APSA's work to help maintain these issues firmly on the national

agenda and to push for reform that delivers real commercial value to industry.

As I prepare to step down as Chair at our Annual General Meeting in August, this feels like an appropriate time to reflect on what an extraordinary privilege it has been to serve this industry. I joined the APSA Committee of Management in 2016 and stepped into the Chair role in 2020. Since then, our industry has faced some of the most demanding conditions in recent memory, from the COVID-19 pandemic and global supply chain upheaval to port congestion, industrial disruption, escalating costs and now a new wave of geopolitical and trade uncertainty.

Through all of this, what has never wavered is the commitment, expertise and resilience of the people across our sector. I have always believed that trade is absolutely fundamental to Australia and I have loved being part of an industry that works tirelessly, often behind the scenes, to ensure the uninterrupted movement of goods and the reliable supply of markets. It has also been a genuine pleasure to work alongside Paul Zalai and the broader APSA team, whose knowledge, dedication and advocacy have been invaluable, as well as our APSA members whose insight, support and engagement continue to strengthen our voice.

There is much to be proud of. APSA has continued to advocate strongly on behalf of exporters and importers, deepen engagement with government and regulators, and elevate its regional voice. In challenging times, that advocacy matters because Australian businesses deserve a freight system that is competitive, transparent, productive and fit for the future.

Importantly, even amid global uncertainty, there is real opportunity ahead. The conclusion of negotiations on the Australia-European Union Free Trade Agreement is a timely reminder that Australia's trade future remains full of promise, but only if our supply chains are efficient, competitive and supported by the right policy settings at home.

With that in mind, I am particularly pleased that our AGM in Sydney this August will be held alongside the inaugural Australia & New Zealand Shipping & Logistics Conference. This will be a significant opportunity to bring together colleagues from across the supply chain, strengthen engagement with our New Zealand counterparts and continue the practical, solutions-focused conversations our industry needs. I am especially delighted by the calibre of the program, particularly the opportunity to hear from U.S. Federal Maritime Commissioner Rebecca Dye.

As I hang up my hat after six rewarding years as Chair, I do so with gratitude, confidence and optimism. Thank you for your unwavering dedication, commitment, support and passion during the past year and throughout my time as Chair. It has been an honour to serve. APSA remains in strong hands, and I have no doubt it will continue to be a powerful advocate for a stronger, more efficient and more sustainable ocean freight industry.

The challenges ahead are real, but so too is the strength of our industry. By continuing to work together, speak with clarity and advocate with purpose, I am confident we can help secure a more resilient and competitive future for Australian trade.

I look forward to seeing many of you in Sydney in August.

2025/2026 Annual Report

By PAUL ZALAI, Director FTA / Secretariat APSA

Entering its fourteenth year of operation, Freight & Trade Alliance (FTA) continues to strengthen its position as Australia's leading representative body for the international trade, customs and freight sectors. With a membership base exceeding 540 corporate members, together with secretariat responsibilities for the Australian Peak Shippers Association (APSA), FTA remains at the forefront of policy advocacy, regulatory reform and industry engagement.

FTA has taken the next step in its evolution through a strategic partnership with APSA and the New Zealand Cargo Owners Council (NZCOC) to deliver the inaugural *Australia & New Zealand Shipping & Logistics Conference* (27–28 August 2026, at Sheraton on the Park, Sydney). The conference is positioned as the region's premier supply chain and trade forum, bringing together government representatives, regulators and industry leaders to address emerging challenges, regulatory reform and commercial opportunities across international trade and logistics.

We are also pleased to welcome internationally recognised speakers the calibre of Commissioner Rebecca Dye (US Federal Maritime Commissioner) and James Hookham (Director, Global Shippers Forum), reinforcing the significance of the event as a major regional platform for policy discussion and industry collaboration.

REPRESENTATION

FTA continue to work closely with key government agencies including the Australian Border Force (ABF), Department of Agriculture, Fisheries and Forestry (DAFF), Department of Foreign Affairs and Trade (DFAT) and the Department of Infrastructure, Transport, Regional Development, Communications and the Arts. FTA also actively participates in major government-industry consultative forums including the National Committee on Trade Facilitation (NCTF), Sustainable Biosecurity Funding Advisory Panel,



Tom Jensen, General Manager, Freight Policy & Operations

Department of Agriculture Cargo Consultative Committee (DCCC), International Trade Remedies Forum (ITRF) and Air Cargo Security Industry Advisory Forum (ACSIAF).

APSA continues to fulfil its critical role as the designated peak shippers body recognised by the Federal Minister for Infrastructure and Transport under Part X of the Competition and Consumer Act, representing the interests of Australian shippers engaged in liner cargo shipping services.

FTA and APSA have again achieved strong exposure across mainstream media, helping to build momentum for reform through detailed policy

submissions and ongoing advocacy on critical national issues impacting international trade and supply chains.

During the reporting period, FTA and APSA were privileged to appear before the Senate *Legal and Constitutional Affairs Legislation Committee – Inquiry into the Illegal Tobacco Crisis in Australia*, together with the *Select Committee on Productivity in Australia*. These appearances provided an important opportunity to present industry perspectives on border integrity, regulatory effectiveness, supply chain compliance, freight efficiency and the broader economic impacts of trade and logistics policy settings.



International engagement remains an important pillar of our advocacy activities. Through affiliations with the Global Shippers Forum (GSF) and Asian Shippers' Alliance (ASA), Australian supply chain interests continue to be represented in international discussions impacting global trade and logistics policy. Domestically, FTA and APSA maintain strong collaborative relationships with peak industry associations and commodity-based organisations to support coordinated advocacy outcomes across the broader trade community.

Associations

FTA and APSA continue to work alongside a broad alliance of peak industry associations including:

- Australian Council of Wool Exporters & Processors
- Australian Dairy Products Federation
- Australian Horticulture Trade
- Australian International Movers Association
- Australian Meat Industry Council
- Australian Steel Association
- Feed Ingredients & Additive Association of Australia
- Grain Trade Australia
- Tyre Stewardship Association

These strategic partnerships strengthen industry advocacy efforts and support practical reform outcomes for Australia's international trade sector.

Freight Forwarders and Customs Brokers

Freight forwarders and customs brokers remain central to the FTA's focus and continue to play an essential role in facilitating the efficient movement of cargo through increasingly complex global supply chains.

These sectors provide critical expertise across customs compliance, biosecurity, trade regulation and cargo security requirements while supporting operational continuity for businesses ranging from SMEs to major multinational enterprises. As regulatory obligations continue to expand, their role in ensuring compliant and efficient trade outcomes has become increasingly important.

FTA continues to deliver mandatory compliance and professional development training to more than 1,000 licensed customs brokers and importers annually, supporting Continuing Professional Development (CPD) obligations.

Exporters

APSA proudly represents Australia's major containerised and airfreight exporters whose activities are fundamental to national economic growth, employment and international trade performance.

Australian exporters continue to play a critical role in connecting regional industries and communities with global markets. Sectors including agriculture, food production, wine, resources and manufacturing rely heavily on efficient and competitive international supply chains.

We acknowledge the significant contribution of the APSA Committee of Management:

- Chair: Olga Harriton (Manildra Group)
- Vice-Chair: Brian Thorpe (Visy Procurement)
- Treasurer: Billy Davies (Australian Meat Industry Council)
- Flaminio Dondina (Casella Family Brands)
- Sarah Granger (Fletcher International Exports)
- Brian Wright (Australian International Movers Association)
- Michael Brittain (AGT Foods Australia)
- Mark Christmas (QMAG)
- Secretariat: Paul Zalai (FTA)

After years of outstanding service as APSA Chair, Olga Harriton has announced that she will step down from the role. Olga's leadership, commitment and significant contribution to APSA over many years have been greatly valued and appreciated by members and industry stakeholders alike.

We also acknowledge an important transition with Billy Davies departing the Australian Meat Industry Council (AMIC) to commence a new role as Policy Adviser to Darren Chester, Deputy Leader of The Nationals and Shadow Minister for Agriculture. This represents a significant professional opportunity for Billy, and we extend our sincere congratulations and best wishes for his continued success.

Further details regarding representation on the APSA Committee of Management will be announced following the Annual General Meeting scheduled for 26 August 2026.

Importers

Importers continue to represent one of FTA's strongest areas of membership growth.

FTA supports importers through timely operational updates, independent advisory services and targeted



Border Compliance Program customs broker CPD event in Sydney, 18 May 2026

engagement on customs, biosecurity and logistics reforms. Dedicated industry focus groups continue to provide members with practical support in navigating evolving regulatory requirements and supply chain challenges.

FTA also maintains strong advocacy on operational and statutory charging practices, including terminal access charges, container detention practices and broader cost recovery frameworks impacting import supply chains.

These initiatives assist members in managing risk, maintaining compliance and supporting efficient cargo movement across Australian borders.

E-Commerce Reference Group

The E-Commerce Reference Group (ECRG), supported by FTA, continues to provide a coordinated industry voice on matters affecting international e-commerce supply chains and low-value goods movements.

As cross-border e-commerce volumes continue to expand, the ECRG plays an important role in engaging with government and regulators on emerging



Andrew Christie (Andrew Christie Consulting) with Paul Zalai (FTA/APSA)

compliance, operational and border management challenges impacting the sector.

Depots

FTA remains the leading advocacy body for Section 77G Depots, Approved Arrangement facilities and Regulated Air Cargo Agent (RACA) operations, representing the largest membership base in these sectors nationally.

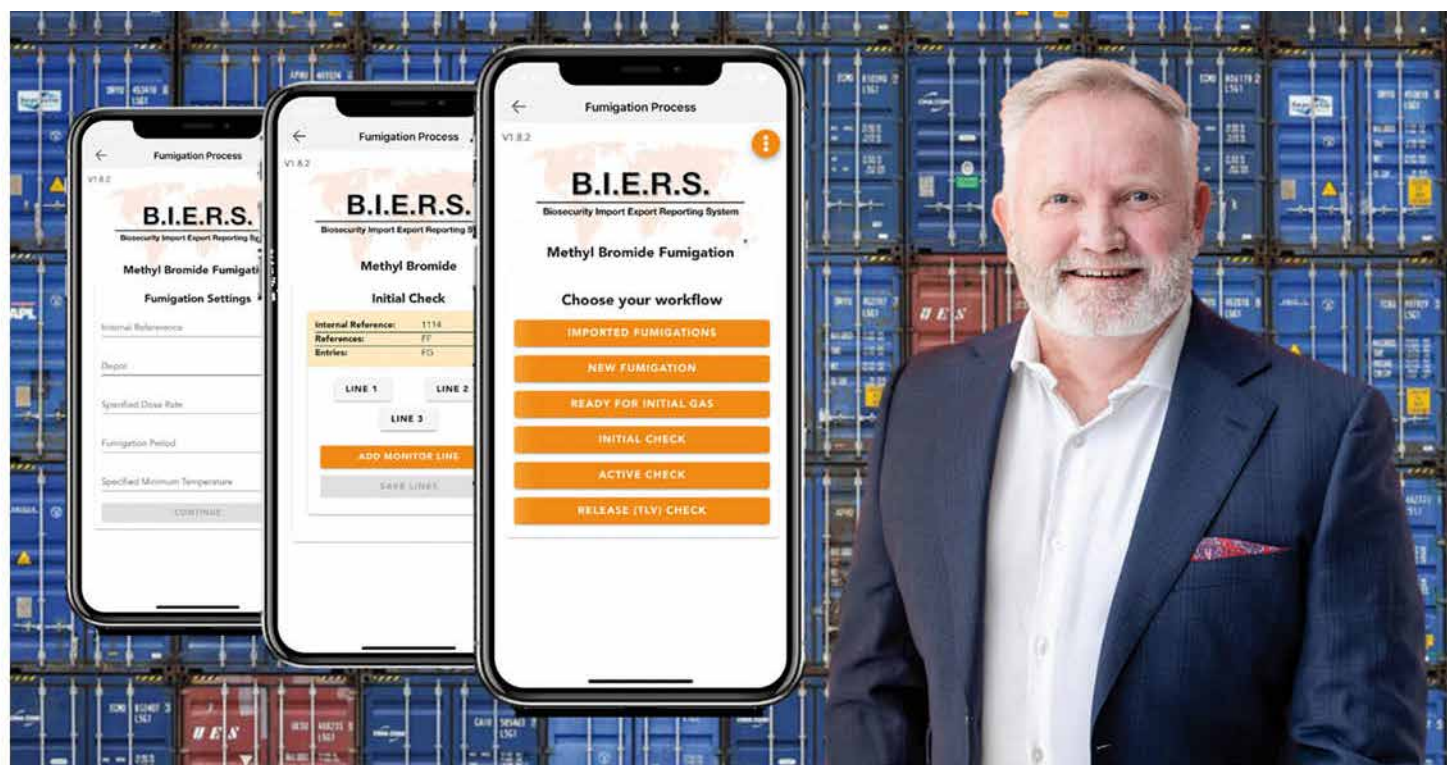
FTA continues to support members through operational guidance, webinars, industry events and direct regulatory engagement. This work assists facilities in managing compliance obligations while supporting broader industry reform and operational efficiency initiatives.

Biosecurity Treatment Providers Reference Group

In partnership with Andrew Christie (Andrew Christie Consulting), FTA continues to administer the Biosecurity Treatment Providers Reference Group (BTPRG), representing members operating Approved Arrangement facilities for:

- 12.1 Methyl Bromide Fumigation
- 12.2 Sulfuryl Fluoride Fumigation
- 12.3 Heat Treatment

The BTPRG provides an important national forum enabling coordinated engagement between industry and government on biosecurity operational practices, treatment standards and legislative reform initiatives.





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Commissioner Rebecca Dye —
Federal Maritime Commission, USA

James Hookham —
Director, Global Shippers Forum,
London, UK

CEOs of leading logistics & technology
businesses

HIGHLIGHTS INCLUDE:

Panel discussions covering:

- Global trade outlook and geopolitical risk
- International shipping markets, alliances and pricing
- Ports, airports and freight infrastructure — including Western Sydney Airport updates
- Biosecurity, border compliance and customs reform
- Decarbonisation and ethical supply chains
- AI, automation and digital transformation

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27-28 AUGUST 2026

SHERATON ON THE PARK, SYDNEY

CONTINUING PROFESSIONAL DEVELOPMENT

Freight & Trade Alliance (FTA) delivers Continuing Professional Development (CPD) training to over 1,100 licensed customs brokers and compilers and students each year. Completion of CPD training is a mandatory condition of maintaining a customs broker licence.

FTA's nationally recognised Border Compliance Program is hosted annually in Sydney, Melbourne, Brisbane and Perth, providing licensed customs brokers and supply chain professionals with practical, up-to-date training. Accredited by the Australian Border Force (ABF), these events feature regulatory updates, case studies and expert presentations focused on customs, biosecurity and best-practice trade compliance.

In addition, FTA offers online CPD training through our MYFTACPD, providing members with cost-effective access to an extensive library of CPD topics and recorded training content. Discounts are available for organisations purchasing multiple subscriptions, with the option of a consolidated invoice covering FTA Corporate Membership and CPD training packages.

For further information, contact Training@FTAlliance.com.au.



QLD CPD Delegates



Jade Pearce – Head of Training & Events & Caroline Zalai – FTA Director & Co- Founder



Paul Zalai – FTA Director & Co-Founder



NSW CPD Delegates



WA CPD Delegates & Andrew Christie - Director Andrew Christie Consulting

Meat Manufacturing, Processing and Export Conference 2027

The Australian Meat Industry Council (AMIC) is pleased to present the **Meat Manufacturing, Processing and Export Conference 2027 (MPEC 2027)**.

After two successful conferences, the MPEC 2027 program has expanded to include smallgoods and meat manufacturing, bringing together the entirety of the Australian meat industry to discuss the pressing challenges and opportunities facing business. This expanded focus also reflects an important tenant of the meat industry as the single largest manufacturing employer in Australia.

MPEC has continued to grow in relevance and impact, earning a strong reputation for its high-quality program, meaningful discussion and the opportunity it provides businesses to connect across the supply chain. MPEC 2027 will build on that momentum and expand its focus, offering a timely forum for industry to come together, reflect on progress and look ahead to the critical issues that lie before us.

The 2027 program will focus squarely on the issues that matter most to meat manufacturers, processors and exporters, explored through informed, professional discussion on stage. This will be complemented by a high-quality exhibition, a set of professional development industry-specific seminars, a well-curated social program and a gala dinner that recognises the people and achievements that underpin our industry.

MPEC 2027 will be delivered at a standard that reflects the scale, importance and professionalism of the \$35 billion Australian meat industry.

It also provides an important platform to engage with key industry and government stakeholders and to reinforce the critical contribution this sector makes to the national economy.

AMIC will work to attract strong participation from across our membership and the broader supply chain. The inclusion of manufacturing in the 2027 program ensures that the significant and dynamic smallgoods sector and further processors will be a large new addition to the delegate cohort. For sponsors and delegates alike, MPEC 2027 offers valuable opportunities to build connections, strengthen relationships and position for the year ahead.

For organisations considering sponsorship, we are committed to delivering genuine value and meaningful exposure. In partnership with our conference managers, we will work closely with each sponsor to ensure your objectives are met and involvement is maximised in line with the opportunities outlined in this prospectus.

We invite you to be part of MPEC 2027.

Save the Date Details:

26-27 October 2027

RACV Royal Pines- Gold Coast



Australian Council of Wool Exporters and Processors

The Australian Council of Wool Exporters and Processors (ACWEP) represents wool-buying firms traditionally sourcing wool through the auction system, as well as Australian early-stage wool processing companies. Auction buyers have been organised in state and regional associations since the 1890s, with the first national representative body established in 1946.

ACWEP was formed in 2006 through the merger of the Australian Council of Wool Exporters and the Australian Wool Processors' Council.

Australia remains by far the largest wool exporter globally, well ahead of New Zealand, South Africa, Argentina and Uruguay. It is also the largest producer of fine apparel wool.

Today, most Australian wool is exported in its greasy form. In 2024/25, Australia exported 280 million kilograms of greasy wool, which represented over 97 per cent of the country's total wool exports. The remainder was wool that has been scoured (washed) or carbonised (treated with acid to remove certain types of vegetable matter). Domestic early-stage processing of wool has shrunk over several decades to just two mills in Australia.

China is now the powerhouse of wool processing globally. Around 87 per cent of Australia's wool exports are to China. Exporters have excellent relationships, built up over 30 years, with Chinese buyers. Chinese interests have made substantial investments in wool processing capacity and many of the mills are high-tech, state-of-the art facilities.

India is the second largest destination for Australian greasy wool (5.4 per cent) and relatively small volumes are sent to Italy, Czechia, Korea and other countries. Overall, the value of Australian wool exports last year was over \$2.5 billion.

Wool exporters run complex businesses. Usually, they are assembling export consignments made up of several farm lots (a farm lot is a grouping of bales, typically around six, from a single farm). These lots are combined so that physical attributes of the various lots (including fibre diameter, staple length

and strength) average out to meet client specifications over a given volume. The art of the buyer is to assemble each consignment in the most cost-efficient manner possible, all while dealing with varying market offerings and prices, as well as a fluctuating exchange rate.

Wool is shipped in bales averaging around 170kg each. In some cases, the bales are 'dumped' prior to containerisation, which means that they are hydraulically compressed to one-half (double-dumped) or one-third (tri-packed) of their normal size and bound together with strapping. Dumping is usually only undertaken when container space is expensive, and the client is willing to accept dumped bales.

The biggest port of export for wool is Melbourne. In 2024/25, approximately 57 per cent of wool was shipped from the Port of Melbourne, 20 per cent from Sydney, and 20 per cent from Fremantle.

Australian wool is highly traceable back to the farm of origin. Wool bales carry RFID chips to enable ready identification. A new initiative, the Australian Wool Traceability Hub (AWTH), is a joint venture between ACWEP, other industry associations, and wool industry service providers.

The AWTH streamlines traceability even further with linkage of wool bales to Property Identification Codes developed for the red meat industry. The AWTH will also facilitate grower participation in voluntary integrity schemes that are increasingly favoured by textile brands.

ACWEP advocates for its members and represents their interests on industry committees and in sector-wide discussions. The most substantial recent issue for exporters has been the new Decree from China that export facilities for wool (and skins and hides) must be registered with the General

Administration of Customs of the People's Republic of China (GACC). Previously, such registration applied mainly to goods such as fresh produce (meat, fruit etc) or genetic material. ACWEP worked closely with DAFF to ensure wool export businesses complied with the new requirements in order to avoid shipping delays.

ACWEP has also recently participated in DAFF's export assurance reform process for non-prescribed goods, and the introduction of the NEXDOC system for export documentation.

ACWEP, and wool industry bodies under the umbrella organisation Wool Industries Australia, meet regularly with their Chinese counterparts to discuss issues of common interest. These include any quality issues, the introduction of new supply chain technologies, and the timing of wool sales. The wool market has enjoyed a substantial increase in prices paid for wool since October 2025, when the index Eastern Market Indicator rose from around 1300 c/kg to its current level of around 1900 c/kg. Exporters and other industry participants hope this rise will stem a long-term decline in the supply of wool caused by growers shifting to alternative enterprises.



Australian Horticulture Trade (AHT): An Independent Voice Across Horticulture Exports and Imports

In an increasingly complex global trading environment, Australia's horticulture exporters face mounting regulatory, logistical and market access challenges. Navigating shifting compliance requirements, evolving biosecurity rules and ongoing supply chain disruptions requires more than operational expertise — it demands strong, independent industry representation.

Australian Horticulture Trade (AHT)

is a national, not for profit association representing exporters, importers and businesses involved in the international trade of fresh fruit, vegetables and cut flowers. Independent and member funded, AHT plays a vital role in supporting horticulture businesses by advocating on their behalf and helping resolve operational and regulatory challenges as they arise.

AHT is not aligned to any single commodity group or government body. This independence is central to its effectiveness. Funded solely through membership fees, AHT represents the interests of its members objectively and constructively, ensuring industry concerns are clearly communicated to decision makers without bias.

When challenges emerge — whether at the border, offshore or within domestic regulatory frameworks — AHT works to identify practical solutions or directly connects members with the appropriate government or regulatory contacts. This approach enables issues to be escalated efficiently and addressed with credibility, informed by real world commercial experience.

The past six months have been particularly busy for AHT. Horticulture exports were caught up in the Middle East crisis, with exporters having to redirect shipments already on the water heading to the Middle East, it was stressful and costly.

The flow on affect to other markets is still being felt by our members. The Department of Agriculture, Fisheries and Forestry (DAFF) reached out to our industry as soon as the crisis began and has been helping exporters redirect their shipments where possible.

Our members want to see efficiencies and value for money when it comes to Export and Import services especially in light of the new export CRIS fees to be implemented in July 2027. We have been engaging with the DAFF around initiatives aimed at improving export and import processes which support efficient trade outcomes.

One initiative introduced by DAFF in January this year was the Fast Track trial. The trial ended 24 April and DAFF will be collating a lot of data from the trial and meeting with participants to obtain their feedback on how the trial went.

From industries perspective, members have reported that the trial delivered processing timelines closer to the needs of the horticulture industry, supported export planning and helped their businesses manage tight timelines associated with perishable supply chains.

The trial highlighted the value of ongoing collaboration between government and industry in identifying practical improvements that support exporters operating across international markets.

AHT's advocacy role was further demonstrated during recent disruptions affecting exports to a key international market, where an abrupt regulatory change led to shipments being temporarily held by local authorities.

AHT worked closely with Australia's Agriculture Counsellor in country and DAFF to support information-sharing and engagement with relevant overseas officials. The issue was subsequently resolved on an interim basis, allowing trade to resume.

The situation highlighted the challenges exporters can face when regulatory settings change offshore, and it

reinforced the importance of coordinated engagement between industry and government to support continuity of trade in international markets.

As a member of the **Freight & Trade Alliance (FTA)** and the **Australian Peak Shippers Association (APSA)**, AHT ensures its members benefit from broader advocacy, market intelligence and global shipping engagement. Through this alignment, AHT members gain access to extensive industry networks, global shipping information, webinars and policy advocacy, helping them make decisions in an increasingly interconnected global trading environment.

AHT's work is underpinned by the dedication of its board and leadership, who bring extensive industry knowledge and experience to the organisation. This commitment was recognised when AHT's past Chairman, **Joseph Saina**, was honoured in the Australia Day Awards with a Medal of Honour for his services to the fresh produce sector and horticultural trade.

This recognition reflects the contribution made by AHT's directors — past and present — who freely give their time, expertise and leadership to ensure AHT remains responsive, credible and focused on delivering practical outcomes for members.

Through independent advocacy, constructive engagement and practical problem solving, AHT continues to be a trusted voice for Australia's horticulture trade. As global markets evolve and regulatory complexity increases, informed and coordinated industry representation remains critical.

Membership of AHT is open to exporters, importers and industry stakeholders across fresh produce and floriculture — from large corporates to small and family owned businesses. By joining AHT, members contribute to a unified, independent voice, supporting a resilient, competitive and sustainable horticulture sector across international markets

To learn more about AHT membership or to get involved, visit <https://horticulturetrade.com.au/>

or contact the AHT team directly – admin@horticulturetrade.com.au



**AUSTRALIAN
HORTICULTURE TRADE**



The Time Has Come for Digitalisation



For several years, the **Australian International Movers Association (AIMA)** has advocated for the digitalisation of the B534 — the Unaccompanied Personal Effects (UPE) declaration form. The need is now both clear and urgent.

Today, approximately half of the administrative time spent by HVSO depots handling personal effects is dedicated to managing and correcting issues with this form. It is widely acknowledged that the form is not intuitive, and many clients struggle to complete it accurately on their first attempt. This results in delays, inefficiencies, and frustration for all parties involved.

The impact extends beyond industry operators. Both the Australian Border Force (ABF) and the Department of Agriculture, Fisheries and Forestry (DAFF) are required to manually assess each submission.

With an estimated 120,000 personal effects consignments imported annually, this represents a significant administrative burden. Valuable officer time is consumed reviewing paperwork rather than focusing on higher-value border protection and compliance activities.

Additionally, the reliance on paper-based processes introduces increasing cyber security and data privacy risks. HVSO depots must store and manage sensitive personal information, creating exposure that could be mitigated through secure digital solutions.

While other countries have made progress in digitising aspects of their personal effects processes, no single jurisdiction has yet fully optimised the system. Australia is therefore well-positioned to lead globally in designing a modern, end-to-end digital solution.

Consider the contrast: Australia's passenger arrival experience is widely recognised as world-class, with streamlined, technology-driven

processes that are largely seamless for travellers. Yet for immigrants and returning residents with unaccompanied personal effects, this experience is followed by the requirement to complete a four-page manual declaration form — a significant step backwards.

A Vision for a Digital Future

Imagine a process where:

- Importers verify their identity digitally at origin, prior to shipment.
- They complete a fully digital B534 declaration through an intuitive, guided interface.
- Eligibility is automatically assessed — clearly distinguishing between genuine personal effects and commercial shipments.
- A unique identifier is issued, linked securely to the importer and their shipment.
- HVSO depots can use this identifier in place of collecting and storing passport copies.

Such a system would deliver multiple benefits:

For ABF:

- Enhanced data quality and consistency
- Improved data matching and risk profiling capabilities
- Automation of routine checks, freeing officers for higher-priority tasks

For DAFF:

- Earlier access to shipment data
- Improved biosecurity risk assessment based on origin, travel history, and declared goods
- More targeted and effective intervention strategies

For Industry:

- Reduced administrative burden
- Faster clearance times
- Lower compliance risk

For Importers:

- A simpler, more intuitive experience
- Greater certainty and transparency
- A consistent digital journey aligned with Australia's broader border experience

The Opportunity

The case for digitalisation is compelling. The industry is aligned, the operational benefits are clear, and the risks of maintaining the status quo continue to grow.

Australia has a unique opportunity to design and implement a world-class digital personal effects process — one that enhances border security, improves efficiency across government agencies, and delivers a modern, user-friendly experience for migrants and returning residents.

The time for digitalisation is not just approaching — it has arrived.



Backing Australian dairy means backing Australia

By JANINE WALLER, Chief Executive Officer - Australian Dairy Products Federation

When people think about dairy, they usually picture the farm. green paddocks, early mornings and milk tanker trucks rolling down regional roads.

But there is another part of this incredible story.

Processing.

Every day across Australia, dairy processors take highly perishable raw milk and turn it into safe, nutritious and trusted dairy products that feed local families and supply global markets.

Milk, cheese, butter, yoghurt, ice-cream and dairy ingredients that carry Australia's reputation for quality well beyond our shores.

The Australian Dairy Products Federation (ADPF) represents the dairy companies responsible for processing about 90 per cent of Australia's milk pool.

Our members range from multinational businesses to single-site regional operators.

Together, they support our local communities, create skilled manufacturing jobs and help keep Australian dairy competitive in some of the toughest export markets in the world.

We are not simply making food.

We are supporting food security, sovereign manufacturing, regional resilience, and export strength.

Australia exports about 38 per cent of the milk it produces, with dairy products reaching more than 100 countries.

These products move through an increasingly complex global trading environment where efficiency, reliability and competitiveness are critical.

For dairy processors, exports are fundamental to the industry's long-term sustainability of the industry.

Australia produces more dairy than our domestic market alone can absorb.

Export markets create value across the supply chain, support regional manufacturing investment and strengthen confidence in Australia's food production capability.

They also connect Australian businesses and communities to a broader global story built on trusted products and strong trade relationships.

But pressures are ongoing and increasingly compounded by rising costs, supply chain disruption and growing international competition.

Processors are managing rising energy costs, labour shortages, freight volatility, growing compliance obligations and intense retail competition, all while operating within a constrained national milk pool.

Australia's milk production has fallen from about 11 billion litres two decades ago to about 8.3 billion litres today, with production remaining stagnant in recent years.

This matters because limited growth in the milk pool weakens economies of scale, increases unit costs and places pressure on long-term investment decisions.

It becomes harder to compete globally when every input cost continues to climb.

And yet, despite those pressures and significant challenges, Australian dairy processors continue to invest for the long term.

Across the country, processors are modernising factories, improving energy efficiency, investing in low-emissions technology, reducing waste and strengthening logistics capability.

Some businesses are generating renewable energy onsite. Others are redesigning packaging, improving water efficiency, and investing in smarter freight systems to reduce emissions and costs, and enhance efficiency.

This is not an industry standing still. It is an industry adapting in real time while continuing to deliver for Australian consumers and export customers alike.

Regional Australia depends on strong dairy processing.

So do thousands of transport operators, exporters, packaging suppliers, refrigeration specialists, warehouse workers and logistics businesses that help move dairy products every single day.

The relationship between dairy processing and freight is deeply connected.

When supply chains operate efficiently, Australian dairy products can move competitively through domestic and export markets.

When costs escalate or systems slow down, the pressure flows quickly back through factories, farms and regional communities.

The past few years have shown just how vulnerable global supply chains can be.

Shipping disruptions, labour shortages, geopolitical instability, inflationary pressure and energy market volatility have all reinforced the same lesson.

Australia cannot take food security and sovereign food manufacturing capability for granted.

Already, 25 per cent or one in four dairy products consumed in Australia is imported.

That should concern all of us because backing Australian dairy means backing Australian jobs, regional economies and trusted local manufacturing.

At ADPF, we are focused on practical solutions that strengthen milk supply, improve market competitiveness and rebuild long-term confidence.

We are advocating for policies that support growth in local milk supply, stronger trade settings, lower production costs, practical energy transition pathways, nationally consistent regulation and investment in infrastructure that supports efficient exports.

We are also working to ensure Australian dairy remains recognised for what it is – a nutritious, high-quality product trusted by consumers at every life stage, both here and overseas.

Our industry has strong foundations.

We need continued collaboration across industry, government and key sectors, such as freight to keep Australian dairy moving competitively around the world.

That is what we stand for. And dairy processing is an industry worthy of backing.



Supporting Confidence in Grain Trade Through Industry-Led Self-Regulation

By PAT O'SHANNASSY – CEO, Grain Trade Australia

Supporting Industry Through Standards and Representation

Grain Trade Australia (GTA) plays a central role in supporting Australia's commercial grain industry through an industry-driven self-regulatory framework of products and services, including trading standards, contracts, trade rules, dispute resolution and industry representation.

Established in 1991, GTA was formed to bring structure and clarity to grain trading by formalising standards, contracts and Trade Rules, alongside dispute resolution services. These services underpin commercial confidence across the grain value chain.

In 2026, GTA marks 35 years of supporting the industry, reflecting its ongoing role in delivering industry-led solutions and maintaining confidence in the Australian grain trade.

Today, GTA represents over 280 member organisations and remains focused on maintaining an efficient, transparent and commercially robust operating environment. This supports trade across domestic and international markets.

GTA Members include businesses from regional family businesses to large national and international trading/storage and handling companies who are involved in grain trading activities, exporting, grain storage, grain marketing advisory services, processing grain for human consumption and stock feed milling.

Code of Practice: A Foundation for Industry Confidence

At the centre of GTA's framework is the Australian Grain Industry Code of Practice.

Developed by GTA on behalf of the industry, the Code provides a consistent set of principles guiding participants across the supply chain, from growers and bulk handlers through to exporters and marketers. It supports quality assurance, operational consistency and a shared commitment to best practice.

The Code is recognised by the Australian Government and regulators in key export

markets, reinforcing Australia's reputation as a reliable supplier of high-quality grain.

Adherence to the Code is mandatory for GTA Members, providing assurance to international customers.

Representing Industry at Government Level

Alongside its role in maintaining quality assurance and industry standards, GTA represents the interests of the grain sector at a government level.

GTA participates in the Australian Government Trade Diversification Network, contributing industry insight to support market access and trade resilience as global market dynamics evolve.

Further strengthening this representation, GTA CEO Pat O'Shannassy was appointed by the Federal Minister for Agriculture, Fisheries and Forestry to the National Food Council. This recognises the importance of the grain industry within Australia's broader food and agriculture system. It also provides a direct channel for industry input into national policy discussions.

Contributing to Global Grain Trade Discussions

GTA also plays an active role in international industry engagement through its involvement with the International Grain Trade Coalition (IGTC).

Through this partnership, GTA contributes to global policy discussions on trade, market access and regulatory frameworks that impact the movement of grain worldwide. This ensures the Australian Grain Industry perspectives are represented in key international forums. It also provides early visibility of emerging global issues, supporting GTA Members to anticipate and respond to changes that may affect trade.

The appointment of GTA CEO Pat O'Shannassy as President of the IGTC further strengthens this influence. It reflects both the capability of Australia's grain industry and the role GTA plays in shaping global conversations that support open and efficient trade.

Bringing Industry Together at AGIC Australia

Hosted by GTA, the Australian Grain Industry Conference (AGIC Australia) remains a key platform for industry engagement.

Held in Melbourne, 29 – 30 July 2026, AGIC Australia brings together participants from across the supply chain to discuss market developments, trade opportunities and regulatory priorities. This supports alignment across industry.

Supporting a Strong and Resilient Industry

As the global trading environment becomes increasingly complex, GTA's role in providing structure, advocacy and leadership remains critical.

Through its framework and engagement at both government and international levels, GTA supports a grain industry that is competitive, trusted and well-positioned to meet the demands of global markets.





Steel Still Matters: Why Australia's Industrial Capability Depends on a Strong, Fair, and Resilient Steel Supply Chain

By DAVID BUCHANAN, CEO – Australian Steel Association

Australia's steel industry sits at the centre of the nation's industrial capability. It supports construction, infrastructure, mining, energy, transport, defence, manufacturing, and the broader built environment. It is one of those industries that is often taken for granted when markets are functioning well, but becomes critically important when supply chains tighten, costs rise, major projects accelerate, or global trade conditions shift.

The Australian Steel Association exists to represent and connect the full steel supply chain. Our membership includes importers, distributors, processors, fabricators, traders, manufacturers, logistics providers, and service partners who play a practical role in keeping steel moving through the Australian economy. That breadth is important. Steel is not one single segment. It is a system. When one part of the chain is under pressure, the impact is felt across procurement, fabrication, project delivery, compliance, transport, warehousing, finance, and end users.

The current market environment is complex. Members are navigating higher operating costs, freight volatility, interest rate pressure, labour shortages, tightening project margins, and increasing expectations around certification, traceability, and sustainability. At the same time, Australia continues to rely on both domestic capability and imported supply to meet the needs of major infrastructure, housing, energy, and industrial projects. The policy challenge is not to choose one over the other. The real task is to build a fair, transparent, and resilient market where Australian capability is supported, compliant imports are recognised, and poor-quality or non-conforming products have no place.

This is where industry associations matter. The ASA provides a forum for members to understand market conditions, engage with policy developments, share practical insights, and maintain a strong focus on compliance and responsible competition. We support open and fair trade, but we are equally clear that fair trade must be underpinned by proper enforcement, credible certification, strong standards, and a level playing field.

In recent years, the steel sector has also had to respond to a fast-changing policy environment. Anti-dumping matters, safeguard inquiries, government procurement settings, sustainability schemes, construction product traceability, and decarbonisation pathways are no longer peripheral issues. They are now central to commercial decision-making. For businesses in the steel supply chain, these issues affect landed cost, tender competitiveness, stock strategy, risk allocation, contract terms, and customer confidence.

The Australian steel industry is also part of a much larger national conversation about sovereign capability. That phrase is used often, sometimes too loosely, but in steel, it has very practical meaning. It means having the capability to supply, process, fabricate, certify, and deliver steel products when the nation needs them. It means maintaining skilled people, capable businesses, functioning logistics networks, and credible local expertise. It also means recognising that resilience is built through industry coordination, not slogans.

Decarbonisation will be one of the defining structural shifts for the sector. Customers, investors, and governments are increasingly asking where steel comes from, how it is made, how it is certified, and how emissions are measured.

This will create challenges, but also opportunities.

Australia has strong potential in scrap recovery, renewable energy, advanced manufacturing, green metals, product certification, and high-quality project delivery. However, transition must be commercially realistic. The industry needs practical pathways, not abstract targets. The companies that will succeed are those that can combine cost discipline, technical credibility, and transparent supply chains.

The ASA's role is to help members stay ahead of these changes. Through events, briefings, member updates, policy engagement, and industry networking, the Association provides a platform for informed discussion and practical action. We work to ensure that members are not simply reacting to policy or market change after the fact but are actively engaged in shaping the environment in which they operate.

The future of steel in Australia will not be defined by one policy decision, one project, or one technology. It will be defined by the strength of the ecosystem. That ecosystem includes mills, importers, distributors, fabricators, engineers, certifiers, logistics providers, customers, regulators, and government. Each has a role to play.

Australia needs a steel sector that is competitive, compliant, innovative, and commercially strong. The Australian Steel Association will continue to advocate for that outcome and work with industry partners to ensure the steel supply chain remains connected, informed, and ready for what comes next.



2026 Tasmanian Freight & Logistics Forum

The 5th Freight & Trade Alliance (FTA), Australian Peak Shippers Association (APSA) and The Ship – Consulting, Tasmanian Shippers and Logistics Forum was held at the University of Tasmania (UTAS) in Hobart on Wednesday the 22nd April 2026, bringing together industry leaders, port operators, government representatives and international shipping stakeholders.

The Minister for Infrastructure (Kerry Vincent MLC) opened on behalf of the Tasmanian Government with a “she’ll be right” attitude and an acknowledgement of the importance of the industry. Thereafter a discussion with the three shipping companies that carry the trade on Bass Strait with direct understanding of the future challenges to navigate.

Across the day, a consistent picture emerged of an industry actively investing in its future while navigating a complex and evolving operating environment. New vessels, port upgrades and ongoing rail improvements point to a system that is not standing still. At the same time, those at the coalface reinforced that efficiency and resilience will come not just from individual investments, but from how well the broader freight task is coordinated across shipping, ports and landside connections.



Integrate booking, gate and operational data for smarter yard systems

Connect planning, gate execution, and yard visibility within the CargoWise ecosystem

In container depots, port terminals and warehouses, the inefficiency of unplanned peaks, gate congestion, queues, delays and idle drivers frustrates facility managers and transport companies alike. Simple visibility of when trucks are arriving is not enough.

The key to smooth operations is integrating structured management of the facility's capacity, with automated gate management to facilitate the arrival and flow of trucks, with direct connection to operational data so that it doesn't need to be manually rekeyed.

The **CargoWise Vehicle Booking System (VBS)** and **CargoWise Gate Management** are designed to connect and work together as an ecosystem to coordinate operations across the entire facility. While effective as separate point solutions, when integrated they create powerful smarter end-to-end yard operations.

CargoWise VBS provides capacity-based control over truck arrivals by publishing defined timeslots to smooth demand across the day, reducing congestion and helping facilities to align labour and equipment requirements, for faster more predictable turnaround times. Facility managers gain clearer forecasting, fewer disruptions, and better operational control. While transport operators benefit from real-time visibility of slot availability and booking status so that they know exactly when to arrive and how long they'll be there – reducing truck idle time and futile trips. This is the planning layer that controls how vehicles arrive at facilities.

But visibility of when trucks are arriving is only part of the solution. CargoWise Gate Management coordinates and automates the movement of vehicles into and out of the facility. Unlike traditional gate solutions that are

tightly coupled to a single terminal or warehouse system, CargoWise Gate Management is facility agnostic by design, enabling consistent gate operations to be rolled out across container yards, empty parks, container freight stations, transit warehouses, product warehouses, and intermodal environments, providing a single, standardized gate layer across the supply chain.

As CargoWise VBS and Gate Management are fully integrated CargoWise solutions, together they create a seamless operational flow from booking, through arrival, gate processing, yard movement, and departure. Gate Management pre-validates bookings, standardizes workflows, and provides real-time visibility of upcoming, active, and completed movements. It also supports optical character recognition (OCR) for paperless gate entry. For transporters this means faster validation on arrival, less manual intervention and reduced congestion, so that they can potentially do more trips per day.

Together, CargoWise VBS and Gate Management deliver an integrated, scalable approach to facility operations – connecting planning, gate execution, and yard visibility within a single CargoWise ecosystem.

Smart integrated yard operations deliver:

- ✓ Smooth demand, better utilization
- ✓ Predictable truck arrivals
- ✓ Efficient gate operations
- ✓ Faster truck turnaround, less idle time



For more information go to
cargowise.com/demo



Building Capacity Where It Matters: How Port of Melbourne is Preparing for Trade Growth

In an increasingly unpredictable global environment, certainty matters more than ever.

For Australia's freight and logistics sector, business confidence is underpinned by supply chain capacity and the capability to keep goods moving – efficiently, reliably and at scale.

At the centre of that task sits Port of Melbourne, Australia's largest container, general cargo, and automotive port. The Port is the primary trade gateway for Victoria and southeast Australia, handling more than one-third of the nation's container trade and over 20 per cent more container volume than any other Australian port.

Covering approximately 534 hectares of port land and more than 52 kilometres of shipping channels, its city-port location – close to major road and rail corridors – provides freight operators with access to metropolitan, regional and interstate markets.

This connectivity underpins the port's \$11 billion annual contribution to the national economy and supports approximately 30,000 jobs across construction, agriculture, retail, manufacturing and logistics.

Importantly, with trade volumes continuing to grow alongside Victoria's expanding population, Port of Melbourne's planning for the long term is critical to ensuring supply-chain capacity, capability, and resilience.

Resilience amid global uncertainty

In 2025, Port of Melbourne achieved its second record-breaking year in a row with 3.5 million TEUs through the port – the highest container throughput witnessed at any container port in Australia.

Against the backdrop of a fragmented global economy, this result reflects Victoria's resilience: goods continue to move and supply chains adjust quickly. While the Port's record throughput does not signal immunity from global

challenges, this demonstrated resilience against external shocks emphasises the importance of catering to Victoria's growing needs.

As the state's population increases, and with Melbourne set to be Australia's most populous city by the early 2030s, container trade through Port of Melbourne is forecast to more than double over the next 30 years. Forward planning is essential to avoid the cost, disruption, and inefficiency that come with constrained capacity.

Growth and investment: protecting the supply chains of tomorrow

Over the last ten years, Port of Melbourne has invested more than \$1 billion in port infrastructure to support resilience and efficiency – and this investment program is not slowing. A further \$1.5 billion is planned by 2030.

For freight operators, these investments help support:

- Reduced congestion risk
- Throughput resilience during demand peaks
- Improved terminal, landside and rail integration
- Increased confidence to plan long-term logistics strategies

In its 2055 Port Development Strategy, Port of Melbourne outlined a number of projects in various stages of delivery, planning, and consideration – all of which have been identified as potentially being required to respond to trade growth and support supply chain efficiency.

Among these projects is the integration of the former Melbourne Wholesale Market site, providing approximately 29 hectares of strategically positioned, near-port land. Port of Melbourne signed a lease for the site with the Victorian Government in 2024 and has commenced work with anchor tenant MEDLOG – one of the world's largest logistics companies – announced in April 2026.

The transformation of the site will be underpinned by approximately \$500 million in private sector investment across the precinct and will unlock its full potential through efficient land use.

The establishment of port functions at this site is expected to improve traffic movement in the area, with future uses of the site including, but not limited to, rail freight and intermodal activities for import and export containers, freight logistics and storage, empty container storage, and a heavy vehicle facility.

Planning the next major capacity step

A cornerstone of Port of Melbourne's long-term planning is a proposed fourth international container terminal, representing planned investment targeted at future trade realities: larger vessels, higher volumes, and tighter schedules.

The proposed terminal at Webb Dock North is expected to accommodate two 14,000 TEU vessels and support more than 3,500 full time equivalent jobs a year on average.

Subject to approvals and stakeholder engagement, new capacity at the Webb Dock North Container Terminal is targeted for 2036 and would be a milestone in the history of Port of Melbourne.

All in all, Port of Melbourne continues to be a trusted partner, catering for Victoria's growing needs. By progressing in partnership with government, industry, and community, the Port is working to ensure Australia's most important container gateway remains reliable as volumes increase.

As trade continues to grow, Port of Melbourne's focus is on staying ready today while building capacity for tomorrow, ensuring freight continues to move where and when it is needed.

Port of Melbourne



Connecting Western Australia to the world

2025 financial year snapshot

\$45.85b

total value of trade

29 million

mass tonnes total
tonnage

1,335

ship visits

Containers up

3.6%

New motor vehicles up

3.3%

The Investments Reshaping South Australia's Trade Future

At a time when the freight market is changing rapidly and industry and customer expectations are higher than ever, Flinders Port Holdings (FPH) is shifting gears to meet demand.

Thanks to operational refinements, strategic investments, future-proofing developments and customer-focused initiatives, FPH is expanding its capacity without increasing the footprint all while ensuring it exceeds core industry expectations.

Central to its future-proofing is the GatewaySA Program of Works at Flinders Adelaide Container Terminal (FACT).

To meet future demands, FPH has engaged McConnell Dowell to complete a 135m extension of Berth 6. This project is progressing well with tubular and sheet pile installation nearing completion. Once construction is complete, this extension will enable the simultaneous berthing and servicing of two 366m LOA vessels.

In another step to advancing FPH's operational capabilities, a contract was finalised with Austrian crane manufacturer Kunz to acquire a purpose designed cantilever automated rubber tyre gantry (ARTG) crane. Forming the basis for a Proof-of-Concept (PoC), the cantilever design will separate the truck and container stacking area, offering WHS and operational benefits that surpass existing market solutions. The PoC will enable FPH to test the technical performance and integration of the crane, allowing the business to make an informed decision regarding a broader ARTG deployment.

Alongside the signing of the ARTG contract, FPH also secured contracts for two state-of-the-art Super Post Panamax Ship to Shore (STS) cranes alongside a next-generation Terminal Operating System (TOS). The STS cranes and TOS will be central to FPH's smarter, more efficient terminal operations.

As a strategic investment, GatewaySA will enhance FACT's operational capacity and efficiency, ensuring the terminal is equipped for future growth, innovation and technological advancement.

By investing in its facilities, FPH is growing its capabilities and capacity for growth, including additional shipping services and routes. In late 2025 FPH facilitated the opening of the Koala service, which is operated by MSC to enhance connectivity between Asia and Australia. The route directly links southern and northern Chinese ports and Indonesia, supporting trade and supply chains across the region. The Koala service operates twice weekly on a southbound and northbound rotation, with an eastbound link to Melbourne recently added. The service operates with seven vessels and turns in 49 days.

In early March, FPH and Lineage (NASDAQ: LINE) announced the international cold storage organisation at Edinburgh Parks would provide a Department of Agriculture, Fisheries and Forestry (DAFF) plant-registered facility for fruit export and cold treatment, which can store fresh produce for international markets.

Until now, South Australia has not had a DAFF-accredited cold storage facility to handle fruit and vegetables from the state's produce-growing regions, which has limited the export opportunities from regions such as the Riverland. With Lineage now being DAFF accredited, it can satisfy export and cold storage protocols, allowing growers to export their fruit to international markets more efficiently.

FPH is progressing the Stage 1 development of the Title C landholding at Outer Harbor. The facility will be an extension of Flinders Warehousing and Distribution (FWD) and provide a modern, general palletised storage facility and associated hardstand / laydown areas. The development will support growth in containerised trade, project and general cargo trade and more efficient port-linked logistics, warehousing and cargo-handling activity.

Stage 1, which is expected to be completed in second half of 2027, represents a \$50m investment in port-adjacent logistics infrastructure at Outer Harbor, and is strategically positioned next to FACT.

There are plans to further develop the precinct by developing additional warehousing capability for key international trade opportunities. To ensure the development is aligned with operational requirements and future trade needs, FPH is working closely with stakeholders.

In a bid to not just meet industry needs but to ensure it's at the forefront of best-practice international port operations, FPH is upgrading technology and enhancing its offerings across its portfolio, including the improved TOS, vessel booking and traffic services systems; the digitisation of rostering and contractor management platforms; and significant upgrades to its human resources information and maintenance and asset management systems.

FPH has deployed a private 5G network, implemented proximity detection and worker safety technologies, and advanced its capabilities in data, video and AI. Along with renewing its digital resilience and cyber security, FPH is future-proofing its business behind the scenes.

Backed by its ongoing investment in infrastructure, technology and partnerships, FPH is meeting the evolving needs of global trade. The progress of the GatewaySA Program, alongside expanded services and enhanced supply chain capabilities, reflects a business that is shaping its future.

FPH stands well-placed to capitalise on emerging opportunities, strengthening its role as an essential gateway for South Australia, and delivering benefits for customers, stakeholders and the broader economy.





Scaling Up to Meet Australia's Future Trade Demands

Australia's freight and logistics landscape continues to evolve as global trade volumes grow, vessels increase in size, and supply chains become more complex. Geopolitical uncertainty and periodic disruptions across maritime corridors reinforce the importance of resilient port infrastructure capable of sustaining the smooth movement of goods.

As a key link in Australia's maritime logistics network, Victoria International Container Terminal (VICT) recognises the responsibility it carries in supporting the flow of cargo.

Since commencing operations in 2017, the terminal has moved decisively beyond proving what port automation can achieve. Today, VICT operates Australia's first and only fully automated container terminal at scale, playing a strategic role in supporting Victoria's trade.

"The complexities of modern trade require more than just space; they require a high degree of predictability," said Bruno Porchietto, Chief Executive Officer of VICT.



Bruno Porchietto,
Chief Executive Officer of VICT

"By leveraging full automation, we provide the resilience necessary to keep the economy moving even when global supply chains face headwinds."

Australia's economy depends on a finely balanced ecosystem of road and maritime infrastructure. Ensuring goods transition seamlessly from ship to shore is fundamental to supply chain efficiency. In this context, reliability and long-term capacity are essential, guiding how the terminal approaches its operations.

Our journey began in 2014 following the Port of Melbourne's decision to award the development of Webb Dock East to our parent company, International Container Terminal Services Inc. (ICTSI). By September 2024, we reached a significant milestone by handling our five-millionth TEU, marking our transition from an innovative market entrant to a high-capacity, future-ready gateway at the Port of Melbourne.

The completion of our Phase 3A expansion in December 2023 increased terminal capacity by 30 per cent, and with the extension of our lease through to 2066 has provided long term certainty for customers and stakeholders planning for the decades ahead.

Currently, we operate at a capacity of 1.4 million TEUs, with plans to increase this to 1.6 million TEUs. As vessel sizes continue to grow and supply chains become more complex, terminals must deliver more than scale alone. At the core of our value proposition is a fully automated, end-to-end operating model designed to deliver consistent, dependable performance.

While automation promotes our operational performance, our people remain at the heart of everything we do. Automation at VICT is not only pursued for technology's sake, but also by ongoing investment in skills and capability, with workforce roles evolving toward remote operations, systems oversight, and technical maintenance. Targeted training ensures our teams can operate safely, confidently, and efficiently within a highly automated environment.

This collaborative approach was reinforced in August 2025 with the signing of a new four year Enterprise Agreement covering operations through to March 2029. Secured without industrial disruption, the agreement reflects the strength of our relationship with employees, delivering improved conditions while maintaining the flexibility required in a dynamic logistics landscape.

"Automation at VICT is not about technology for its own sake," Porchietto said. "It is about delivering safer operations and the reliability our customers expect. As we move forward with our Phase 3B expansion, we are ensuring our people have the skills to lead this transition. We are building a future-ready workforce alongside a future-ready terminal."

Sustainability remains embedded across our operations. Energy recovery systems installed on our cranes capture and reuse power, reducing overall energy consumption. This year, we will introduce hybrid automated container carriers equipped with lithium ion batteries, further reducing emissions while maintaining performance. Infrastructure such as electric vehicle charging points supports our broader decarbonisation efforts.

Beyond our terminal gates, we continue to support the wider community through initiatives such as Australia's Logistic Council's Wayfinder, which promotes greater participation of women in transport and logistics careers.

Looking ahead, our focus remains firmly on scaling capacity to meet future trade demands.

The Phase 3B expansion, launched in December 2025, will introduce additional automated equipment—including a new ship to shore crane and expanded yard capability—with full implementation expected by late 2027. By continuing to invest in capacity, automation, skills, and sustainability, we are ensuring VICT remains ready to support Victoria's trade and Australia's supply chains well into the future.





Ports at the Centre of Change: Powering Trade, Enabling Diversification

By CRAIG CARMODY, CEO – Port of Newcastle

Port of Newcastle has always played an important role in Australia's trade story, but that role is evolving in ways that are reshaping how we think about ports, energy and supply chains.

We have long been a major energy export gateway, supporting industries that remain critical to Australia's economy and to the energy security of our customers across Asia. At the same time, we are becoming an even more important part of the next chapter – one that is defined by diversification, new trades and the infrastructure needed to support our energy future.

That balance matters. Traditional energy continues to underpin a significant part of our trade – with 149 million tonnes of coal exported in 2025 – and this will remain important for some time. Alongside that, we are seeing the rapid growth of new cargoes and new requirements, particularly those that support the NSW renewables rollout. Increasingly, Port of Newcastle is being called on to handle the heavy, oversized and highly specialised components that make large-scale energy projects possible. This is diversification in action in the most practical way.

This shift is already visible in our trade results. In 2025, Port of Newcastle achieved a record 11.12 million tonnes of diversified trade, driven by strong growth in wheat, machinery, project cargo and renewable energy-related volumes. This result is more than a milestone – it is evidence of a port that is broadening its trade base while continuing to serve the industries that have always relied on us. It also reflects something that has become increasingly clear: the future of a modern port lies in its ability to adapt.

Adaptability is especially important in today's supply chain environment. The movement of renewable energy infrastructure, for example, depends on much more than a berth and a crane. It requires portside storage, heavy-lift capability, careful planning, and strong connections to road and rail networks that can handle oversize loads safely and efficiently. Projects like the Uungula Wind Farm show how ports like Newcastle are now central to the logistics of clean energy, and why the right infrastructure is so critical if we are to keep pace with demand.

But this is about more than one sector or one type of cargo. What is happening at Port of Newcastle reflects a much bigger change in global trade whereby supply chains are becoming more complex, more specialised and more interconnected. Ports are no longer simply places where goods arrive and depart – they are essential links in the movement of capital equipment, energy assets, agricultural products and industrial materials. The challenge for ports is to build the capability that allows all of that to happen efficiently, reliably and safely.

Safety, of course, sits at the centre of this challenge. As our operations become more complex and the cargo we handle becomes more varied, the need to keep safety front of mind only grows. At Port of Newcastle, safety is not treated as a separate function. It is part of how we plan, how we operate and how we make decisions. That matters every day, but it matters even more when we are handling project cargo, coordinating large-scale movements and supporting industries where there is little room for error.

The truth is that growth and safety must move together. The more diverse our trade becomes, the more important it is to have strong systems, clear accountability and a culture where people feel responsible for speaking up and improving how things are done. In a sector like ours, that is what good operations look like. It is also what gives customers and partners confidence that Port of Newcastle can support both established industries and emerging opportunities with equal discipline.

Looking ahead, Port of Newcastle will continue to play a bigger role in Australia's energy future. We will keep supporting the industries that have shaped the Port over generations, while investing in the capability required to support the industries that are emerging now. This is true diversification – not replacing one future with another but building a port that can serve both.

For me, that is where the opportunity lies. Port of Newcastle is in position to help shape the next phase of Australia's trade and energy story, and that story will be built on collaboration, infrastructure and a steady commitment to getting the fundamentals right. In such a fast-changing environment, this matters more than ever.



DRIVING INDUSTRY OPPORTUNITIES IN THE PILBARA



Lumsden Point, Port of Port Hedland

A new multi-user facility to support lithium and copper concentrate exports, allow for the import of renewable energy infrastructure and support the rapid growth of direct shipping services to the Pilbara.

Two new multi-user berths, new cranes, road corridor and services and capacity to handle over-size and over-mass cargo.



Dampier Cargo Wharf Projects

A multi-user facility to expand the capability of the Port of Dampier.

Consisting of three parts, the improvements include the new Dampier Bulk Handling Facility with an added 200m land-backed wharf, refurbishment of the existing Dampier Cargo Wharf and the new Dampier Link Bridge connecting the two to create a continuous quayline.

Supporting....

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Importation of renewable infrastructure

Green industries

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Urea

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We're building new port assets to help Pilbara industries diversify, develop and decarbonise.
Let's talk about how your business fits the picture.



Planning beyond the horizon: delivering a seamlessly connected future for Queensland trade

By NEIL STEPHENS, Chief Executive Officer, Port of Brisbane Pty Ltd

Queensland's growth story is one of opportunity and responsibility. Today, around 5.5 million people call our state home. By 2060, that number is expected to rise to more than 8.3 million, with container trade through the Port of Brisbane tripling in response.

This scale of growth demands forward-thinking and extensive collaboration. It's why we launched Vision 2060 last year: an aspirational, long-term roadmap designed to ensure the Port of Brisbane continues to efficiently and sustainably support Queensland's trade future. It is not a static plan, but a shared vision – developed with customers, government and industry – to guide how we evolve together.

At its core, Vision 2060 is structured around three strategic horizons. First, Driven by Seamless Connectivity, focused on transforming how freight, data and people move within the port and throughout the supply chain. Second, Powered by Clean Energy, enabling and facilitating the shift towards a 'green supply chain'. Third, Designed for Future Generations, ensuring environmental stewardship, resilience and community remain central to the port's growth.

While all three horizons are critical, seamless connectivity – integrating freight networks, infrastructure and data – will be fundamental to how supply chains operate in the future.

Connectivity is more than infrastructure. It is the integration of landside, waterside and digital systems into a high-performing logistics ecosystem.

Seamless connectivity means a genuine shift toward a multimodal network.

It requires dedicated freight rail connections linking the Port to national rail networks and regional hubs. Today, around 98% of containerised freight at the Port moves

by road – an unsustainable modal share. However, even without the now-abandoned Queensland section of Inland Rail, we must collectively work towards moving more freight off roads and onto rail, and we urge all Governments to help play their part in that. PBPL has long advocated for action on this issue, in partnership with our customers, stakeholders, and the regional communities we serve, and we'll continue to do so.

This horizon also envisages expanded use of intermodal terminals, smarter road networks designed for high-productivity and, increasingly, low-emission vehicles. It also means unlocking the power of data – through real-time visibility, predictive scheduling and coordinated planning across the supply chain.

At the same time, global shipping is evolving. Container vessels are becoming larger in order to maximise efficiency and reduce costs, with 14,000 TEU ships expected to become regular visitors to Australia's east coast. While Brisbane regularly accommodates ships between 3,000 and 6,000 TEU, larger vessels up to 9,000 TEU are already visiting more frequently. That's why our proposed Channel Enhancement Project is essential to ensuring Brisbane remains globally competitive and can meet future freight demands.

Importantly, this is not something any one organisation can deliver alone. It will require deep collaboration across industry and government alongside sustained investment, innovation and, importantly, community and stakeholder trust.

Encouragingly, this vision is already being brought to life through practical initiatives at the Port of Brisbane.

One example is our work with customers and regulators to advance Higher Productivity Freight Vehicles. Over the past year, we've supported trials of new vehicle combinations on Fisherman Islands that deliver significant productivity gains compared to standard configurations.

These innovations reduce truck movements per container, improve efficiency and contribute to lower emissions – demonstrating how smarter landside solutions can deliver immediate benefits while preparing for future demand.

At the same time, we're exploring how emerging technologies can further enhance connectivity. Our partnership with Queensland University of Technology and iMOVE Australia is designing a framework within a digital twin to simulate autonomous, low/zero emission container transfers within the port precinct. This research is examining not just the technology, but the regulatory and operational frameworks needed to support a more automated, integrated freight environment.

Together, these initiatives highlight that seamless connectivity is not a distant ambition. It's being built today, step by step, through innovation, partnership and a willingness to challenge traditional approaches.

For Australia's supply chain, the implications are significant. Improved connectivity will mean faster, more reliable movements, reduced costs, enhanced transparency and stronger resilience.

Vision 2060 is our commitment to enabling that future through Port of Brisbane. But more importantly, it is an invitation – to industry, to government and to our partners across the supply chain – to work together in shaping it.

Because delivering a seamlessly connected port is not just about infrastructure. It's about building a smarter, more sustainable and more competitive freight ecosystem for Queensland and for Australia.



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RORO INVESTMENT STRENGTHENS PORT KEMBLA'S CAPABILITIES

Port Kembla's role as NSW's motor vehicle port will be strengthened with NSW Ports' investment to enable a fifth berth to service the Roll On-Roll Off (RoRo) trade as part of NSW Ports' Berth B104 Extension Project.

Motor vehicle imports at Port Kembla commenced in May 2007, following relocation from Sydney Harbour, marking a significant shift in the automotive logistics network in New South Wales. Since then, Port Kembla has grown into one of Australia's largest motor vehicle import hubs, with facilities purpose-built to handle high volumes efficiently and support the long-term growth of the national automotive supply chain. In FY25, Port Kembla handled over 400,000 motor vehicles across 470 RoRo vessel visits, while also handling large project cargo, including project components for the new R Set passenger trains for the state's new Regional Rail fleet. In one of the more unique large cargo deliveries, in May this year, the Wallenius Wilhelmsen ro-ro vessel *Thermopylae* delivered the fuselage and wings of John Travolta's former Qantas Boeing 707 to the port. The project to bring the aircraft to Australia for the Historical Aircraft Restoration Society museum at Shellharbour was more than a decade in the making, with coordination across the supply chain between Qube, AAT, Wallenius Wilhelmsen, NSW Ports and freight forwarders, AAW Global Logistics.



The car carrier vessels (Roll on-Roll off (RoRo) vessels) that arrive in Port Kembla carry up to 9,100 cars on board. The next generation of car carriers are increasing in size and capacity. These vessels can carry up to 11,700 cars.

NSW Ports CEO Marika Calfas said the Berth 104 Extension Project would not only grow RoRo capacity at the port but also provide flexibility and resilience during times of disruption.

"As NSW's RoRo port, Port Kembla has a well-established, embedded RoRo

supply chain from the unloading of cargo and biosecurity procedures, through to pre vehicle inspections and then distribution across NSW," Ms Calfas said.

"RoRo imports into NSW are forecast to grow into the future, as population grows, and this project will add to Port Kembla's RoRo capabilities, enhancing resilience, capacity and flexibility to meet the state's trade needs."

"In recent years, we've seen how susceptible RoRo supply chains can be to disruption, so it's critical our ports have the flexibility to accommodate these disruptions, whilst also enhancing their day-to-day capability."

The key features of the Berth 104 Upgrade project include:

- northern wharf extension of 60m long and 20m wide, allowing a vessel ramp to land on the B104 wharf.
- northern access bridge and truck turnaround area for oversized length RoRo trade.
- southern wharf connection linking the B104 wharf to the existing 44 hectares of hardstand area in the AAT terminal for cargo laydown.





Menzies Aviation, the leading service partner to the world's airports and airlines, has invested in its cargo facilities in New Zealand with the opening of Auckland Airport's first dedicated airside cargo terminal.

As New Zealand's primary air cargo gateway, Auckland Airport handles up to 89% of the country's international air freight, processing more than 168,000 tonnes annually. The new multiple terminal site, located within the airport's Cargo Precinct, doubles Menzies' operating footprint and provides direct airside access. Developed in partnership with Auckland Airport, the site features an optimised layout with modern material handling equipment designed to meet local market expectations and support future growth.

Serving 18 airline cargo partners, the 32,000 square-meter super site is secured under a 15 year agreement and will become New Zealand's primary Menzies cargo gateway. By year end, the operation will be accredited with IATA CEIV Pharma certification and equipped with Nallian's Truck Visit Management (TVM) solution to enhance landside efficiency for freight forwarders and trucking partners. The facility is fully integrated with Menzies' MACH cargo management system, supporting more streamlined and data driven operations across the region.

The new terminal will specialise in handling time and temperature sensitive shipments, including pharmaceuticals and e-commerce freight, while also supporting general cargo flows and freighter services.

This enhanced capability comes at a time of strong export growth, with fresh produce air freight through Auckland Airport rising 34% year-on-year over the recent summer period. This included a 175% surge in avocado shipments and 2,888 tonnes of cherries exported, up 53% year-on-year.

The opening comes during Auckland Airport's 60th anniversary year, marking a significant milestone as the airport continues to evolve its cargo infrastructure for the future.

Beau Paine, Executive Vice President Cargo, Menzies Aviation, said: "The facility relocation and expansion in Auckland was critical for our continued growth in the Oceania region. We are proud of the collaboration and overall delivery of the project, led by Traci Cox and Kayla Moa. These new facilities will elevate the handling experience for our partner airlines and the freight forwarder market. Menzies remains committed to being the cargo provider of choice through operational excellence, reliability and innovation."

Mark Thomson, Chief Commercial Officer, Auckland Airport, added: "Auckland Airport is delighted to support Menzies Aviation's cargo terminal move to the Cargo Precinct. This development is expected to deliver significant operational efficiencies as a result of the dedicated airside road, enabling the fast, efficient and secure movement of time critical cargo between the facility and the aprons."

The relocation of Menzies operations to the new cargo precinct is a key step in our long term plan to centralise cargo operations to a dedicated cargo precinct away from passenger-centric activities. We thank the Menzies management and operations team for their positive engagement throughout the process to achieve this fantastic outcome."

Kayla Moa, Senior Vice President Cargo – Oceania, Menzies Aviation, said: "The opening of this new airside cargo terminal represents a significant milestone for both Menzies Aviation and the wider New Zealand freight community. Delivering a facility of this scale and capability has been an incredibly rewarding project, made possible through strong collaboration with Auckland Airport and our partners. I'm proud of the work delivered by our teams throughout this project and excited about the long-term opportunities this facility creates for Menzies Aviation in New Zealand and across the Oceania region."



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Security Culture in Air Cargo: Why It Really Matters

By SALLY PFEIFFER, First Assistant Secretary – Critical Infrastructure Partnerships and Policy Division | Department of Home Affairs

Having a strong security culture is key to keeping aviation secure. As global supply chains get more complicated and risks keep changing, we can't rely just on rules and technology anymore. Security needs to be part of how organisations actually work day to day—through people's actions, attitudes and decisions.

In Australia's secure air cargo supply chain, people play a huge role in keeping things secure. When everyone in an organisation understands and takes security seriously, it becomes a powerful line of defence. It helps protect the aviation system and keeps cargo operations running safely and securely.

The Department of Home Affairs works closely with industry to support this.

We partner with Regulated Air Cargo Agents (RACAs), Known Consignors (KCs) and Accredited Air Cargo Agents (AACAs) to improve security across the board.

Security Works Best in Layers

Australia's aviation security system is built using a layered approach. In simple terms, this means having multiple safeguards in place to stop, spot and prevent threats.

These layers include rules and regulations, physical and tech-based checks, cargo screening, access controls and staff security measures. For the system to work well, all these need to be applied properly and consistently.

But it's not just about systems and processes—people matter just as much. No matter what someone's role is, they play a part in keeping each of these layers strong.

A good security culture adds an extra layer by encouraging people to stay alert, take responsibility, and speak up if something doesn't seem right. This helps catch risks early, before they turn into real problems.

So, What Is Security Culture?

Security culture is how people think about and act on security in their everyday work—especially when things get busy or stressful.

A strong security culture influences how people understand and respond to risks, follow the rules, protect cargo, data and assets, question anything unusual or unsafe, and deal with new or emerging threats.

In the air cargo world, everyone contributes. That includes warehouse staff, drivers, cargo examiners, freight forwarders, supervisors and executives. Everyday decisions—like who gets access, how cargo is handled, and how it's tracked—all impact overall security.

At the end of the day, the system runs on trust. Everyone involved across the secure supply chain needs confidence that security measures are being applied properly and consistently.

What Happens When Security Culture Is Weak?

If security culture is weak, standards can start to slip. Access control may become less strict, cargo handling standards can decline, and incidents may go unreported, limiting visibility of risks. Responses to security incidents can also become slower and less effective.

Together, these gaps weaken the overall security system and create an environment where small issues are more likely to escalate into serious incidents.

On the flip side, a strong security culture brings real benefits:

- Better compliance with security requirements
- Greater accountability across teams
- More reporting of concerns
- Fewer incidents overall

It also helps organisations spot risks early and keep improving over time.

Creating a 'Just Culture'

One way to build a strong security culture is by promoting a 'just culture.' This means creating an environment where people feel safe to speak up about issues without fear of unfair blame.

Every RACA, AACA, and KC must nominate a Security Contact Officer (SCO). SCOs play a vital role in fostering a just culture by helping to create a workplace where staff and contractors feel comfortable reporting incidents, near misses, and potential vulnerabilities.

This can be done by providing clear ways to report issues, communicating consistently about security expectations, and responding to reports in a fair and transparent way.

When people trust the system, they are more likely to raise concerns early—which leads to better outcomes for everyone.

What You Can Do Next

Everyone involved in the air cargo supply chain—especially SCOs—should take time to look at their organisation's security culture and think about how it can be improved.

A good starting point is to have regular conversations about risks and security behaviours, involving both leadership and frontline staff.

There are also helpful resources available, including:

- The ICAO Security Culture Toolkit
- The Department's air cargo policy team (aircargosecurity@homeaffairs.gov.au)
- Guidance and other support materials available for SCOs through the Department's Trusted Information Sharing Network (TISN)

By making security part of everyday thinking and behaviour, organisations can build a stronger, more resilient air cargo system.

WSI Cargo Precinct to transform Australia's air freight from July

Sydney's air cargo sector is preparing for a major step-change as the **WSI Cargo Precinct** prepares to open at the end of **July this year**. Strategically positioned within the Brisbane-Sydney-Melbourne 'golden triangle', this prime location ensures the precinct can efficiently service major Australian markets and will create more opportunities for exporters to deliver paddock to plate produce, beyond Australian shores.

"Our purpose-built 24-hour Cargo Precinct will increase Sydney's air cargo capacity and provide dedicated access via the upgraded Northern Road with close proximity to growing freight and logistics centres at Kemps Creek and the Aerotropolis."

Simon Hickey, CEO WSI

Industry Heavyweights Under One Roof

What sets WSI's Cargo Precinct apart is not only its scale and purpose-built design, but the calibre of its inaugural tenants. **Qantas Freight, Menzies Aviation** and **dnata Cargo**. Three of the most influential players in the global airfreight ecosystem, with state-of-the-art facilities operating at Sydney new 24-hour gateway.

- **Qantas Freight**, Australia's largest airfreight operator, will anchor domestic and international cargo flows, leveraging its extensive network.
- **Menzies Aviation** brings global expertise in cargo handling, ground services, and integrated logistics solutions servicing over 70 locations across the globe.



- **dnata Cargo**, part of the Emirates Group, adds world-class cargo handling capabilities and a reputation for innovation, automation, and service reliability across major global hubs.

Together, these tenants create a critical mass of capability that positions WSI's Cargo Precinct as a premier freight gateway for the Asia-Pacific region.

"Western Sydney is the logistics heart of NSW...This airport is built to grow, which will give Australian businesses the capacity and ability to grow alongside it."

Catherine King, Federal Minister for Infrastructure, Transport, Regional Development and Local Government

A Catalyst for Growth

Beyond its immediate operational role, WSI's Cargo Precinct is expected to act as a catalyst for broader economic activity.

The facility is expected to support thousands of jobs across freight, logistics, transport, and supply chain services, while enabling faster, more efficient movement of goods for industries ranging from e-commerce to perishables and pharmaceuticals.

Its opening also aligns with the broader vision for the Western Sydney Aerotropolis — a connected, high-tech logistics and advanced manufacturing ecosystem designed to compete on a global scale.

With its strategic location, modern infrastructure, and a powerhouse lineup of tenants, WSI's Cargo Precinct is poised to redefine how freight moves through Australia and beyond from July 2026.

For Australia's exporters, importers, and logistics providers, the message is clear: Western Sydney is about to become one of the most important cargo hubs in the Southern Hemisphere.

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Searching for Stability in a Disrupted Supply Chain

By BRIAN LOVELL, WiseTech Academy

As disruption becomes a permanent feature of global logistics, the supply chain industry is looking beyond resilience alone and focusing on the quieter forces that create stability — from governance and institutions to skills, judgement and training.

Disruption has become the default setting for international supply chains.

Over recent years, logistics professionals have navigated a pandemic, port congestion, labour shortages, geopolitical tension and renewed instability across key global trade routes. For many organisations, disruption is no longer an occasional shock but an ongoing operating condition.

In response, the industry has focused heavily on resilience. But recent events are prompting a more practical question: what keeps supply chains stable when disruption does not quickly pass?

A real-world stress test

Disruption affecting major shipping routes has forced vessels onto longer and less efficient paths, adding time, cost and complexity to already stretched supply chains. Schedules have slipped, capacity has tightened, and planning horizons have shortened.

Yet global trade has continued.

Cargo is still moving. Supply chains are strained, but they have not failed. This has not been achieved through sudden innovation or new technology alone. Instead, it has relied on stabilising influences that are often overlooked precisely because they operate quietly in the background.

Stability rarely makes headlines

When disruption hits, attention naturally focuses on the immediate threat and the most visible response. Stability, by contrast, tends to come from less dramatic elements of the supply chain.

Clear rules, predictable processes and established frameworks continue to guide decisions even as conditions change.

Understanding how responsibilities are defined, how obligations are met and how processes are applied consistently allows organisations to act with confidence.

In periods of uncertainty, predictability becomes a powerful stabiliser.

Institutions as anchors

Recent disruptions have also highlighted the importance of long-established institutions.

Ports, customs authorities, industry bodies and other coordinating organisations are designed for continuity. Their experience, consistency and professional judgement help prevent local disruption from escalating into wider failure.

While digital tools improve efficiency, these institutions provide the reassurance and structure that keep trade functioning under sustained pressure.

Built-in flexibility

For many years, supply chain efficiency was built around removing spare capacity and duplication. Recent experience has

reinforced a different lesson: flexibility matters.

Alternative routes and diversified sourcing allow organisations to adapt rather than stop when conditions deteriorate. What may appear inefficient before becomes a stabilising force when disruption lasts longer than expected.

The stabilising power of AI in logistics

Technology plays an essential role in modern logistics. As disruptions become faster, more regular and more complex, rapid advancements in AI, including trained, self-learning agentic systems, are creating new opportunities to help logistics organisations respond with greater speed, visibility and resilience.

While AI seeks to replace manual, repetitive work, it is judgement, experience, and practical understanding that remain central to effective decision-making.

Planners, operators and logistics professionals still rely on knowledge built over time to interpret changing conditions and balance competing priorities.

This human capability combined with the speed and versatility of AI will enhance the ability of logistics businesses to keep pace and help stabilise global supply chains.



Where training fits into the stability equation

All of these stabilising influences, including clear rules, trusted institutions, flexibility and experience, rely on one common factor: knowledge.

As the industry becomes more automated it is increasingly important for logistics professionals to differentiate themselves, upskill and increase their depth of knowledge, to stay ahead of the AI and automation curve that will quickly replace manual, repetitive processes within the supply chain.

Understanding how global supply chains operate, staying current with regulatory expectations, managing operational complexity and making sound decisions under pressure are learned skills. When disruption becomes prolonged, the depth of that understanding matters far more than speed alone.

This is why training and upskilling is increasingly being recognised as a strategic contributor to supply chain stability, rather than a background or compliance activity.

Making learning accessible when it matters most

Across the industry, there is growing recognition that training must be easy to access, current and practical if it is to



support people operating in uncertain environments.

As part of this effort, WiseTech Academy is making its contribution by expanding the scope of its free and easily accessible online training. This includes short, focused learning content delivered through curated playlists, allowing teams and professionals to quickly build understanding in new subject areas, or refresh existing knowledge as conditions change.

This approach reflects how learning happens in practice: in targeted bursts, aligned to immediate challenges and real-world scenarios. By reducing barriers to learning, initiatives like this help build capability across the supply chain ecosystem, supporting better decisions long before disruption escalates.

Stability is built before the crisis

Ongoing uncertainty in global trade suggests that disruption will remain a feature of international supply chains.

Those entities who seek to stay ahead will be investing in AI and continuous learning, focusing on progressive knowledge and skill building that create stability, shared understanding, professional judgement, and proven frameworks.

Supply chains rarely fail because a single system breaks. They fail when understanding runs out.

Brian Lovell is a contractor working with WiseTech Global in supply chain education and capability development within the global logistics sector.



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Driving safer supply chains through innovation: Celebrating the TT Club Innovation in Safety awards

By JOHN THOMSON, Senior Claims Executive and Regional Loss Prevention Lead | TT Club

In today's global supply chain, safety challenges are evolving as quickly as the technologies and practices designed to address them, and the industry is increasingly recognising that investing in safety is not just the right thing to do - it's also smart business.

The innovations being celebrated through the TT Club Innovation in Safety Awards consistently demonstrate that safer operations are also more efficient, more productive, and more cost-effective. Reduced incidents often translate to lower insurance and liability costs. Smarter technology eliminates downtime. Better-trained workforces make fewer errors. Safety and commercial performance are two sides of the same coin.

The TT Club Innovation in Safety Awards¹, delivered in partnership with ICHCA International, provide a global platform to recognise the ideas that are making a genuine difference across the cargo logistics community. Open to importers, exporters, customs brokers, freight forwarders and logistics service providers, the Awards celebrate innovations that demonstrate a measurable improvement in operational safety - that more often than not, result in a measurable improvement in operational performance alongside it.

This Year's Winners

This year's awards were structured around four core categories, each reflecting a different dimension of risk management. The 2026 winners

demonstrate just how broad - and how commercially compelling - safety innovation has become.

• Turning Data into Insight - SICK AG

Winner SICK AG's multiScan100-S is the first safety-certified 3D LiDAR sensor featuring Safe Multi-Echo Technology. Capable of detecting obstacles through rain, fog and dust, it enables automated container handling equipment to maintain full safety-rated detection ranges and high-speed operations without false alarms. The commercial implication is significant: eliminating false alarms means terminals no longer face unnecessary stoppages, keeping operations running at pace while simultaneously improving safety standards. In an environment where every minute of downtime carries a cost, this kind of technology typically delivers a good return on investment.

• Learning and Engaging - Active Training Team

Active Training Team's Thrive programme takes a boldly different approach to safety education. Rather than traditional classroom instruction, Thrive is an immersive Safety Leadership Centre that uses live actors, film and realistic scenarios across purpose-built rooms to emotionally engage offshore wind and cargo-handling workers. The goal is not just knowledge transfer - it is genuine behavioural change, empowering frontline workers to intervene and challenge unsafe practices in the moment. Organisations that invest in this kind of training don't just reduce incidents; they build workforces that are more confident, more engaged and more capable - all of which drives

productivity and retention.

• New Ways to Make Operations Physically Safer - SIBRE

SIBRE's SLP (Snag Load Protection) system uses high-precision sensors and machine-learning algorithms to detect and prevent dangerous snag-load events on Ship-to-Shore cranes before tension even develops. Its Guardian solution add-on provides continuous monitoring of crane motion intensity and 360° impact detection. Beyond the obvious life-safety benefits, preventing snag-load events also protects expensive equipment from damage and avoids the significant operational disruption - and cost - that follows a crane incident. This is a clear example of a safety investment that directly protects the bottom line.

• Safety of People and Equipment Interface - Long Beach Container Terminal

Long Beach Container Terminal's Overhead Load Protection System physically restricts cranes from passing over ground personnel in the rail yard, eliminating the risk of falling objects. The system also provides live monitoring of all personnel and vehicle locations throughout the 48,000 square foot facility. By engineering out the hazard entirely rather than relying on procedural controls, LBCT has created a safer working environment while also streamlining yard operations - removing the uncertainty and delays that come with managing people and machinery in shared spaces.

In addition to the winners, Lyttelton Port Company's use of drone technology to enhance safety in port operations was highly commended for its practical

innovation. By deploying drones for inspections and monitoring activities - particularly in high-risk or hard-to-access areas - the port has reduced the need for personnel to work at height or near operational hazards. Inspections that once required significant time, specialist equipment and exposure to risk can now be completed faster, more frequently and at lower cost. For Australian and New Zealand operators, this is a powerful reminder that innovation does not need to be complex or capital-intensive. Often, the most effective solutions come from rethinking existing processes and applying available technology in smarter ways - with meaningful returns in both safety and efficiency.

The Awards Digest: A Practical Industry Resource

Beyond recognising winners, the Innovation in Safety Awards Digest is one of the most valuable outputs of the programme. Published annually by TT Club and ICHCA, it compiles all submissions and provides detailed

insights into the safety challenges tackled and solutions implemented across the global supply chain. Covering everything from digital safety platforms and predictive analytics to practical equipment improvements and workforce engagement initiatives, the Digest is designed not just to celebrate achievement, but to enable knowledge sharing and replication of effective safety practices across the industry. For importers, exporters, customs brokers and freight forwarders, it offers a ready-made toolkit of ideas that can be adapted to improve safety performance - without reinventing the wheel.

Get Involved: Share Your Innovation

A central message of the TT Club Innovation in Safety Awards is that innovation exists at every level of the supply chain - and every organisation has something to contribute. The next award cycle opens 31st August and closes in mid-November. Entry is free and open to all participants in the cargo logistics

sector, with submissions outlining the safety challenge, the innovation and its measurable impact.

Whether your organisation has implemented a new digital tool, improved a process, enhanced training, or introduced a practical safety measure, these initiatives are worth celebrating. Participating in the Awards not only provides recognition - it helps shape safer industry practices and inspires others to follow. Equally, engaging with the Awards Digest offers immediate value, providing access to proven solutions and emerging trends that can strengthen your own operations.



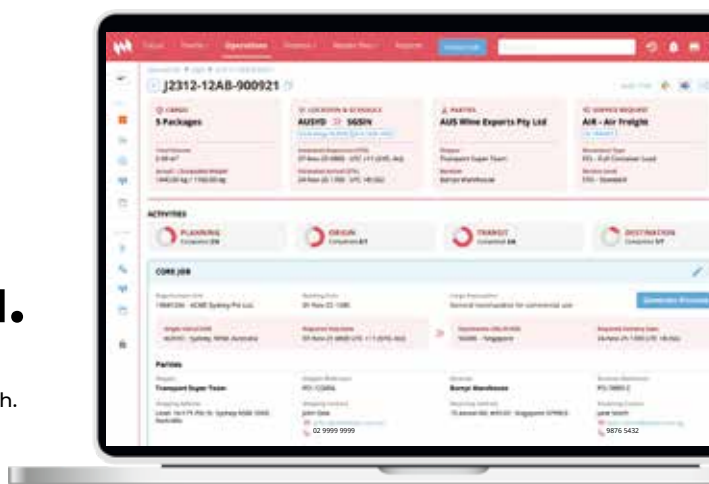
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The Changing Face of Customs and Freight Forwarding in the Age of AI

By MATTHEW BROWN, Commercial Director – The Compliant Group

For decades, the customs and freight forwarding industry ran on expertise that lived in people's heads. The experienced broker who knew exactly which tariff classification to apply, which carrier to call when a consignment went sideways — that human knowledge was the product. Artificial Intelligence is beginning to change that at every layer of global trade facilitation, from customs entry lodgement and tariff classification to freight booking, shipment tracking, and carrier management. And when AI is combined with skilled offshore delivery teams, the competitive proposition that emerges is forcing operators across the industry to rethink their models from the ground up.

Where AI Is Making Its Mark

The entry classification task has long been the unglamorous engine room of customs brokerage. AI-powered tools are now producing first-pass tariff determinations at a standard that would have been unthinkable five years ago — ingesting product descriptions, images, and technical data, then returning classifications with confidence scoring that tells the broker precisely where to focus human review for final decision making.

For freight forwarders, AI is transforming the equally labour-intensive work of shipment coordination. Rate procurement, routing optimisation, and exception management traditionally demanded constant human attention. AI systems now monitor all current data and determine the best routing options against cost, transit time, and reliability — simultaneously and at scale.

Document processing and compliance monitoring are changing for both sides of the business. A single international shipment can generate a cascade of paperwork — invoices, bills of lading, certificates of origin, dangerous goods declarations — that AI can now extract, validate, and populate across freight and customs systems in minutes rather than hours.

The Offshore + AI Combination

AI tools alone do not automatically translate into competitive advantage. The technology still requires skilled people to configure it, quality-assure its outputs, and manage exceptions. This is where combining AI with offshore delivery teams becomes genuinely disruptive.

Offshore trade operations hubs — particularly across the Philippines and India — have long provided cost-effective back-office capacity. What has changed is what those teams can now do. Equipped with AI-powered platforms, a well-trained offshore team can coordinate freight bookings, validate documents, manage shipment exceptions, and escalate outlier cases at a unit cost that onshore-only businesses simply cannot match.

Onshore customs and forwarding staff in Australia or New Zealand represent a significant fixed cost per head. An offshore team operating on the same AI tooling, with appropriate quality controls and clear escalation paths, can process the same volume at a fraction of that cost — with extended coverage hours available. Crucially, the model does not sacrifice compliance rigour when built correctly: the AI handles the rules-based work, the offshore team manages the processing pipeline, and the licensed broker and senior freight operator retain accountability for final decisions and complex judgement calls.

What This Means for Business Models

Some operators are absorbing the efficiency gain as margin improvement — which works until a competitor offers the same outcome at a lower price point. Others are repositioning around value-added services: supply chain consulting, complex classification disputes, and carrier contract negotiation. A third model, gaining real traction, is the managed service approach priced on a per-transaction basis — giving clients predictable costs while creating a defensible position for operators who have

invested in both the technology and the offshore capability across customs and freight workflows.

The Human Element Is Not Going Away

Customs agencies and border authorities remain human institutions with significant discretionary power. Freight relationships — with carriers, port operators, and depot handlers — are built on trust developed over years. AI augments professional judgement; it does not replace the professional. What changes is where that expertise sits — experienced operators reviewing AI-assisted work from skilled offshore teams, intervening where their judgement is genuinely required, and focusing their client relationships on the advisory work that creates the most value.

The Competitive Landscape Is Shifting

Major freight management and customs system providers are racing to embed AI into their platforms, while new entrants are building from the ground up on AI-native architectures. For small and mid-sized forwarders and brokers, the risk is being caught between these forces — too large to ignore the technology, too small to build it, and too onshore-heavy to compete on cost. The answer is aggregation: leveraging wholesale technology and offshore delivery through managed service arrangements, so operators can focus on serving clients rather than maintaining systems. The industry is not facing extinction — international trade is growing and the need for competent intermediaries remains real. But operators who combine AI with skilled offshore teams are running on a fundamentally different cost curve, and that gap will compound.



The Compliant Group is a global solutions business headquartered in Australia that partners with freight forwarders, customs brokers, importers, exporters & logistics providers to streamline operations through its three specialist subsidiaries — Compliant Customs, Compliant Business Processing, and Compliant Trade Consultancy. Blending deep industry expertise with AI-driven technology and an offshore BPO capability in the Philippines, the group helps clients reduce risk, improve compliance, and scale their operations more efficiently.



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The information you need already exists.

The gap is getting it to the right people at the right time.

In freight, the cost of knowing too late is almost always higher than the cost of knowing early.

Every day across Australia's supply chain, the same scene plays out in hundreds of offices. A customer rings asking where their container is. Someone opens three browser tabs, refreshing a shipping line's website, scrolls through an email chain, then rings someone for confirmation. By the time an answer comes back, it's already changed.

This isn't a people problem. It's a data problem, more specifically, a data flow problem. The information exists; It's just scattered. Terminal status updates live in one system. Vessel schedules in another. Empty park availability somewhere else entirely. Customs, rail, road, depot. Each holding a piece of the puzzle, each speaking a slightly different dialect, each updating on its own clock. When that information finally reaches the people who can act on it, the moment to act has often passed. The slot's gone. The truck's been dispatched and the customer's already frustrated.

Visibility isn't about seeing more. It's about seeing the right piece of information, at the right time, in a form you can actually use.

THE FOUR COSTS OF FRAGMENTED DATA

Delays you didn't see coming. A vessel berths late, a terminal changes its receival window, a container goes on hold, and the first you hear about it is when something downstream breaks.

The same job, done three times. Re-keying data between systems. Reconciling mismatched references. Manually checking what should be automatic.

Plans built on stale information. Forecasting next week's capacity using last week's truth. Allocating resources to a picture of the world that's already moved on.

Exceptions that became emergencies. A hold, a missed cut-off, a demurrage clock already ticking. Issues compound when no one sees them early.



OneStop.

What changes when the data finally talks to itself.

Imagine the same day, playing out totally different.

The container's status updates the moment it changes and that update flows straight into the systems your team already uses. The customer service rep doesn't need to chase it; the answer is already there. The planner sees the delay before it cascades. The customer gets a heads-up before they think to ask.

Nothing heroic happened. No one worked harder. The information simply moved to where it needed to be, when it needed to be there. This is what good data infrastructure looks like in freight. Not flashier dashboards. Not another login. Just the right information, in the right hands, at the right time, quietly making everyone's day work better.

WHERE ONESTOP FITS

We sit in an unusual spot in the supply chain. For years, we've been the connective tissue between terminals, carriers, depots, shipping lines, importers and exporters. The place where the industry's data converges, gets cleaned up, and gets put to work.

That position has taught us something important: visibility on its own doesn't change anything. What changes outcomes is flow. Moving trusted, current information from where it's generated to where it's needed, in a form your business can actually consume.

Whether you're a forwarder trying to give your customers a straight answer, a transport operator optimising slot bookings, an importer planning inbound capacity, or a shipping line working to lift schedule reliability, the question is the same. **How quickly can your business act on what's actually happening?**

A DIFFERENT KIND OF CONVERSATION

We're here to help businesses get the data they need, the data that exists, somewhere, in the network, into the systems and hands that need it. This can mean surfacing something you didn't know was available. or cleaning up a flow you've been working around for years. It all starts with a conversation about what's possible.



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Brisbane 2032: a golden opportunity for freight

By TRISTAN ANDERSON, GHD Executive Advisory - Freight Strategy

Brisbane 2032 is not just about the two months of event activity, we 'win or lose' in the years starting now. By the time the cauldron is lit, and the official Ibis mascot (aka Brissie the bin-chicken) has charmed the world, the heavy lifting will be done, for better or worse. The decisions that shape how freight moves through South East Queensland up to and during the Games are being made now, and the construction peak from 2026 to 2031 is where the freight task gets genuinely interesting.

The encouraging news is that these conversations have already started. The Queensland Logistics and Transport Council, the Committee for Brisbane, Infrastructure Association Queensland, Freight and Trade Alliance (FTA), and a growing list of industry contributors are putting serious time into what freight looks like across construction, Games-time, and legacy.



GHD recently facilitated a QLTC workshop with industry that worked through a long list of opportunities and challenges across each phase, prioritised by impact, influence, and temporal urgency. The session surfaced a clear preference for a coordinated approach over the 'light touch' alternative, with consideration of potential strategic staging hubs that could evolve through construction logistics, Games-time cargo consolidation, and a permanent legacy freight precinct.

One thing the workshop and the broader engagement surfaced is uncomfortable but useful.

We know less about how freight actually moves than we should. South East Queensland is preparing to deliver approximately \$7 billion of Olympic venues and villages alongside more than \$15 billion of transport infrastructure, plus hospital, housing and energy investment, which is one of the largest concurrent construction programmes in Australian history. Each of these projects models its own freight task in isolation. Aggregating them, sequencing them, and understanding what the combined task does to the road network is something we don't have the tools to properly understand. Ask a confident question about how the full programme interacts at peak intensity, and the honest answer is that no one knows. The Games have shone a light on this issue, which is itself a gift.

Sydney 2000 remains the Australian reference point because freight coordination was treated as core infrastructure rather than an afterthought. London 2012 went further. Transport for London's approximately GBP 4 million Freight Management Programme retimed around 45 per cent of operator services, shifted more than a third to out-of-hours delivery,

and cut peak heavy vehicle volumes by approximately 15 per cent. More importantly, the Freight Forum, freight journey planner and delivery unit it established are still running today. The Games were the catalyst, not the project. Brisbane has both the time and the mandate to do the same, if we choose to use them.

And then there is the reputational dimension, which I think is the part the freight community should hold onto. For two weeks in 2032, every major broadcaster, journalist and supply chain analyst on the planet will be looking at how Brisbane functions. They will not be looking only at the swimming. They will be looking at how a mid-sized Australian city handles compressed demand, last-mile logistics, refrigerated supply, and the choreography of moving people and goods around a 24-hour live event. Done well, it becomes the most visible advertisement Australian logistics has ever had.

The most useful thing the freight community can do over the next two years is invest in sharing data and integrated freight movement modelling: a shared picture of how cargo actually moves across road, rail and port networks, how it responds to disruption, and how concurrent major projects compound rather than simply add. FTA members hold many of the pieces that government planning routinely misses, including the actual cargo flows, the real lead times, and the workarounds that keep the system moving when something breaks.

Brisbane 2032 is the deadline, but the deeper opportunity is to use this moment to lift Queensland's freight intelligence to where it needs to be for the next thirty years, not just the next six. The Olympics is the chance to level up, and the conversation is genuinely worth being involved in.

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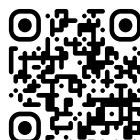
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Third Party Bodily Injury Claims and the Logistics Industry

By JAMES COTIS, Principal – Logical Insurance Brokers

Readers may be familiar with the recent webinar series we held in conjunction with the TT Club. Each session considered Risk & Resilience within the logistics industry.

Following the third session in April 2026, which focussed on Third Party Property and Bodily Injury, an FTA member contacted us to share an incident involving bodily injury.

We asked the FTA member if they would consent to us sharing their experience as a case study to assist the logistics industry and they agreed, subject to anonymity.

The FTA member is based in Sydney NSW, offering freight forwarding and customs broking services. The FTA member also offers 3PL warehousing services in Sydney (their Head Office), and also in Melbourne and Brisbane. Two of the warehouses are leased from landlords and one of the premises is owned by the FTA member.

The FTA member (who we'll call the 3PL) explained that an injury occurred to a third party within the premises they owned.

For the sake of brevity, we have excluded much of the detail, teasing out the salient points only.

The 3PL advised that the circumstances leading up to the incident were as follows.

The 3PL has a long and very close relationship with a subcontracted third-party road transport services provider (who we'll call the TSP), who provided road transport for cargo movements within Australia.

During the course of 2018, the TSP was eyeing a portion of warehouse space and hard stand at the warehouse owned by the 3PL which wasn't being fully utilised. They had asked the 3PL on numerous occasions if they could utilise the space because it suited their expanding operations in that area. Initially, the 3PL resisted the requests because they had an impending new customer which would use the excess capacity.

However, the arrangements with the new customer did not proceed and in 2019, the 3PL agreed to the TSP's request. The 3PL arranged a sub-lease with TSP. In order to save legal costs, the 3PL elected to use Artificial Intelligence (AI) to assist them create the sub-lease documentation, which was duly executed. The TSP's use of the space included storage, delivery and staging area.

The arrangement worked well until June 2021, when a third-party owner/truck driver was engaged by the TSP to collect a load of heavy gauge steel pipes from the TSP's portion of the premises. The truck driver followed all the relevant protocols as set out by the TSP, including parking his truck and trailer in the staging area, alighting the truck and walking to the designated waiting area.

It appears that the TSP's forklift driver was experiencing difficulties loading the steel pipes onto the trailer and signalled to the truck driver to walk over and assist him. Whilst the truck driver was standing near the forklift carrying the load of steel pipes they

accidentally dropped on the truck driver, causing catastrophic injuries, including his head, legs and arms. The injuries to the truck driver's legs and arms were so severe that one leg and one arm required amputation. Tragically, the injuries sustained will probably mean it is unlikely he will be able to work again.

The relevant authorities were advised, and the site was closed for a period whilst investigations were undertaken.

The TSP notified their liability insurers, who engaged lawyers to assist them.

The TSP was prosecuted by the authorities and was ordered to pay a substantial fine (six figures).

Given that the incident occurred within the portion of the premises leased to the TSP and the forklift driver was an employee of the TSP, the 3PL did not believe they were responsible, however, out of an abundance of caution, they notified their liability insurers.

The 3PL's liability insurers also engaged lawyers to assist them.

The truck driver traded under a company and the relevant workers compensation insurers attended to the truck driver's medical, rehabilitation and other costs, which totalled seven figures.

The workers compensation insurer sent a payment demand to the TSP to recover these costs and the TSP passed the demand to their liability insurers who, in turn, passed on to their lawyers.

The TSP's liability insurers also considered the sub-lease with the 3PL and noted some defects within the sub-lease which cast doubt whether the 3PL could "walk away" from being joined in any action.

There were numerous emails between the parties over many months arguing various points and positions, particularly the defects within the lease. As it turned out, the 3PL was caught in the workers



compensation recovery action because of, inter alia, the defects within the sub-lease. The 3PL's liability insurers and their lawyers recommended that they pay a portion of the recovery action (six figures), whilst admitting no liability.

That matter has now been settled, however the truck driver has commenced civil action proceedings against the TSP & the 3PL.

In the meantime, the truck driver's wife commenced proceedings against the TSP and the 3PL in her own right for damages relating to nervous shock arising from her husband's injuries.

At the time of writing, these proceedings remain on foot and will be managed in the months / years ahead.

3PL conceded that they genuinely believed that the use of AI (not just in drafting the sub-lease, but in other facets of their business as well) had empowered them, making them better informed with no need to engage lawyers and other consultants to assist them. They quickly realised this overconfidence was misplaced.

The 3PL also commented that this incident had consumed significant management time and resources during the last five years, with the likelihood of at least another two years before matters are finalised.

What are the key takeaways when incidents involving personal injuries to third parties arise?

- Contact appropriate medical assistance;
- Notify any relevant authorities;
- Immediately notify liability insurers;
- Collect and keep safe all evidence pertaining to the incident, including CCTV footage, photos and documentation such as incident reports and statements;
- Do not admit liability;
- Seek instructions from your liability insurers and/or their lawyers when information requests are received from external parties such as lawyers, insurance companies or surveyors prior to release.

Who we are:

James and the team at Insurance Logic Pty Ltd t/as Logical Insurance Brokers (ABN: 44 002 859 252; AFSL #: 237633) provide specialist risk management and insurance solutions to the logistics industry. Logical is delighted to be associated with the Freight and Trade Alliance (FTA) and is proud to be their appointed insurance adviser since its inception in 2012. James is also a regular presenter at FTA professional development events.

If you would like more information about how a carefully constructed insurance program can help protect your business, please feel free to contact James on 02 9328-3322, email jamesc@FTAlliance.com.au or visit the Logical Insurance Brokers website at www.logicalinsurance.com.au/logistics.

Disclaimer: This article is designed to provide helpful general guidance on some key issues relevant to this topic. It should not be relied on as legal advice. It does not cover everything that may be relevant to you and does not take into account your particular circumstances. It is only current as at the date of release. You must ensure that you seek appropriate professional advice in relation to this topic as well as to the currency, accuracy and relevance of this material for you.

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Shifting the Risk of Direct Air Waybills: What Forwarders Need to Know Before July 2026.

By MAURICE LYNCH, Partner and MADU DHINAKAR, Paralegal | Mills Oakley

IATA's Cargo Agency Conference has adopted new contractual language for air waybills that significantly expands freight forwarders' liability exposure. The changes take effect 1 July 2026.

Background

Many freight forwarders in the air cargo industry when contracting with airlines do not issue a house air waybill and instead arrange for their customer to be noted as the shipper on the air waybill making the customer the contractual counterparty to the contract with airline and the freight forwarder merely the agent.

The party named as shipper on an air waybill is the contracting party in relation to the carrier under that air waybill, and bears the shipper's obligations under the airline's conditions of carriage and the applicable liability convention, whether the Montreal or Warsaw Convention.

IATA's position is that this practice obscures the identity of the true shipper such that it impedes sanctions screening, export control assessments, dangerous goods due diligence, and counterparty risk pricing.

The New Framework

IATA's Cargo Agency Conference (CAC/53) has adopted new wording for both its Cargo Agency Agreement and Intermediary Agreement, with an implementation date of 1 July 2026.

The new framework is where a freight forwarder wishes to tender a shipment to an airline as an agent for a third-party shipper, with that third party named on the air waybill, the airline is entitled to refuse the shipment unless one of two conditions is met:

1. The airline and forwarder have entered into a bilateral agreement specifically governing the terms and indemnities applicable to such shipments; or
2. Absent that agreement, the forwarder automatically assumes all the obligations and indemnities of the named shipper, including full liability under the airline's Conditions of Carriage and applicable international conventions (Montreal or Warsaw, as relevant).

In other words, the default position from 1 July 2026 is that where no bilateral agreement exists, the forwarder steps into the shipper's shoes entirely.

Why This Matters to Forwarders

The legal and commercial objection to this framework is a serious one. Where a forwarder issues a direct air waybill naming its customer as shipper, the contract of carriage is between that customer and the airline. The forwarder is not a party. Compelling the forwarder to indemnify the airline for cargo risks, including damage caused by dangerous goods over which the forwarder had no custody or control, imposes liability on the freight without privity, and appears to operate outside the Convention limitation regimes that would ordinarily cap a shipper's exposure.

This means, in practical terms, that airlines and their cargo insurers will have a more attractive subrogated recovery target: the forwarder, rather than the overseas shipper. The indemnity obligation, as drafted, carries no apparent cap.

What Forwarders Should Do Now

With 1 July 2026 approaching, forwarders should treat this as a matter of urgency:

- Audit direct air waybill practices — identify the volume and nature of shipments, particularly dangerous goods cargo, issued under direct air waybills.
- Review insurance arrangements — existing freight forwarder liability policies may not respond to an uncapped indemnity of this nature; insurers should be engaged now.
- Negotiate bilateral agreements with key airline partners where retaining the agent-as-shipper model is operationally necessary.
- Take legal advice on the interaction between the new contractual wording, the applicable liability conventions, and existing agency agreements

Whether IATA's framework will withstand legal scrutiny, particularly the question of whether an indemnity can be imposed on a party with no control over the cargo and no privity under the relevant contract of carriage, remains to be tested. But the commercial reality is that airlines will be positioned to enforce these provisions from 1 July 2026, and forwarders who have not prepared will be exposed.





Tax Time 2026: What you need to know

By ANGELA ALLEN, Assistant Commissioner – Australian Tax Office

As tax time approaches, ATO Assistant Commissioner Angela Allen is here to update businesses on the most important things they need to know this year.

Pre-fill is new this year

This year there will be new pre-fill data for contractors working in some industries. For example, couriers and road freight contractors will see payments made to you that have been reported to the ATO through a Taxable payments annual report (TPAR) now appear as pre filled business income in your tax return.

This makes it easier, but **most TPAR data will only be available after 28 August each year**. If you lodge in July or early August this information may not appear yet, which could mean needing to amend your return later.

The instant asset write-off back for 2025-26

The \$20,000 instant asset write off is once again available for eligible small businesses through to 30 June 2026. This measure allows your business to claim an immediate deduction for the business portion of eligible depreciating assets that cost up to \$20,000 each and are first used or installed ready for use between 1 July 2025 and 30 June 2026.

If you use the simplified depreciation rules and the cost of the business asset is the same as or more than the relevant instant asset write-off limit, the asset must be placed into the small business pool¹. The pool allows you to group higher-cost assets together and calculate one depreciation deduction, rather than depreciating each asset individually.

Two points matter most in practice:

1. It's per asset, not per business. You can write off multiple eligible business assets, provided each asset is under the \$20,000 threshold.
2. Timing is based on "installed ready for use" so if you haven't received the asset by 30 June, you won't be able to claim it - so act quickly.

How do I get my business deductions right?

Deductions are a key part of managing your business cash flow and it's important that you claim them accurately. For businesses, it comes down to 3 golden rules:

1. The expense must have been for your business, available as an allowable deduction and not for private use.
2. If the expense is for a mix of business and private use, you can only claim the portion that is used for your business.
3. You must have records to prove it.

Deductions for road freight and transportation businesses often fall into a few common categories. These include business assets like trucks, vans, trailers, or tools, running costs and operating expenses like insurance or permits, motor vehicle expenses as well as travel expenses if you travel away from home overnight while working.

How do I keep good business records?

The ATO offers a record keeping evaluation tool² to help small business owners assess how well they are maintaining their records. This assessment takes about 5 to 10 minutes to complete and will provide you with a report that can help you understand what

records you need to keep, identify areas for improvement and ensure your record-keeping practices are up to standard.

By maintaining accurate and organised records, you can ensure you're complying with your tax obligations, manage your cash flow and making informed business decisions.

What's changing with Super on 1 July?

A major change is coming very soon, Payday Super starts on 1 July 2026. From this date, employers will be required to pay Superannuation Guarantee (SG) on payday, at the same time as salary and wages, rather than relying on quarterly payment cycles. In most cases, contributions must be received by the employee's super fund within seven business days of payday (with limited exceptions, such as for some new employees).

This change will mean earlier visibility of late or missed payments, supported by stronger matching of employer reporting and fund data, and updated reporting expectations through Single Touch Payroll (STP).

Where can I find trusted information?

If you need support, there are several reliable places to turn to:

- ato.gov.au: access current guidance, tools, calculators and examples
- ATO Community: ask questions and read answers from ATO experts and other users
- Registered tax professionals: especially helpful if your situation is complex; make sure they're registered with the Tax Practitioners Board

¹ <https://www.ato.gov.au/businesses-and-organisations/income-deductions-and-concessions/depreciation-and-capital-expenses-and-allowances/simpler-depreciation-for-small-business/small-business-pool-calculations>

² <https://www.ato.gov.au/calculators-and-tools/businesses-record-keeping-evaluation>





Australian Importers Positioned to Benefit Amid Global Trade Uncertainty

By JULIE TRAN, General Manager - Think Global Logistics (TGL),

The global logistics landscape throughout the year has continued to be shaped by significant geopolitical and economic instability. Ongoing tensions surrounding the Strait of Hormuz, disruptions across critical shipping corridors, shifting US trade policies and tariff uncertainty have created mounting pressure on global supply chains. Combined with elevated fuel costs, changing transport routes and increased insurance expenses, many major economies are now facing substantial challenges in maintaining efficient and cost-effective trade operations.

Markets heavily dependent on vulnerable trade corridors and imported energy sources, particularly across Europe and parts of Asia, have been among the most affected. Increased operating costs, longer lead times and growing uncertainty have begun impacting purchasing activity and overall demand. While these disruptions create obvious challenges, they also create less visible opportunities for businesses able to respond strategically.

One of the most significant opportunities emerging from current conditions lies in changing supplier dynamics across Asia, particularly in China. While demand from several major economies has softened, manufacturing activity has not simply stopped. Factories continue operating, production capacity still requires utilisation and suppliers continue seeking stable export demand.

Historically, Australian importers have often found themselves competing with much larger buying markets such as the United States and Europe. During stronger economic periods, these larger markets naturally attracted greater supplier attention, stronger pricing advantages and priority access to manufacturing capacity. Australian businesses frequently operated further down the hierarchy when negotiating production schedules, product availability and commercial terms.

Current market conditions have the potential to temporarily shift that balance.

As demand from larger economies weakens, Australian importers may find themselves in a stronger negotiating position than in previous years. Suppliers that once prioritised larger markets may now be more willing to provide improved pricing, stronger commercial terms and greater manufacturing flexibility in order to maintain production volumes.

This creates opportunities for Australian businesses to seek improved supplier relationships through better pricing structures, shorter lead times and increased production priority. Importers may also gain access to broader product ranges and greater flexibility around product selection where previous allocations may have favoured larger international buyers.

Australia's geographic position also provides a relative advantage. Much of Australia's trade activity remains heavily connected with Asia, particularly China, through mature and well-established shipping networks.

While Australia remains exposed to global fuel price increases and broader inflationary pressures, it is comparatively less exposed than regions heavily reliant on trade routes experiencing greater disruption.

Rather than taking a purely defensive approach to global uncertainty, Australian importers may benefit from viewing the current environment as an opportunity to strengthen long-term market position. Businesses that actively engage with suppliers, reassess procurement strategies and remain agile in their supply chain planning may be well placed to secure stronger commercial outcomes.

Periods of instability have historically created both disruption and opportunity. While global uncertainty is likely to remain a defining factor moving forward, Australian importers may find themselves in a rare position where reduced international competition opens the door to stronger partnerships, improved buying power and greater strategic advantage.



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GEODIS

A better way to deliver

ANL Kokoda: Australia's first strategic fleet vessel

ANL Kokoda signals a new chapter for Australia's maritime capability

The Australian Government has taken a significant step toward strengthening the nation's sovereign shipping capability, announcing the acquisition of the ANL Kokoda, the first vessel in its long-anticipated Maritime Strategic Fleet.

Unveiled on 29 May 2026, the large cargo vessel will serve as the foundation of a broader effort to rebuild Australia's domestic maritime capacity—an initiative shaped by recent global disruptions and growing concern over supply chain vulnerability.

"This is an incredible chapter in Australia's maritime history with the first vessel being announced in Australia's Strategic Fleet," said Infrastructure, Transport, Regional Development and Local Government Minister Catherine King.

The Strategic Fleet is designed to address a longstanding structural challenge. As an island nation heavily dependent on maritime trade, Australia has traditionally relied on foreign-controlled shipping capacity. While efficient in stable conditions, that reliance has exposed weaknesses during periods of global disruption.

“Recent global events have emphasised the importance of Australia having a resilient domestic maritime sector.”

Infrastructure, Transport, Regional Development and Local Government Minister Catherine King

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Credit: <https://www.anl.com.au/news/3570/anl-kokoda-to-be-first-in-australia-s-strategic-fleet>



L - R: David Borcoski - ASP Ships Group and MIAL, Vlad Jotic - ANL & CMA CGM Oceania, Esra Bora - ANL & CMA CGM Oceania, Peter Court - Port of Townsville, Catherine King - Australian Infrastructure, Transport, Regional Development and Local Government Minister, Bo Wegener - CMA CGM APAC, Angela Gilham - MIAL, Rane Crosby - Port of Townsville, Andrew Johnson - Department of Infrastructure, Chris Schultz - ANL & CMA CGM Oceania and Anne Waters - Department of Infrastructure

"Recent global events have emphasised the importance of Australia having a resilient domestic maritime sector," Minister King noted, pointing to the lessons learned from COVID-19, supply chain shocks, natural disasters and geopolitical uncertainty.

The ANL Kokoda is now part of that solution. "ANL is proud to have been awarded a position in the Commonwealth's Strategic Fleet," said Esra Bora, Managing Director of ANL and CMA CGM Agencies (Oceania).

As the first vessel in a five-year pilot program, it will operate commercially under normal conditions but remain

available for government requisition during emergencies. In practice, that means it can be deployed to support essential freight movements, deliver supplies, or assist communities and industries when conventional logistics networks are under strain.

"The ANL Kokoda will provide critical maritime capabilities, including by adding a new tool to be able to respond to disruption events," Minister King said.

This dual-purpose model—commercial viability paired with strategic readiness—sits at the heart of the program's design. Rather than maintaining idle capacity, the government is pursuing a market-led

“ We are pleased to be providing the ANL Kokoda as a platform to enhance Australia’s domestic capability and maritime workforce.

Esra Bora, Managing Director of ANL and CMA CGM Agencies (Oceania)] ”

approach in which privately owned vessels operate in the economy while contributing to national resilience when required.

The long-term ambition is clear: a fleet of up to 12 Australian-flagged and Australian-crewed vessels. The pilot phase is intended to test how the model performs in practice—refining procurement settings, validating operational arrangements and ensuring the concept is both commercially sustainable and operationally credible.

Beyond emergency response, the implications are broader. A strategic fleet has the potential to strengthen supply chain resilience across multiple sectors, ensuring critical goods can continue to move even when global shipping networks are disrupted.

For industries reliant on timely freight such as manufacturing, agriculture and essential services, the value lies in continuity as much as capability.

However, establishing such a system is complex. The Australian Government has

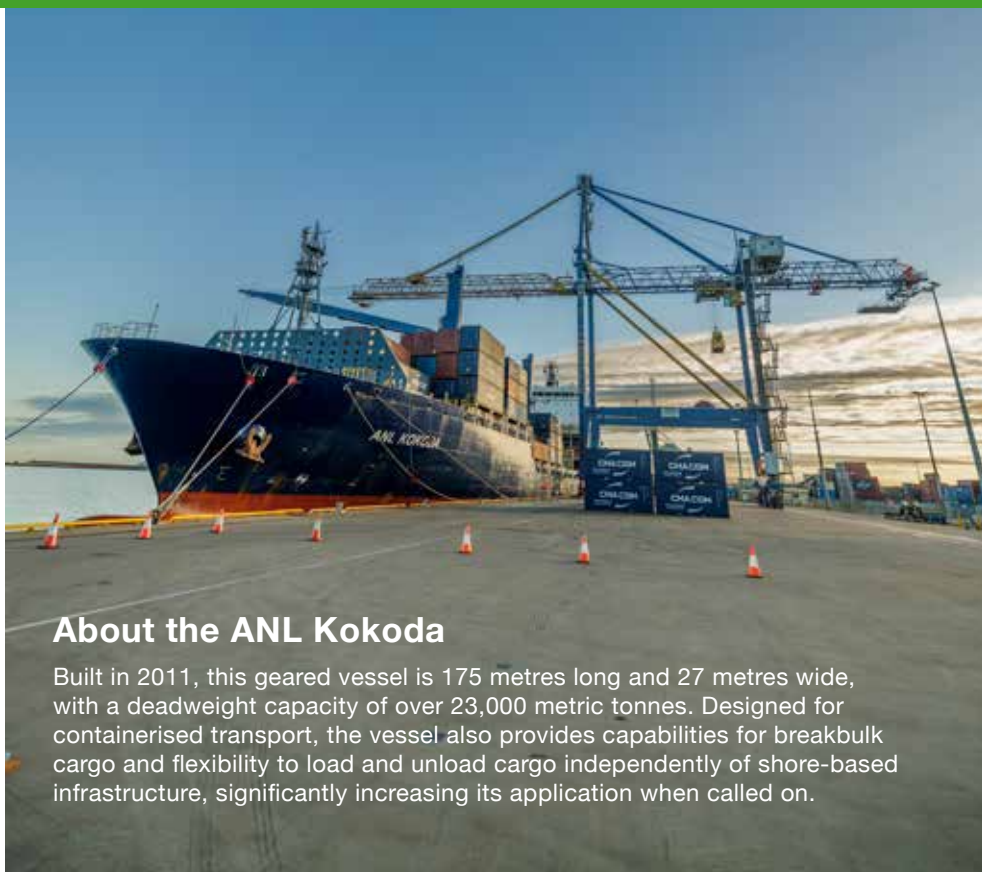
positioned the Strategic Fleet as part of a wider reform agenda, recognising that vessels alone will not resolve the structural challenges facing Australian shipping.

Central to this is a review of key legislative frameworks, including the Coastal Trading Act and the Shipping Registration Act. These reforms aim to create a more efficient and commercially viable operating environment, aligning regulatory settings with the long-term objectives of the fleet.

Equally important is workforce capability. A fleet is only as effective as the people who operate it, and rebuilding Australia’s maritime workforce is a critical component of the strategy.

Investment in training initiatives, including support for cadets and trainees to gain the sea time required for certification, is intended to rebuild the pipeline of skilled seafarers. Over time, Australian-flagged and crewed vessels are expected to provide not only operational capability but also sustainable career pathways, helping to address workforce shortages that have constrained the sector for some time.

Together, these elements—vessels, regulation and workforce—reflect a coordinated effort to re-establish maritime capability as a core component of Australia’s national infrastructure.



About the ANL Kokoda

Built in 2011, this geared vessel is 175 metres long and 27 metres wide, with a deadweight capacity of over 23,000 metric tonnes. Designed for containerised transport, the vessel also provides capabilities for breakbulk cargo and flexibility to load and unload cargo independently of shore-based infrastructure, significantly increasing its application when called on.

Credit: ANL as part of the CMA CGM Group



Esra Bora, Managing Director of ANL Container Line and General Manager of CMA CGM Oceania agencies with the Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government (Credit: ANL as part of CMA CGA Group)



Businesses fined over illegal e-waste and greenhouse gas breaches

Protecting Australia's environment depends on strong compliance and timely enforcement. We support regulated businesses to understand their obligations under Australia's national environment laws.

Through education, engagement and monitoring, we encourage behaviours that help protect Australia's land, water, wildlife and heritage.

When serious breaches occur, we take action to protect the environment and uphold the integrity of Australia's regulatory systems.

Two recent compliance matters highlight why that work is important.

Failure to report equipment containing SF6

In one case, an entity failed to report the import of electrical switchgear equipment containing sulfur hexafluoride (SF₆) across

multiple reporting periods between 2018 and 2022. This highlights the critical requirement for licence holders to maintain accurate and timely reporting of regulated activities.

Under the Ozone Protection and Synthetic Greenhouse Gas Management Act 1989, licence holders are required to submit reports detailing the import or export of substances and equipment relevant to their licence. For equipment licence holders, this includes reporting on activity undertaken during the preceding six-month period. Failure to comply with reporting obligations can result in enforcement action and significant penalties.

SF₆, commonly used in electrical switchgear, is a particularly potent greenhouse gas, with a global warming potential approximately 22,800 times that of carbon dioxide. As such, the regulation and monitoring of its import and use remain a key priority.

This case serves as a timely reminder that reporting is not merely an administrative requirement, but a critical component of Australia's obligations for managing the regulated substances. In this instance, the Federal Court declared that there had been a breach of section 46 of the Ozone Protection and Synthetic Greenhouse Gas Management Act 1989 and ordered a penalty of \$450,000, including costs.

Licence holders should ensure they understand their obligations and have appropriate systems in place to meet reporting requirements.

Illegal export of hazardous e-waste

In a separate case, we took compliance action over the illegal export of hazardous e-waste to Singapore without a permit.

The container was intercepted by Singapore authorities in 2025.

It included large quantities of crushed hard drives, printed circuit boards, solar inverters, lithium-ion batteries, electrical power sources and old transmitters. Many electrical products contain hazardous substances including heavy metals such as lead, mercury and cadmium, and flame

retardants. Several of which are persistent organic pollutants.

If disposed of improperly, these substances can enter drinking water and soil, leading to serious human health concerns.

The e-waste was hidden behind other goods and not properly declared. The company was aware of export requirements for hazardous waste but did not obtain an export permit under the Hazardous Waste (Regulation of Exports and Imports) Act 1989.

We are conducting more port inspections and inspecting licence holders. We are also working closely with partners such as Australian Border Force, Department of Agriculture, Fisheries and Forestry, and state Environment Protection Agencies to identify suspicious consignments earlier.

Individuals or organisations found to have illegally exported regulated waste can face significant penalties and fines.

The company was required to return the container to Australia and arrange for lawful disposal of the e-waste at its own expense. It was also fined \$19,800 for exporting hazardous waste without a permit.

Together, the cases show how compliance and enforcement help reduce environmental harm and support lawful trade. Where serious non-compliance occurs, the department can investigate and take enforcement action.

We take alleged breaches of environmental law seriously. We assess every allegation and may investigate.

If we identify serious, deliberate, or repeated non-compliance, we will apply the full force of the law.

If you come across something you think does not comply with our legislation, visit the DCCEEW website for more information or to report your concern.

If you import, export or handle regulated substances, equipment or hazardous waste, make sure you understand your legal obligations before goods move across the border.



WISTA Australia FY25/26 in review

By WOMEN'S INTERNATIONAL SHIPPING & TRADING
ASSOCIATION AUSTRALIA

Throughout 2025 and into 2026, WISTA Australia has continued to build on its reputation as a leading advocate for diversity, equity, and inclusion in the maritime sector. From expanding its national footprint to delivering flagship programs, WISTA's year has been defined by meaningful growth, strong industry partnerships, and a commitment to empowering women at every career stage.

A standout initiative this year was the launch of **WISTA South Australia**, bringing the organisation's national presence to a sixth state. Through the generous support of the **Australasian Marine Pilots Institute (AMPI)** and **OMC International**, the chapter was proudly launched on 5 November 2025 in Adelaide during the AMPI Annual Conference. The launch of this new chapter featured an engaging panel discussion on decarbonisation, digitisation, and diversity, and set the stage for WISTA's continued growth across the country.

The **IMO International Day for Women in Maritime** was celebrated with particular impact this year. In Melbourne, WISTA Australia and **Shipping Australia Limited** co-hosted a panel event drawing more than 120 industry professionals, featuring powerful contributions from **Michelle Grech, Fleur Walsh, and Ekaterina Khramova**, who shared their experiences of navigating career growth and driving change in maritime markets globally. Separately, WISTA partnered with **AMSA, AMPI, and The Nautical Institute** for a



collaborative industry event in Wollongong on 18 May. The event brought together maritime professionals, leaders, and advocates to recognise the contributions of women in the sector and support this year's theme: "From policy to practice: advancing gender equality for maritime excellence."

The **WISTA Australia Mentorship Program** continued to grow, this year supporting 23 mentees matched with 23 mentors across the maritime, trade, and logistics sectors. Monthly group webinars and a dedicated peer communication platform complemented the one-on-one mentoring relationships, helping participants build confidence, expand industry knowledge, and forge long-term professional connections.

A highlight of the year was the continuation of the **Leadership Mastery for Women in Maritime Program**, delivered in partnership with Svitzer Australia. This year, leadership workshops were held in Brisbane and Newcastle and lead by our course facilitator **Eleanor Shakiba**. The workshops marked the fourth and fifth instalment of a series of 6 leadership courses for women in the sector, providing tailored skills and insights needed to

succeed as leaders throughout their careers.

In Western Australia, WISTA hosted the inaugural **Ports to Peaks** charity fun run at Bold Park, raising over \$10,000 for the **Mission to Seafarers Australia**, supported by sponsors **Oldendorff Carriers, MOL Dry Bulk, and Qube**. The event drew strong participation from across the shipping industry, reflecting both community spirit and WISTA's expanding role beyond traditional networking formats.

Members again benefited from an impressive calendar of **operational tours** providing behind-the-scenes access to maritime and shipping facilities: a **BlueScope Steelworks** and vessel tour at Port Kembla, a **Smartship Australia** bridge and tug simulator experience in Brisbane, an exclusive visit to the **Flinders Adelaide Container Terminal** including a crane simulator, and a **TasPorts** port tower and **Incat** shipbuilding facilities tour in Hobart. These experiences bring the realities of maritime operations to life for our members.

As WISTA Australia heads into 2026 with 6 active state chapters, a growing mentorship cohort, and a suite

of leadership and professional development programs, its influence across the sector remains strong: the industry's growing recognition that diversity and inclusion are central to the future of maritime and shipping.



Want to become a WISTA member? Find our membership options here <https://wistaaustralia.org/join-wista-australia>

admin@wistaaustralia.org
www.wistaaustralia.org



The Flat-Fee Revolution

By KAI LINCOLN, Director – Aggregate Co

As the US, EU and New Zealand move to monetise cross-border parcel flows, will Australia be next?

For decades, the movement of low-value parcels across international borders has been, from a government revenue perspective, largely invisible. Free trade agreements, de minimis thresholds, and the logistical impracticality of taxing millions of small consignments meant that the humble ecommerce parcel slipped through customs with little more than a cursory nod.

That era is ending, and it is ending quickly.

Within the space of eighteen months, three of the world's major trading economies have either enacted or formally committed to flat-fee models on incoming low-value parcels. A fourth — Australia — sits at the intersection of global precedent, domestic political calculation, and a structural opportunity it has yet to fully confront.

A Global Shift in Philosophy

The United States fired the opening salvo when, early in 2025, the Trump administration suspended the de minimis exemption for goods of Chinese origin — a threshold that had allowed parcels valued at under USD \$800 to enter duty-free. Previously, U.S. Customs and Border Protection processed over 3.7 million de minimis shipments per day, ballooning from 636 million parcels in FY2020 to 1.36 billion by FY2024. The stated target were platforms like Temu and Shein, but the blast radius was considerably wider, catching Australian retailers who source their goods from China and other third-country resellers in the process. The One Big Beautiful Bill Act

then legislated a permanent, global removal of de minimis effective July 2027, drawing a definitive line under the era of frictionless low-value trade into the world's largest consumer market.

Europe followed with characteristic deliberation

After months of consultation, in late 2025 the EU Council agreed to abolish the €150 customs duty exemption threshold for small parcels, replacing it from 1 July 2026 with a flat €3 customs duty per unique HS6 tariff code within each consignment, accompanied by a €2 handling fee per HS code to be introduced by November 2026. The combined €5 charge will apply to goods where sellers are registered in the EU's Import One Stop Shop for VAT purposes — roughly 93% of all ecommerce flows into the bloc. The measure is explicitly framed as a transitional arrangement until the EU's Customs Data Hub is operational around 2028, at which point normal tariff rates will apply. The rationale is familiar: unfair competition for EU retailers, consumer safety concerns, rampant undervaluation, and environmental pressure.

Australia's nearest neighbour has also acted

From 1 April 2026, New Zealand introduced a Low-Value Goods Levy of NZD \$2.21 per consignment on all goods valued under NZD \$1,000 entering by air. The New Zealand government was refreshingly candid in its framing: the levy ends what one official described as a "taxpayer subsidy for cheap parcels." It is not a duty. It is not a GST mechanism. It is simply a cost-recovery charge that acknowledges the administrative reality of processing millions of individual consignments.

Where Australia Stands

Australia is not without precedent of its own. In 2018, it became the first country in the world to legislate an international sales tax collection on low-value imported goods at the point of sale, requiring overseas sellers and platforms with AUD \$75,000 or more in Australian GST turnover to register and remit 10% GST on transactions. It was a genuinely innovative policy, and it has been widely studied and replicated. More recently, from October 2024, the Department of Agriculture, Fisheries and Forestry (DAFF)

introduced a Self-Assessed Clearance cost recovery charge of 36 cents per declaration on imported goods valued up to AUD \$1,000 — a modest biosecurity processing levy applied at the administrative level.

But a flat consumer-facing parcel fee — the kind that New Zealand, the EU, and indirectly the United States have now moved to implement — remains absent from Australia's policy landscape. The Biosecurity Protection Levy, a broader funding mechanism that would have seen importers contribute approximately 48% of biosecurity costs, was discharged from the Senate in February 2025 without being enacted. The policy infrastructure is there, but it seems the political will has yet to fully materialise.

The commercial case for a flat fee is not difficult to construct. Temu generated an estimated AUD \$1.7 billion in Australian sales in 2024 alone. Shein's Australian revenue reached \$1.22 billion in the same period. Together, that represents close to \$3 billion in offshore ecommerce flowing annually into Australia, largely unencumbered by the friction that would apply to an Australian retailer selling equivalent goods. Hundreds of thousands of individual parcels enter Australia daily from offshore platforms. At even AUD \$2 per consignment — broadly in line with New Zealand's model — the revenue potential runs into the hundreds of millions annually. For a government that has spent considerable political capital positioning itself as fiscally disciplined, this is not a trivial number.

The Australia-China Free Trade Agreement (ChAFTA) is often cited as a structural barrier to revenue measures on Chinese imports. And it is true that ChAFTA constrains the application of new duties on Chinese goods. However — and this is a distinction that matters — a flat administrative processing fee is categorically different from a customs duty. New Zealand's levy is explicitly not a duty. The EU's €3 charge is structured as an interim customs measure, not a trade barrier. Australia could, in principle, structure a parcel processing levy as a cost-recovery mechanism for biosecurity, customs administration, or infrastructure — insulating it from FTA challenges while still generating meaningful revenue.

There is one further dimension worth noting: the postal channel. A significant proportion of cross-border ecommerce parcels — particularly those originating from Chinese platforms — enter Australia through the postal stream rather than as commercial



courier freight. Postal consignments have historically been subject to different and more permissive treatment under international frameworks, in part because the legacy systems underpinning postal clearance were never designed to assess and collect per-parcel charges at the border. Applying a flat fee at the point of import to postal items is operationally difficult in a way that it simply is not for commercial express freight. This is not an insurmountable obstacle — it is an argument for where the collection mechanism should sit. Australia's GST vendor-collection model, which requires overseas platforms to collect and remit tax at the point of sale rather than at the border, already demonstrates that the postal complexity can be bypassed entirely. A flat parcel levy designed on the same architecture — collected by the platform before the parcel ever leaves the origin country — would be both administratively elegant and channel-agnostic.

The Case for Doing Nothing — For Now

The argument against a flat parcel fee is not without merit, and the timing matters enormously. Australia's 2025-26 Federal Budget was constructed around a core narrative of cost-of-living relief: energy rebates, tax cuts, rent assistance, student debt reduction. The 2026-27 Budget has been met with enormous outcry from various corners of the community, and the Albanese Government will be acutely conscious of not

creating more negativity around household financial pressure. Introducing a new fee — however modest — that adds friction to the online shopping experience of millions of Australians would cut directly against that narrative.

The practical reality is that flat-fee models, however small the per-parcel charge, are regressive in effect. The Australians most likely to be shopping on Temu and Shein are not the highest-income households. They are doing so precisely because it is affordable. A \$2 or \$3 fee on a \$12 purchase represents a meaningful percentage increase in the cost of that transaction. Governments are rightly cautious about policies that appear to tax frugality.

There is also the question of administrative readiness. The collapse of the Biosecurity Protection Levy in the Senate in early 2025 revealed genuine disagreement about how costs should be allocated and who should bear the burden. A parcel-level consumer fee requires a different legislative and operational architecture than an importer levy — one that likely needs to be collected at the point of sale by overseas platforms, mirroring the existing GST model. Building and enforcing that mechanism takes time, political capital, and cooperation from platforms that have thus far been reluctant participants in Australian regulatory compliance.

The Window Is Open, But Not Indefinitely

The global trajectory is unmistakable. Countries that built their ecommerce import frameworks around de minimis exemptions and low-friction processing are recalibrating. The policy rationale — competitive fairness for domestic retailers, cost recovery for border agencies, and modest revenue generation — is compelling and increasingly mainstream. Australia has the blueprint from New Zealand, the precedent from the EU, and the administrative experience of the GST vendor-collection model to draw from.

What it currently lacks is the political momentum, especially following the budget announcements in May 2026; The optics of a new consumer-facing fee are challenging. The window of opportunity to implement the changes will not stay closed forever and, as the EU and New Zealand models bed in, and as their revenue data becomes available, the flat parcel fee conversation in Australia must move from "if" to "when."

The question for the logistics and ecommerce industry is not whether to prepare for that conversation, but how to shape



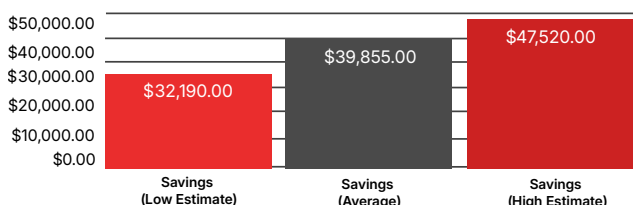
Scalable Growth That Doesn't Eat Into Margins

When companies grow, they often need to invest into expanding teams to ensure service and quality are not affected when the workload increases.

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Resilient Trade in a Rapidly Changing World

BY DON FARRELL, TRADE AND
TOURISM MINISTER

It is an uncertain time for the global trading system and supply chains.

Ongoing geopolitical tensions and the war in the Middle East have reminded us of what happens when trade doesn't flow.

It's an especially difficult time for Australian businesses operating across global markets.

For Australian exporters, particularly those in freight, logistics and supply chain sectors, this is not simply a backdrop. It is the operating environment. Rising costs, changing trade routes and continued volatility are reshaping how goods move, and how businesses compete internationally. This has really shone a light on the importance freight and logistics has connecting our exporters to global markets

and helping them manage risk and respond to disruption.

At the same time, a "new normal" of trade is emerging, one that is defined by closer collaboration between government, industry and exporters. The Albanese Labor Government is committed to working hand in hand with industry and exporters to navigate this uncertain trading environment. For the freight and logistics industry, where disruption is often felt first and most acutely, the ability to anticipate change and respond quickly is key.

Trade is a major economic driver, and our future prosperity depends in part on our

ability to navigate these complex and evolving conditions. Thanks to our new landmark trade deal with the European Union, Australia's network of trade agreements now spans almost 90% of the globe. But it's not "tools down", there is more work to do, and the Government's A\$55 million Accessing New Markets Initiative (ANMI) is playing an important role in ongoing trade diversification.

Building trade resilience is equally critical. That's why we've stood up the Trade Resilience Service (TRS). A dedicated service to equip our exporters with timely market intelligence and advice, to help them get their goods through the Middle East or find alternative markets.

This commitment is backed by targeted investment. The 2026-27 Budget includes increased funding to strengthen the resilience of Australian exporters. We continue to work hand-in-hand with industry through ANMI, as well as our A\$7.5 billion investment in the Fuel and Fertiliser Fund, which is keeping Australia moving whether that's trucks on the road or planes in the sky.

In addition to the TRS, we have provided an additional including A\$9.2 million to maintain and expand the digital trade services and the export advice available through Austrade's Go Global Toolkit.

The impact of the war in the Middle East is a top priority for the government, and we are committed to working hand in hand with industry and exporters as we navigate this uncertain trading environment.

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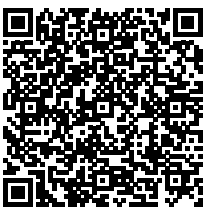
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Biosecurity Treatment Provider Reference Group

By JOHN PARK, Head of Business Operations | Secretary of BTPRG

Since commencement of the Biosecurity Treatment Providers Reference Group (BTPRG) on 1 July 2020, the group had played an important role in representing members' interests to the Department of Agriculture, Fisheries and Forestry (the department) on Guidelines, Treatments and Methodologies that are governed under Approved Arrangements.

The BTPRG is open to members who are onshore biosecurity treatment providers (Approved Arrangements: 12.1 Methyl Bromide Fumigation, 12.2 Sulfuryl Fluoride Fumigation and 12.3 Heat Treatment). Freight & Trade Alliance (FTA) partnered with Andrew Christie (Andrew Christie Consulting), an ex-Department of Agriculture executive and now Australia's

premier biosecurity consultant, to chair the BTPRG with technical support from Sal Milici, FTA's General Manager Trade Policy & Operations.

Over the past 5 years interactions by the group with the department have allowed members to engage on all aspects of their Approved Arrangement conditions and treatment guidelines and methodologies. These discussions have enabled members to provide operational commentary on both current activities and future changes.

"Working with the FTA's Biosecurity Treatment Providers' Reference Group (BTPRG) has provided the department with access to a range of industry viewpoints that have been helpful in shaping regulatory policy for biosecurity

fumigations. In particular, the industry knowledge contributed by BTPRG members has been valuable in ensuring that practicality is one of the key considerations in the development of requirements."

Nick Small

A/g Principal Director, Approved Arrangements Program Department of Agriculture, Fisheries and Forestry

The support and activities of the BTPRG members are a necessary link in the understanding by both industry and the department of the operational and policy requirements of protecting our borders and communities. FTA thanks the members for their support and the department for their open engagement.



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Luckens are proud to be part of the BTPRG working with the Department, the FTA and our peers to provide practical feedback on Biosecurity treatments and methodologies. Luckens is Western Australia's most experienced and versatile Biosecurity Treatment Provider and the only bonded and manned depot, offering a drive through tailgate service and completing Quarantine Inspections without waiting for a booking.

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Melbourne Fumigation was formed in 2019 by Tom Dawson, Marcus Dawson and Nick Burgoyne whilst working in the port logistics sector. It was during this time we saw a demand for compliant fumigation providers who could provide quality, time crucial fumigation services to businesses operating within the transport and logistics industry. Our team's industry knowledge and qualifications allow us to provide fumigation services that assist businesses to meet the demands of the industry and of their clients. From small depots to national carriers, importers or exporters, Melbourne Fumigation can tailor the best solutions for any fumigation requirements



Mondiale VGL delivers a fully integrated logistics solution which includes onshore treatment across all our sites nationally to manage biosecurity risks. We welcome the opportunity to work with and collaborate with the Department of Agriculture, Fisheries and Forestry (DAFF) through our involvement in the Biosecurity Treatment Provider Reference Group (BTPRG). We are continuously looking at ways to innovate and engage with the Department and our treatment provider to develop solutions which ensure our clients maintain high compliance outcomes for their biosecurity management.



Biosecurity Snapshot: Responding to the Boom in Trade and Travel

Australia's biosecurity system continues to adapt as trade and travel volumes grow and change. A strong biosecurity system is critical to the nation's food security, economic performance, and global connectivity. Heightened change and volatility in the system, such as those being experienced because of conflict in the Middle East, reinforces the need for a strong, targeted biosecurity system.

A dynamic and efficient biosecurity system is critical to protecting the nation's agriculture, environment and economy, while supporting safe and efficient trade and travel. The most effective way to achieve this is to work in partnership with industry, to ensure biosecurity measures are implemented in the most efficient and effective way. The recent work across government and industry in response to critical pressures on the agriculture sector, following the closure of the Strait of Hormuz in the Middle East Regional Conflict, has highlighted this. The emerging pressures saw the department and industry working closely together to facilitate critical imports such as fertiliser, without reducing our biosecurity controls.

More broadly, the Department of Agriculture, Fisheries and Forestry (DAFF) has maintained biosecurity services with strong assessment, inspection and post border detection outcomes, as activity increases across international cargo, conveyance, passenger and mail pathways.

Our recent success in rebuilding our frontline capacity, and ongoing investment in the professional development of our people through structured training, capability uplift programs and continuous learning has delivered a marked uplift in the achievement of our service delivery standards. This means products are released from biosecurity control in a timely way and getting to importers faster, with our focus on non-compliant consignments ensuring biosecurity responses remain focused on risks.

Another key area of focus is our investment in modern digital systems to deliver efficient outcomes for industry and our staff. Our STEPS program has recently seen the first phase of release of the new integrated cargo and container platform. Further deliverables are better supporting industry through the biosecurity status tracker, a facility to support e-certification and the ProviderHub for treatment providers.

We have already seen positive impacts from the delivery of these products, including fewer phone calls to the department, more timely access for industry to information about the progress of their biosecurity assessments, and a reduced reliance on email activity as industry can access information directly through those newly delivered products.

The department continues to work closely with Australian Border Force and industry partners to advance our cargo reporting modernisation agenda and with the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts on the recently announced Maritime Single Window initiative. Trade Volumes continue to grow, largely driven by overall increase in low-value cargo pathway (Self-Assessed Clearance (SAC)) consignments (consignments valued at AUD\$1,000 or less). Higher value consignments remain broadly steady.

Driving the increase in cargo assessments and inspections is the low-value cargo pathway with SAC assessments increasing 26% and inspections 34% respectively. This is attributed to the implementation of SAC Reform Program initiatives. This includes expansion of the Air Cargo Compliance Verification Program together with the introduction of assurance profiles and surveillance and intelligence-gathering activities. These activities are designed to increase assurance and understanding of biosecurity risk and inform continuous improvement of policy and procedures within the low-value cargo pathway.

In the high value cargo pathway, assessments and inspections have increased by 5% compared to the same period last year. A highlight has been industry's take-up of the Class 14.4 approved arrangement that permits industry to perform rural tailgate inspections on the department's behalf. This has seen near 70% increase in usage compared to the same period last year where 36% of rural tailgates were conducted by industry under 14.4 Approved Arrangement in 2024-25 compared to an average of 53% per month in the current financial year.

The increase in pest and disease identifications when compared to last year is partly due to the rise in cargo inspections, as well as enhanced compliance activities related to Khapra beetle, increase in commodity pathway assurance activities, and targeted operations and inspections.

Going forward, DAFF will continue to invest in strong communication with other government agencies and industry partners. This supports shared situational awareness, strengthens compliance and enables early identification of emerging risks. As trade and travel volumes continue to grow across the region, forums such as the AUS & NZ Shipping & Logistics Conference play an important role in bringing regulators and industry together to share insights, align



Imported cargo measures	2025-26 (to 31 March 2026)	% change from Same Period Last Year (2024-25)
Imported cargo volume (consignments)	127.3M	▲ 8%
Air cargo volume	123.4M	▲ 9%
Sea cargo volume	3.9M	▲ 3.7%
Cargo assessed	557.7K	▲ 14%
Cargo inspected	253.4K	▲ 17%
Cargo pest and disease identifications	19.3K	▲ 30%
Container arrivals	2.1M	▲ 6%
Containers with Intervention	535.8K	▲ 5%

expectations and respond collectively to emerging border challenges. By working collaboratively across the border system, the department continues to strengthen Australia's biosecurity outcomes while responding to the growing demands of global trade and travel.

The department is currently consulting on national biosecurity reforms to ensure Australia's biosecurity system is responsive to evolving risks and challenges as part of the National Biosecurity Strategy. The National Biosecurity Strategy provides a collective vision for Australia's future

biosecurity system - a biosecurity system that protects Australia's way of life. The reforms will make sure our system remains responsive to future risks and challenges.

A range of reforms have been proposed through ongoing discussions with industry, producers, research, environmental and community organisations, First Nations representatives and across government. Discussions on the reforms will continue through biosecurity consultative and governance committees over the coming months.

Looking ahead, DAFF's focus for the year will be on strengthening the resilience, efficiency and adaptability of Australia's biosecurity system. This includes progressing targeted reforms, advancing digital modernisation and refining risk-based approaches, informed through ongoing engagement with industry and government partners, including forums such as the DAFF Cargo Consultative Committee.

At the same time, global uncertainty continues to affect international supply chains, with potential flow-on impacts for trade routes, cargo movements and biosecurity risk profiles. In response, DAFF, including the Biosecurity Operations Division, is maintaining a strong focus on situational awareness, intelligence sharing and operational flexibility, working closely with industry and whole-of-government partners to support continuity of trade and travel while maintaining strong biosecurity outcomes.



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Built for the realities of high-volume freight operations, Inbound Connect is used across ports, warehouses, container depots, intermodal hubs and other complex logistics environments. The platform is configurable to suit different facility types, service requirements and operating models, without forcing teams into a one-size-fits-all process.

It's AI capability is also supporting the next stage of operational improvement for the industry. From AI-assisted booking creation to integrations with VBS data, Inbound Connect is helping logistics teams make better use of the information already moving through their operation.

InboundConnect.com





How the Anti-Dumping Commission supports Australian industry

By DAVID LATINA, Anti-Dumping Commissioner.

The Australian Anti-Dumping Commission works to secure a level playing field for Australian industry and prevent harm from dumped or subsidised imported goods.

For businesses that manufacture locally, the Commission can prevent injury caused by unfair trade practices. It also provides a rigorous, transparent and rules based process for importers, exporters and their advisers. It clarifies when additional duties apply and what that means for pricing, contracts and supply planning.

The Commission investigates allegations of dumping and subsidisation, makes recommendations to the Minister where the legislative tests are met, and administers measures once they are in place. This work is technical and evidence based, grounded in Australia's legislation and informed by World Trade Organization rules.

Our investigations and reasoning are public, subject to scrutiny, and open to review.

A shifting trade environment

Australia's dynamic international trading environment presents significant challenges to Australian industry: shifts in trade flows, changes in overseas industrial policy, and geopolitical uncertainty are putting pressure on supply chains and domestic markets. For businesses, that can translate into sharper price movements, changing sourcing decisions, and a greater risk of trade distortions. In that context, a trade remedies system needs to be credible and responsive, so commercial decisions can be made with confidence.

Faster outcomes

To give traders more certainty, the Commission works to finalise investigations as quickly as possible, while still running a rigorous process and giving all parties procedural fairness. Lengthy processes can increase uncertainty for importers and exporters trying to price contracts and manage landed costs. The Commission continues to refine case management practices, invest in capability and - when justified by the evidence - use preliminary affirmative determinations to prevent material injury during investigations.

Measures fit for market

When measures are imposed, businesses need confidence that they are being administered properly and remain appropriate as market conditions change. That requires careful management of reviews, expiry processes and compliance settings. It also depends on close cooperation with partner agencies including the Australian Border Force and the Department of Foreign Affairs and Trade, so measures are implemented consistently and the system operates as intended.

Access to the system for SMEs

The Commission is working to improve access to the system by small and medium sized enterprises (SMEs). Trade remedies can be complex. The evidence requirements are high because the system needs to be fair and durable, but that can make the pathway challenging, particularly for SMEs that don't have specialist resources on hand. Improving access does not mean lowering legal thresholds. It means making it easier for businesses to understand how the system works, what information is needed, and what to expect at each stage of a process.

That is why the Commission is focused on clearer guidance, practical engagement with business associations (including those that represent smaller businesses), and transparency in decision making. Early engagement is also important so businesses considering an application can understand what is required before committing significant time and cost. So, please contact us before lodging an application. Our pre-application service can help ensure a smoother and more efficient application and investigation process.

Engagement with stakeholders

The Commission values dialogue with industry, importers, advisers, and government stakeholders, including through forums such as the International Trade Remedies Forum. These conversations help improve understanding of how the system works and support continuous improvement while preserving the Commission's independence in decision making.

A well functioning trade remedies system supports fair competition, provides certainty for traders, and reinforces trust in Australia's trade framework. By prioritising timeliness, effectiveness and access, the Commission is working to ensure the system continues to meet the needs of Australian industry and the broader economy, especially in a period when supply chains and global markets are under increasing pressure.

Learn more:

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Licensed depots and warehouses are a key focus of the ABF –

Are you ready?

CGT Law has noticed a sharp increase in ABF audits and infringement notices regarding breach of depot conditions, cargo reporting and movement of goods under customs control. The ABF has also publicised its cancellation of a major Sydney depot. The message is clear, if you want to operate a licensed depot or warehouse you must achieve a high level of compliance.

Don't wait for a suspension or cancellation notice from the ABF – the best strategy is to respond clearly and fully to any identified claim of non-compliance

Customs and Global Trade law has helped clients:

- understand their obligations as a license holder
- implement internal quality assurance programs
- review depot and warehouse standard operating procedures
- respond to notices of an intention to suspend or revoke a license
- seek withdrawals of infringement notices
- resolve disputes regarding cargo reporting
- draft warehouse and 3PL terms and conditions

If you have experienced a negative ABF audit or are concerned about your depot or warehouse compliance, don't hesitate to contact us. As with all areas of customs law, FTA members received 45 minutes complementary advice.



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Dismantling the illicit tobacco supply chain: Two weeks of action and the role of industry

By the Australian Border Force

Illicit tobacco remains one of the most persistent integrity threats moving through Australia's supply chains. It undermines legitimate trade, exposes compliant operators to regulatory and reputational risk, and continues to fund organised crime both domestically and offshore. Australia's attractiveness as a high-value market has made the problem acute.

In response, the Australian Border Force (ABF) has intensified its whole-of-system response, with recent nationally coordinated weeks of action demonstrating what can be achieved when enforcement and the supply chain industry work together against a shared threat picture.

In April 2026, the ABF-led Illicit Tobacco National Disruption Group (NDG) executed its second Week of Action

under Operation TEMPEST26, targeting illicit tobacco activity across New South Wales and the Australian Capital Territory. This followed an earlier NDG Week of Action across Queensland and South Australia in February. Collectively, these two weeks of action represent a step change in how Australia disrupts illicit tobacco networks beyond the border and into the domestic supply chain.

Measurable disruption, national coordination

Across NSW and the ACT, NDG agencies seized almost three million illicit cigarettes, more than 188 kilograms of loose-leaf tobacco, and over 98,500 illicit vaping devices, with an estimated \$4.99 million in duty evaded. Enforcement activity resulted in over 20 retail closures, the re-closure of an existing non-compliant outlet, and the identification of 29 persons of interest linked to the illicit trade.

These results mirrored the earlier Queensland and South Australia operation, where NDG partners seized approximately three million illicit cigarettes, 328 kilograms of loose tobacco, and more than 22,000 vaping products, alongside over \$2.1 million in cash and criminal assets.

Across both operations, over 100 locations were targeted - spanning retailers, warehouses, residential properties and air cargo facilities - highlighting the reality that illicit tobacco does not respect jurisdictional or business boundaries.

The significance of these outcomes extends beyond seizure volumes. What distinguishes the NDG is how intelligence, regulatory powers and enforcement activity are synchronised across Commonwealth, state and territory agencies. Agencies are working together to deliver high-visibility and high-impact weeks of action, maximising deterrence while generating further leads for follow-on disruption.



Targeting the enablers, not just the product

The NDG was established to address a growing enforcement concern: mid-level criminals and enablers who sit between importation and street-level sale. While the ABF-led Illicit Tobacco Taskforce (ITTF) continues to target serious organised syndicates, the NDG focuses on the domestic machinery that allows illicit tobacco to move, be stored, and be sold.

This includes, but is not limited to retailers, intermediaries, property owners, transport providers and financial facilitators. The aim is larger than prosecution, but to break the business model that makes illicit tobacco viable. That disruption can take many forms, from retail closures and licence revocations, to financial and benefits assessments, visa reviews and coordinated regulatory action across multiple federal and state and territory agencies.

For the supply chain sector, this distinction matters. The NDG is deliberately designed to expose and





neutralise the points where legitimate logistics capability is exploited, sometimes knowingly, sometimes unwittingly and sometimes through wilful blindness.

Industry is part of the solution — and the obligation

Freight forwarders, customs brokers, depot operators, airlines, cargo handlers and transport providers all play a critical role in maintaining Australia's supply chain integrity. Criminal networks rely on misdeclared consignments, trusted transport pathways and fragmented oversight. When those controls fail, compliant businesses are placed at risk: legally, commercially and reputationally.

It is important to be clear: facilitating the movement, storage or distribution of illicit tobacco is illegal, regardless of whether the underlying conduct is framed

as “commercial” or outsourced through third parties. Regulatory agencies now have greater visibility and powers across the supply chain and are increasingly sharing intelligence in real time. The notion that enforcement ends at the border is outdated.

Industry engagement is also one of the most powerful tools against illicit trade. Accurate declarations, robust customer due diligence, suspicious activity reporting and information sharing through established channels are all critical. Industry members can report suspicious activity anonymously via the Border Watch website at <http://www.abf.gov.au/borderwatch>. The NDG already works formally with 29 government partners. It will soon expand its network by working with industry bodies to combat the illicit trade.

A hostile environment for illicit trade
The two recent weeks of nationally coordinated action form part of a broader ABF effort to dismantle Australia's illicit tobacco market, end-to-end. In the first three quarters of the 2025–26 financial year, the ABF has already intercepted over 1.6 billion cigarette sticks and 436 tonnes of loose-leaf tobacco at the border – a stark indication of both the scale of

the threat and the effectiveness of ABF's intelligence-informed, targeted compliance and enforcement model.

The ABF's message is deliberate and ongoing: there are no safe havens for illicit tobacco – not at the border, not in warehouses or depots, and not within domestic distribution networks. For organised criminals and their enablers, the operating environment is becoming increasingly hostile.

For compliant industry, the opportunity is clear: protect legitimate trade, partner with enforcement and help ensure Australia's supply chains remain resilient, lawful and trusted.



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Tariff classification errors nearly quadrupled in FY 2024–25

What ABF data reveals – and how BorderWise can help

In its December 2025 Goods Compliance Update, the Australian Border Force (ABF) reported that 32% of import declarations assessed last financial year contained an error. Tariff classification was the biggest contributor at 15.8%. The raw numbers are even more staggering. Classification errors jumped from 117 in FY 2023–24 to 444 in FY 2024–25 – nearly four times as many in a single year.

Over the same period, importers self-reported AUD \$198.9 million in understatements through the Voluntary Disclosure Initiative. That number suggests these errors are often caught and corrected after the fact.

An industry under pressure

Under Australia's self-assessment model, importers and forwarders supporting them are responsible for the accuracy of each commodity line in a shipment. In practice, ambiguous supplier information and commercial pressure to clear shipments means classification errors can and do slip through.

Tariff schedules are also regularly updated in response to World Customs Organization (WCO) changes, and new free trade agreement rules and ABF rulings. Keeping abreast of these changes while managing large volumes isn't easy.

Reducing classification errors with BorderWise

BorderWise is a tariff classification and trade compliance platform used by customs brokers and freight forwarders in Australia and globally. Its AI-powered HS Classification Assistant narrows down goods through clarifying questions, then identifies the most relevant and high-accuracy HS tariff code recommendations for the user to confirm.

Supporting features then link directly to duty rates, available concessions, FTA opportunities and compliance risks for each classification.

BorderWise also features an integrated legal library covering WCO publications, country legislation, global FTAs and classification rulings. For ambiguous goods that could fall under more than one heading or where an overseas ruling has implications for an Australian declaration, that knowledge can be invaluable. A daily updates dashboard is also available keeping users current on Australian customs law, ABF rulings, and international trade developments as they occur.

Declaration errors beyond tariffs

Tariff classification isn't the only challenge flagged in the ABF update. Audits also identified widespread misapplication of anti-dumping exemption codes, namely the GOODS exemption that brokers applied to ineligible imports. This is a separate compliance obligation to tariff classification, but it is part of the same import declaration. A broker can classify correctly and still attract a penalty through mishandling exemptions.

Alongside tariff classification tools, BorderWise includes a searchable dumping commodities database, enabling brokers to check anti-dumping codes during classification rather than as a separate step.

Time for change

An almost fourfold annual increase in classification errors is a sign that the work has outgrown the existing processes managing it.

BorderWise is built for this new environment – simplifying tariff classification, automating compliance checks, and giving customs professionals the time and information to get declarations right before lodgement, not after.

Tariff classification was the biggest cause of import declaration errors last financial year.

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