



News BRIEF



An end of year note from John Gregory



As 2025 draws to a close, it's time to reflect on another year of highs and lows for all of us, as well as the various businesses within our Group.

In Scotland, we welcomed all at John Mitchell in Grangemouth and everyone at Route 74 in Lesmahagow. Both teams have already proven to be great assets to the Group, further strengthening our presence in Scotland.

The lows are easy to identify and have a habit of being around all the time: stubborn wars, lurching governments, sporting failures, an ever-increasing population with mental health issues, rising unemployment, and many more.

The highs may feel less obvious but they do exist: some wars have stopped, some government decisions have assisted many, there have been some spectacular sporting achievements, interest rates have fallen, and we have enjoyed an extended, sun-soaked summer.

Our business fits into both categories. We've had some notable successes and equally, we've had a number of extreme challenges.

Looking at the positives, we continue to support many very high-calibre brands, a number of whom have been loyal to us for many years. This is no small achievement and maintaining our brand reputation in this way is an essential ingredient in attracting new business.

Added to this, we secured two notable awards this year, both of which acknowledge

our innovative approach. The first recognised our commitment to a net zero future and the second praised our self-developed milk app which adds significant value to our dairy customers.

As for challenges - and there are plenty of them - we have at least identified many of the problems and their root causes. This gives us a clear picture of what needs to be done, and I thank everyone who is working tirelessly to resolve issues as soon as possible.

2026 will inevitably bring more of the same, but I'm optimistic that across our businesses we will face fewer challenges. We have a clear path, and by consistently delivering excellent service, we will bring the stability needed, though it is worth remembering that we are judged by our agility and flexibility just as much as we are for giving good service.

I have continued to witness exceptional levels of commitment in 2025, as people go the extra mile to support each other and our customers. It is this dedication that is a core cultural strength across our Group - through both the lows and the highs.

On behalf of myself, the Gregory family, and all the Directors, thank you to each and every one of you. By now, you will hopefully have received your hamper in recognition of your hardwork. We wish you a very happy Christmas and New Year.

John Gregory, CEO



The power of a strong reputation

O-I Glass Ltd, a prominent glass bottle manufacturer renowned for designing innovative packaging for leading global brands, approached us during a challenging situation. One of their primary logistics companies went into administration leaving them seeking urgent logistics support. They approached Gregory Group thanks to our strong reputation in the industry, to see if we could help out.

Thanks to our existing work in the sector, our team had the know-how, fleet and resource, to get the operation underway quickly. We are now managing an average of 10 loads a week which fit neatly with our existing operations. Thanks to this smooth transition, we are in further discussions about bolstering this support further.

Well done to everyone involved. Your expertise shone through and has proved invaluable to O-I Glass.

From solid foundations grow opportunities

Our long-standing partnership with Highland Spring has led to new opportunities thanks to the consistently strong service the team deliver.

Highland Spring required more storage space for their products so we set about finding it for them.

Having sourced additional capacity, our next task was to set up the new operation. This was made more challenging due to the need to connect our systems with both the warehouse and Highland Spring in a very short time frame. Thanks to the experience of both the operational and support teams, we achieved this in just 11 days!

We are now handling all inbound transport from the production site to the new warehouse and also handle most of the outbound movements to customer sites.

Thank you to all involved in making this happen so successfully in such a short space of time.



Helping to keep our nation powered

We have worked alongside National Grid for the last 7 years, ensuring their engineers have the right kit to keep everyone powered across the Midlands and Western region of the UK. Our team manage the storage facilities and deliver everything from drums of cables to nuts and bolts, so the engineers can maintain and fix our power network. What makes this contract unique is the fact that our drivers not only deliver the equipment, they also keep the satellite stores stocked, putting everything away on each delivery.

Thanks to the sterling work of the team, National Grid have extended our contract for a further 2 years. Claire Hooper, Stores & Inventory Manager at National Grid said:

"The Gregory Group team are a vital link to the service we provide and their reliability means our team have what they need when they need it. This made the decision to extend our contract an easy one and I am very much looking forward to continuing our successful partnership."

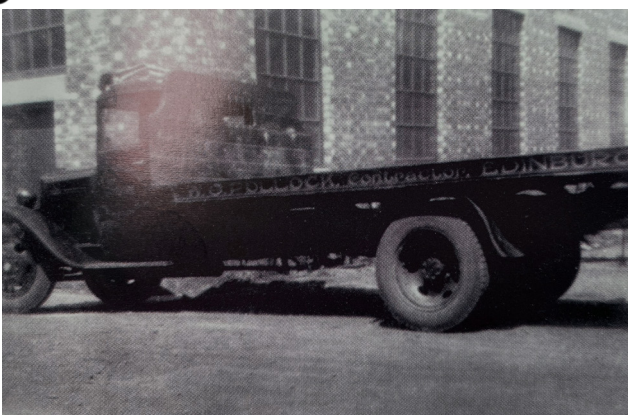


Happy 90th Birthday to Pollock

2025 marks the 90th anniversary of Pollock and to celebrate we are delighted to welcome this beautiful truck to the fleet.

Dressed in the original Pollock livery and 90th anniversary branding, it is definitely stealing the limelight as it goes about its work across the UK. It also boasts a light bar, air horn and side skirts for a bit of extra show!

It certainly looks a bit different than the very first truck William Pollock owned!



A Bedford - the first truck owned by William Pollock in 1935.

LONG SERVICE AWARDS

Many congratulations to our employees who have recently celebrated their milestone work anniversaries. In addition to those listed here, a whopping 47 of you have also received your 5 year long service award. Thank you for your dedication and commitment.



Simon Cude, Goods In Supervisor, Cullompton

Gary Noble, Group Parts Supervisor, Shepton Mallet

Geoffrey Page, LGV Driver, Cullompton

Justin Malkin, SWW Operations Support, Cullompton

Steven Welch, LGV Driver, Cullompton

Joy Van Staden, Operations Administration Supervisor, North Tawton

Mark Sadler, LGV Driver, Southampton



Merry Christmas to our employees

The Christmas Elves have been delivering these hampers to our 3,500 employees as a little thank you for everyone's hard work and support throughout 2025.



A DAY IN THE LIFE OF... JEN TULLETT



As a Senior Programme Manager Jen oversees a variety of programmes, making sure they operate efficiently. We spoke with her about her role, career path, and motivation.

What does a Senior Programme Manager do?

I'm involved in several programmes of work, from the Business Transformation Programme, to new customer implementations, sustainability, and operational change. Each programme is split out into projects so at any given time I could be overseeing upwards of 30 projects.

What does an average day look like?

My day starts with reviewing all open projects as well as assessing key performance indicators (KPIs) and performance reports to ensure everything is running smoothly. This KPI

review will include programmes that have officially ended, especially those linked to the BTP. That's because

continuous improvement is a core principle and we need to know that each project delivers the anticipated benefits.

No two days are the same but there are common themes: throughout the day, I monitor risks, assess upcoming milestones, look for opportunities to align programmes and ensure everyone is aligned and working towards the common goal. The communication required in my role is essential. A programme will

only succeed if our people are engaged, confident and informed.

What do you enjoy about your role?

Like many people in logistics, I didn't plan to build a career in the industry, but I quickly fell in love with the pace, complexity, and people. It's a sector that has, and will continue to, see significant change.

All projects can be full of twists and challenges, especially when deadlines are tight, which they always seem to be in logistics. The BTP is giving me real insight into where Gregory Group wants to go in the coming years.

It's exciting for me but also for everyone who works here. It shows real commitment to the future and I'm excited to be part of it.

“A programme will only succeed if our people are engaged, confident and informed.”

Are you responsible for delivering the Business Transformation Programme (BTP)?

I am committed to the success of the BTP, however, the BTP is not solely my responsibility. It's very much a Group-wide undertaking that requires change and ownership at every level to be successful. My role, and that of Alex Walker who is also a Senior Programme Manager, is focused on guiding us through that change. Implementation

Leads, Subject Matter Experts (SMEs), and operational teams are essential partners, who each help make the change a reality, ensuring we make continuous improvements that benefit both us as a company and our customers.

What has your career journey been?

Following university, my first experience of logistics was working on a defence contract for Wincanton as an Implementation Manager, establishing a Wildcat helicopter support warehouse.

I then applied for an operational management graduate scheme with GIST and after an intensive four-day assessment, I was offered a place.

I moved from Devon to Barnsley and quickly found myself working nights at an M&S food site, managing the intake shift. It was one of the most valuable periods of my career, grounding me with real operational experience.

Over the next 3-years I was moved around the business into several roles, including, shift manager, transport manager, and operations manager. Picking up my CPC and forklift license in the process for those all-hands-on deck moments. I was also supported in completing a master's in business management and supply chain.

Following my time at GIST I moved to a role with Tesco as the Export Operations Manager where I supported new store openings and stock supply overseas.

Given my ambition to return to the South-West I gained a role as Logistics Development Manager at Refresco, where I had my first professional connection with Gregory Group as they were one of Refrescos chosen logistics partners. I later studied for my project management qualification while on maternity leave with my second child and was lucky enough to be approached by Gregory Group for a role as a Project Manager. Nearly 3-years on I have progressed to the role of Senior Programme Manager.

Business Transformation Programme (BTP) - what you need to know

What is the Business Transformation Programme (BTP)?

The BTP is a varied and significant programme that is currently being undertaken. It aims to implement technology solutions into all our core business areas, including, operations, people, finance, HSEQ/compliance, fleet.

Why do we have a BTP?

The BTP is essential to our on-going stability and growth as a business. It helps us deliver exceptional service, unlock new value for customers, and

build strong offerings that attract new business and retain existing customers.

We've evolved from a regional transport and warehouse provider into a national logistics partner servicing high-profile customers and competing with major industry players. To stay at the top of our game, we must continuously strengthen our systems, capabilities and ways of working. That includes further digitalisation of processes, and ensuring we have operational efficiency and scalability.

What attracted you to Gregory Group?

Growing up in Devon I regularly saw the trucks and Gregory has always been a familiar and respected presence. Once I committed to a future in logistics, joining Gregory Group became a logical personal goal. It's a brand I grew up recognising, and one I'm proud to be part of today. I hope to continue my career at Gregory Group for many years to come.

Are there any surprising aspects of the role?

Many people assume that programme management is mostly spreadsheets, but the reality is far more people centric. On an average day, I speak to around 100 people. Relationship-building is at the heart of transformation.

What are the challenges of the role?

The biggest challenge is feeling a personal responsibility for the success of programmes of work. When something doesn't go to plan, I need to front it and help the team navigate to the solution. It can be high pressure, but that's also what makes the work energising and worthwhile.

How would you define a successful day?

Logistics often feels like constant firefighting. For me, a successful day is the opposite: calm, controlled and proactive. When projects are running smoothly and everyone is clear on their role, that's success. Progress in any form is what I aim for every day.

What traits are needed for this role?

Rapport and collaboration are everything. Success hinges on creating a network of people working toward a common goal. Understanding each role, from frontline operations to technical SMEs, helps me bridge gaps, build trust and drive change. My varied career has been invaluable in shaping that perspective.



AWARD WINNERS... AGAIN!

What a year 2025 has been. We entered two awards and won them both! Having previously won the Motor Transport Low Carbon Award, this month we were also crowned the 'Most Innovative Company of the Year' by Logistics UK.

This award celebrates our commitment to delivering forward-thinking solutions for our customers.

Our winning entry focused on the Milk App, developed entirely in-house by our technology team to meet the unique needs of our dairy customers. The app streamlines operations, improves efficiency, and provides real-time visibility - helping us deliver exceptional service in a complex supply chain environment.

This achievement reflects the creativity, collaboration, and dedication of our team. Thank you to everyone who contributed to making this innovation a reality!

Keeping our shelves stocked

An enormous thank you to our **2,400 drivers** who kept us well stocked throughout the festive period. Throughout 2025 they travelled **162 million kilometres**, delivering goods to shop shelves across the nation.





Autumn Photo Competition Winners

The Autumn Photo Competition saw a huge number of employees send in their snapshots of Gregory Group in the Autumn.

These gorgeous photos were chosen as the judges favourites.

Chris, Luke and Derek have each received a goodie bag and their photos feature in the 2026 Gregory Group calendar.

The competition now starts again as we look for photos that represent what we do during the Winter months.



Chris Howell, LGV Driver, Mitchell



Luke White, LGV Driver, Cullompton



Derek Diamond, LGV Driver, Twynholm



Celebrating our people

Throughout 2025 we have been nominating our peers for the Gregory Group Employee Awards. The Awards recognise those who go above and beyond, covering seven categories that represent our core values.

With over 200 people nominated, our judges had their work cut out, but they got there in the end! Three finalists in each category have been shortlisted and invited to the Celebration Evening in February where the winners will be revealed.

The Gregory Group Employee Award finalists

Pride Award

- Andrew Brock, LGV Driver, Sandford
- Dylan Cockram, Warehouse Supervisor, Cullompton
- Ruth Ducker, People & Culture Business Partner, Cullompton

People Award

- Jen Tullett, Senior Programme Manager, Cullompton
- Alison Jenkins, Transport Manager, Haverfordwest
- Ionel Gusas, LGV Driver, Southampton

Legally & Safely Award

- Sharon Mackintosh, Depot Manager, Inverness
- Peter Child, Driver Development Coach/ LGV Driver, Magor
- John Kerry, Transport Compliance & Audit Support Manager, Bristol

Delivering Winners

- Shepton Mallet Warehouse Team

- Sharon Mackintosh, Depot Manager, Inverness
- Lia Seward-Higgs, Finance Business Partner, Cullompton

Planet Award

- Matthew Shaw, Facilities & Quality Audit Manager, Bristol
- Chris Hodge, Training Business Partner, Ernesettle and Niall Carroll, Driver Behaviour Business Partner, Shepton Mallet
- Les Cheriton, LGV Driver, North Tawton

Partnership Award

- Ryan Bird, Assistant Management Accountant, Cullompton
- Krzysztof Polok, Depot Front Line Manager, Southampton
- Kevin Warman, Traffic Coordinator, Dyce

Visionary Logistics Award

- The Western Approach Team
- The Arla Scotland Team
- The South West Milk Team



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Helping make Christmas!

For many of our drivers, the Christmas peak starts early as they help get our nation ready for Christmas. For some time now, they have been supporting our customers as they get their festive stock manufactured and moved to the right locations.

But for our customer, Amazon, now is their busiest period. So much so that the volumes we support them with have increased by 70% in the run up to Christmas.

What makes this festive season even more exciting, is that we are about to welcome three of these electric trucks to the Amazon fleet. This will further support their sustainability vision to become net zero by 2040 - a strategy we are well placed to support given our target is to be net zero by 2038.



BEHIND THE SCENES: MANAGING DAIRY SHUTDOWNS

During the Winter cows don't produce as much milk, so this is the prime time for milk dairies to maintain their factories. For most of our dairy customers they have an annual shut down period which typically lasts one to two weeks.

We are heavily involved in this process. It is our job to "rehome" the milk during the shut down, whilst continuing to collect from farms as usual. To put this into context, during a recent dairy shut down period, we transported 400 barrels of milk which was a total of 11.5 million litres within a 2-week period. That milk was stored at various nearby locations until the factory maintenance work was complete.

The team go again over the Christmas period, where they will be moving an additional 500,000 litres of milk per day.

An enormous thank you to the teams that make these annual factory shutdowns a success. Each one requires military precision to ensure we have the right resource and fleet to fulfill the temporary requirements. Thanks to the expertise of everyone involved, they make it look easy and this is something that is hugely appreciated by our customers.



A unique piece of kit for a unique job

At Gregory Group we transport everything and anything! That includes transporting saplings to the forest for Tilhill (which is part of BSW). Due to the delicate nature of the saplings, and the need to transport them to off road locations, we needed specialist kit.

This wagon and drag was designed and built specifically for this work. It includes a "big foot" tyre deflation system which lowers the tyre pressure when going off road and inflates them again for driving on main roads. The draw-bar trailer can be dropped so the front section can access tighter spaces and a Moffat Mountry fork lift is used to offload the saplings in the forest. That means the saplings can be gently positioned exactly where they need to be planted. Once the saplings have been offloaded, the truck has the ability to reload with round timber logs and take them back out of the forest to the sawmill.

This photo shows the saplings in transit. They are transported in potato boxes for extra protection.



TEAM SPOTLIGHT

The Pembrokeshire Creamery Team have been up and running for a year and a half after winning the new contract in May 2024. At the time Pembrokeshire Creamery (PCL) was a brand new creamery built from the ground up with the vision of supplying sustainably sourced Welsh milk to Welsh customers. We touched based with Julian Kimber, the Operations Manager in West Wales to find out more about what they do and how the last 19 months have been.

What do you and the team do?

Pembrokeshire Creamery bottle the milk on site and once ready for distribution, we deliver the milk to supermarkets, convenience stores and distribution centres. Per annum, we deliver 49 million litres of milk to locations across Wales.

How many of you are there?

We have a team of 44 drivers, one administrator, two night operators, two transport planners, one transport manager, and me, the Operations Manager. We operate 24/7.

What might people not know?

It isn't just milk that we deliver! We also deliver potatoes on behalf of Puffin Produce. Typically we deliver to RDCs in Wales, and the West and North West of England.

What does a typical day look like?

There isn't one! Usually our delivery vehicles leave between 3am and 6am but others leave later in the day. The planning team work one day ahead and we are constantly supporting our customers, maintaining a compliant fleet, and generally just keeping everything running as smoothly as possible.

What customer targets do you have to meet?

Our customers expect deliveries to be made professionally with customer service and safety a high priority. That has to be a given. We also work closely to our OTIF (On Time and in Full) targets. For PCL we consistently achieve 97% OTIF and for Puffin Produce the expectation is to achieve 95% (we're usually achieving higher than this).

What are the key ingredients to being able to hit these targets?

Our drivers consider themselves to be ambassadors of both Gregory Group and our customers. We all care about what we do and pull together to get the job done.

We all play a role in making each day a success - from effective route planning, to fleet compliance, to monitoring the P&L, to liaising with the customer at the point of delivery. We all know how important each of our roles are

and, in my opinion, we're very good at communicating, which means we can quickly resolve blips and keep the operations running smoothly.

What are your biggest challenges?

Our location. We are in West Wales and the remote location means dealers are

further away so breakdowns, repairs and servicing take longer. Covering busy periods of sickness can also be difficult because there aren't any agencies local to us.

Other than that, it's the usual curve balls of last minute delivery requests or the challenge of delivering to remote locations.

What keeps you all coming to work each day?

We have worked hard to create a positive and supportive atmosphere and that has paid off. We enjoy working with each other and that makes it easy to start the next shift. There are always challenging days but we are all passionate about what we do and will always help each other through those tricky moments.

What are some of your biggest successes?

Personally, I am very proud of the team. We have only been up and

running for 19 months, having started out from scratch, and due to their drive to continuously improve, we operate to the highest standards. As a result, we are growing and achieving a healthy profit margin.

This is reflected by positive feedback from our customers. We also won the Visionary Logistics Award in the 2025 Gregory Group Employee Awards which was a huge pat on the back for all the hard work the team have put in.



Steffan John
Transport Planner



Julian Kimber
Operations Manager

"Per annum, we deliver 49 million litres of milk to locations across Wales"



Alison Jenkins - Transport Manager, Roxy Gruszka - Transport Planner, Erin Thomas - Administrator