

The Freightways logo, featuring the word "Freightways" in a white serif font with a blue dot above the 'i'.

FINANCIAL YEAR ENDED 30 JUNE 2025

ANNUAL REPORT 2025

Journey On





## We are an ambitious organisation and always have been.


The drive to constantly improve influences not only how we value everyone who works here, but also how we think about our customers, our investors, our communities, and the environment.

Everything we do is about moving you to a better place.


We achieve this by attracting individuals who share our ethos and thrive in our dynamic environments to join our teams. We deliver for our customers by focusing on bringing reliability, efficiency, and added value to how we pick up, process, and deliver. We aim to reward our investors for the belief they have in us by continuing to grow and achieving appropriate and sustainable returns. We also support our communities through sponsorships, support, and by employing or contracting local people.




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## OVERVIEW

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# FY25 financial highlights

▲  
**6.6%**

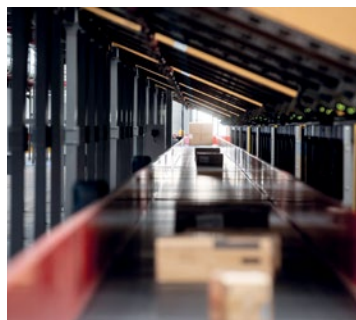
to \$1.3b

Revenue

▲  
**6.3%**

to \$158.4m

\*EBITA growth



▲  
**12.9%**

to \$80.1m

NPAT growth

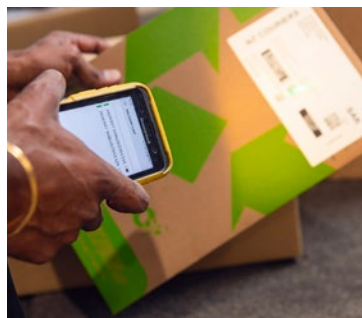
▲  
**12.3%**

(same as FY24)

\*EBITA margin

▲  
**7.9%**

Cash generated  
from operations



**2.3%**

(From 2.6% FY24)

Capex/Revenue



▼  
**(6.4%)**

Net Debt



▲  
**8.1%**

to 40c (37c in FY24)

Dividend (FY)



\* Non-GAAP (Generally Accepted Accounting Principles)



# Building strength for the journey ahead

## CHAIR AND CEO REPORT

Following another year shaped by a constrained economic environment, Freightways delivered a solid performance. This outcome reflects the ongoing focus of our people to foster strong customer relationships and deliver consistently superior service across our network.

First and foremost, we remain deeply saddened by the sudden and tragic loss of a member of the Shred-X team in Victoria, Australia in December 2024. Our thoughts and sympathies are with the individual's family, friends, and colleagues. We are cooperating fully with WorkSafe and the police in their investigations, and we are undertaking a thorough review of our internal safety systems.

# 6.6%

INCREASE IN GROUP REVENUE  
YEAR-ON-YEAR

## Business Performance

Freightways' FY25 performance was better than macroeconomic indicators would suggest. While New Zealand's GDP contracted by 0.6% over the year to March 2025, our total revenue increased by 6.6% year-on-year. Over the full year EBITA and NPAT also rose by 6.3% and 12.9%, respectively. Our lower debt level reduced interest costs and contributed to improved profitability.

The EPBM division achieved revenue growth of 6.2%, EBITA growth of 11.6%, and margin improvement of 60bps over the prior corresponding period. Although volumes were lower from our existing customers, this was offset by winning business from new customers.

The Information Management and Waste Renewal (IMWR) division had a mixed performance, with revenue up 9% but EBITA down by 3.1%, driven mainly by the performance of the Waste Renewal business in FY25. We expect that we will improve this performance over the coming year with a range of cost and price optimisation initiatives.

Across the group, despite sector wide declines, Freightways increased market share and maintained pricing that reflected our increases in costs, including wage increases for all of our staff. We have also positioned our brands as either #1 or a fast growing #2 in each niche in which we compete.



*“Even in tough economic conditions, we’ve retained customers and continued to attract new ones, reflecting our consistent service delivery.”*

MARK TROUGHEAR, CEO  
FREIGHTWAYS GROUP

## Labour and Cost Management

Over the two years post-Covid, we experienced significant labour cost increases. As an example, truck driver wages rose by approximately 20%, minimum wage increases peaked at 25% over a 4-year period in NZ, and paid sick leave doubled. Our strategy over FY25 and FY26 is to reclaim this lost margin through efficiency gains and pricing adjustments.

Recruitment conditions have improved. We're now seeing strong interest from prospective employees, including in roles that were previously difficult to fill.

## Dividends and Capital Management

The Directors have declared a final dividend of 21cps, making the total dividend for the year 40cps, fully imputed at the New Zealand company tax rate of 28%. This is an increase of more than 8% since last year. The dividend will be paid on 1 October 2025, with a record date of 12 September 2025.

We remain focused on disciplined financial management. Margin improvements are expected to continue through efficiency and pricing discipline, and in FY26 we expect some same customer growth across most of our operations.

## Strategy and Operational Resilience

Freightways continues to diversify across geographies and service lines. Over a third of our revenue and profits now come from Australia. The 2022 acquisition of Allied Express marked a major step into that market, with further investment planned.

The Group's four activities offer Freightways a diversified logistics portfolio which balances risk and opportunity. While some activities are more sensitive to the economic cycle, others provide reliable, recurring revenue streams.

Several businesses lead or outperform their respective markets. Local management teams are empowered to act with autonomy, which supports responsiveness and innovation. Recent examples include:

- TIMG's digital medical records partnership with InfoMedix
- Allied Express's investment in automated sortation, improving throughput to meet a 12% lift in demand
- Kiwi Oversize is growing a new revenue stream to \$10m per annum, over 2 years, with minimal capital investment.

## Systems and Technology

Project Evolve is underway to upgrade our billing and payments infrastructure. Phase one will offer customers more flexible payment options. Phase two will introduce automated pricing and remuneration systems linked to item weight, size, and destination. Given the scale of our operations (processing over 100 million items per year), these changes are expected to improve margin.

## Outlook

In the near term, we are focused on margin improvement while maintaining and improving service quality. Our Horizon one and two revenue streams are well established as either market leaders or fast-growing challengers. These businesses will benefit from a modest level of same customer organic growth and we expect will continue to win market share from strong service propositions.

Over the longer term, growth will come from emerging areas such as oversized freight, chilled deliveries, high-value waste services, and third-party logistics for eCommerce.

Freightways has demonstrated resilience through recent years of disruption. Our focus remains on operational efficiency, prudent capital management, and delivering value to customers, employees, and shareholders.

*“As the labour market resettles, we're positioned to improve margin and focus on growth.”*

**MARK TROUGHEAR,**  
CEO FREIGHTWAYS GROUP



**Mark Cairns**  
CHAIRMAN



**Mark Troghear**  
CHIEF EXECUTIVE OFFICER

# Freightways' growth strategy

## OUR PURPOSE

### What we do

Freightways is a business that is always on the move. Across the Group, we pick-up, process and deliver physical and digital items providing a reliable and efficient service for our customers. We look to develop our people through career opportunities. We seek appropriate and sustainable returns for our investors. And we look to move the dial for communities through the causes we support and employing or contracting local people.

## OUR PRINCIPLES & CAPABILITIES

### How we work

Three principles guide how our teams and our partners deliver:

- We take ownership and responsibility at every level for what we do and what we can improve.
- We think commercially about the deals we make so that they make sense for our customers, our contractors, our business and our shareholders.
- We work as a family by supporting people, by prioritising their safety and wellbeing and by doing our best to ensure they get home safe each day.

We depend on our capabilities to deliver what our customers, investors and communities expect.

We're efficient. This critical capability enables us to move around 100 million items through our various businesses every year. We are reliable. We target flawless execution, which enables us to shift multiple items through multiple touchpoints in our network, across two nations, every day. We act like entrepreneurs. We recognise and execute on high-value opportunities. We always look forward and up. We love our customers, both internal and external because we know they're crucial to our commercial success.

## OUR VISION

### Why we do this

Better outcomes won't just happen. It takes a conscious effort from our team to move things forward for our customers, our team, our shareholders and our communities.

**Our "why" is to move you to a better place.**

## Transition Plan

In the Reporting Period, Freightways identified strategic focus areas to inform its first Group-wide Transition Plan, replacing the former Environmental Statement. The strategic focus areas in the Transition Plan, were approved by the Board in July 2025 and form part of the Freightways Growth Strategy. The focus areas of the Transition Plan outline the actions Freightways expects to take to transition towards a low-emissions, climate resilient future across its Group Controlled Businesses. The focus areas are intended to guide decision-making, in line with the Group's broader strategic and financial goals. In implementing the Freightways' strategy, it will have regard to the strategic objectives of the Transition Plan. Formalising the governance structure for the Transition Plan at the Board and Management level and setting carbon reduction targets to support the execution of the Transition Plan are focus areas for the next reporting period.

The strategic focus areas of the Transition Plan will be disclosed in Freightways' Climate Statement in September. Once released, it will be available on the Company's website at <http://www.freightways.co.nz/investor-relations/annual-reports/>



VISION

PRINCIPLES

CAPABILITIES

ACTIVITIES

Pick-up,  
Process and  
Deliver

We move  
you to  
a better  
place

Take ownership

Think commercially

Work as a family

Strive for efficiency

Deliver reliably

Love our customers

Act like an  
entrepreneur



EXPRESS PACKAGE  
AND BUSINESS MAIL



TEMPERATURE  
CONTROLLED



INFORMATION  
MANAGEMENT



WASTE  
RENEWAL

# Our family of brands

**Our market-leading brands combine shared infrastructure within New Zealand and Australia respectively, with specialist knowledge in each niche. We work across a range of business sectors, achieving high levels of quality and efficiency, through our focus on adding value to how we pick-up, process and deliver.**

Our strong culture and commitment unifies our people and feeds our deep team spirit.

We draw on all of that to continue to evolve our businesses to meet the changing needs of our customers.

## Express Package and Business Mail

Our multi-brand strategy in the Australasian courier and New Zealand business mail markets caters to a range of customer needs and delivery timeframes. It enables us to win a niche with a specialist focus – but also leverage the combined infrastructure across each segment.

Our New Zealand Express Package operations share branch networks, air and road linehaul, and IT. These brands include New Zealand Couriers, Post Haste, Castle Parcels, NOW Couriers, SUB60, Security Express, Kiwi Express, STUCK, Kiwi Oversize, Freightways Global, and Pass the Parcel. We also offer airfreight capability for our overnight Express Package delivery service through our joint venture airline, Parcelair, and our linehaul partner, Parceline.

Our national Australian network is operated by Allied Express and includes a range of specialist express services including express B2B and big and bulky B2C deliveries.

DX Mail is New Zealand's only dedicated business mail specialist offering time-sensitive physical postal services. It leverages the Express Package network ensuring it can operate in a lean manner.

Dataprint offers mailhouse-print services and digital mail presentation platforms across New Zealand. Our technology and solutions transform data into effective communications for customers.



Freightways' flagship brand is positioned as the premier provider of network courier services to New Zealand businesses. Specialising in express parcel delivery, service standards range from 2.5 hours for local deliveries, to overnight by 9.30am for nationwide deliveries. New Zealand Couriers sits at the premium service/premium price end of Freightways' multi-brand strategy. New Zealand Couriers is Freightways' largest brand by revenue and operating earnings.

**LOCATION:** New Zealand

**WWW.NZCOURIERS.CO.NZ**







Allied Express is a niche leading courier and express freight company in Australia with offices in major cities and a fleet of over 600 vehicles. Allied provides a range of fast and efficient B2B and B2C express services and go beyond just delivering products to operate as a transport partner. Allied mirrors their clients' service and commitment to their customers ensuring their reputation as a consistent and reliable supplier is upheld.

**LOCATION:** Australia

[WWW.ALLIEDEXPRESS.COM.AU](http://WWW.ALLIEDEXPRESS.COM.AU)



Millions of kilometres per year, through 300 towns and cities in New Zealand keeps this brand an integral part of our business to business, network courier infrastructure. Positioned in the lucrative mid-market segment ensures Freightways customers have choice in terms of service levels and price point.

**LOCATION:** New Zealand

[WWW.POSTHASTE.CO.NZ](http://WWW.POSTHASTE.CO.NZ)



25+ years of experience firmly establishes this brand in the larger parcel distribution market. With two branches in Auckland, one each in Wellington and Christchurch, Castle Parcels is perfectly located to serve the non-document needs of businesses around New Zealand. Their same island next day and inter island 2 day nation-wide services ensure all urgent parcel needs are met.

**LOCATION:** New Zealand

[WWW.CASTLEPARCELS.CO.NZ](http://WWW.CASTLEPARCELS.CO.NZ)



A Freightways acquisition in 2008, NOW Couriers complements our Express Package division with New Zealand Couriers, Post Haste and Castle Parcels. Specifically NOW Couriers specialises in responsive, friendly service for Auckland businesses with national courier needs. NOW Couriers is backed by Freightways' 50 years of experience in the hub and spoke courier industry.

**LOCATION:** New Zealand

[WWW.NOWCOURIERS.CO.NZ](http://WWW.NOWCOURIERS.CO.NZ)



SUB60 was formed in 1982 and is the largest nationwide time sensitive courier company in New Zealand. Based in three main centres – Auckland, Wellington and Christchurch, SUB60 is perfectly positioned to serve the point-to-point courier needs of other nationwide businesses.

**LOCATION:** New Zealand

[WWW.SUB60.CO.NZ](http://WWW.SUB60.CO.NZ)



Developed to service your more unusual, hard-to-solve freight requirements in a one-stop logistical shop. Stuck uses the expertise and horsepower of the Freightways group to plan and move oversized, uncommon items anywhere in New Zealand and the world. It's the place you go to when the competition says 'they can't'.

**LOCATION:** New Zealand

[WWW.STUCK.CO.NZ](http://WWW.STUCK.CO.NZ)



This 2005 addition to the Express Package division strengthened Freightways' position in the time-sensitive courier sector. Kiwi Express offers a strong national courier network characterised by responsiveness, investment in up-to-the-minute technology and knowledgeable people.

**LOCATION:** New Zealand

[WWW.KIWIEXPRESS.CO.NZ](http://WWW.KIWIEXPRESS.CO.NZ)



Pass The Parcel is a simple online courier solution designed with Kiwi online traders in mind. Developed and backed by Freightways courier powerhouse, Post Haste, Pass The Parcel keeps the courier engagement process simple, fast and hassle-free – and it even syncs with Trade Me.

**LOCATION:** New Zealand

[WWW.PASSTHEPARCEL.CO.NZ](http://WWW.PASSTHEPARCEL.CO.NZ)



Security Express is the secure-logistics arm of Freightways, serving the security needs of Auckland, Wellington and Christchurch businesses and beyond. A complete, capable secure service, from call to consignment delivery ensures Security Express is positioned as the nimble, hardworking brand in direct competition to the large security companies.

**LOCATION:** New Zealand

**WWW.SECURITYEXPRESS.CO.NZ**



DX Mail began in New Zealand in the 1970s as an interchange system for lawyers exchanging documents between practices, and through hard work, passion and commitment, DX Mail have grown to become leaders in business mail communication.

**LOCATION:** New Zealand

**WWW.DXMAIL.CO.NZ**



Dataprint works to revolutionise the traditional mail house sector, offering a combination of conventional and digital mail house solutions, from creation, management to archive. Dataprint is a perfect fit for enterprise companies that process large volumes of transactional electronic communications.

**LOCATION:** New Zealand

**WWW.DATAPRINT.CO.NZ**



Stocka is a third-party logistics (3PL) company that specialises in online fulfilment services for parcel-sized items across a variety of industries. Whether it's for growing e-commerce brands or large global companies, Stocka ensures that your goods are securely stored and orders are dispatched efficiently and accurately, thanks to our Freightways network.

**LOCATION:** New Zealand

**WWW.STOCKA.CO.NZ**



Fieldair Holdings Limited's primary purpose is to support the operation of a fleet of Boeing 737-400 freight aircraft under the Parcelair joint venture arrangement, which operate nightly dedicated air linehaul services between the North and South Islands. It provides crewing and support services for these aircraft and for external customers including The Life Flight Trust.

**LOCATION:** New Zealand

**WWW.FIELDAIR.CO.NZ**



Freightways Information Services (FIS) is an internal shared services provider of information technology and advisory services to the Freightways businesses. It is responsible for managing Freightways' overall information technology infrastructure and maintains relationships with selected external information technology suppliers.

**LOCATION:** New Zealand

**WWW.FREIGHTWAYS.CO.NZ/OUR-BRANDS/**



An integral part of the Freightways infrastructure, Parceline Express operates our line-haul on all the arterial roads in New Zealand. A vital connector, Parceline Express' big trucks provide our brand family with a dedicated daily multi-link to main airports and links between our main centres and the provinces.

**LOCATION:** New Zealand



Importing or Exporting we've got this! Here at Freightways Global we specialise in international e-Commerce freight logistics- inbound into New Zealand and export freight. Our highly experienced international team are experts in the key trade -lanes delivering worldwide freight forwarding solutions-via sea or air, integrated with the final mile networks of our Express Package divisions.

**LOCATION:** New Zealand

**WWW.FREIGHTWAYSGLOBAL.CO.NZ**



## Temperature Controlled

Big Chill Distribution and ProducePronto make up our national temperature-controlled business, together servicing the chilled logistics needs of Kiwi businesses. Combining our chilled national linehaul with an urban, chilled van network allows us to offer national delivery, same day delivery, 3PL and 4PL under one responsive umbrella utilising the Big Chill depots nationwide.



Big Chill is a New Zealand market leader in temperature-controlled transport, specialising in fast moving consumer goods (FMCG) and time critical parcel freight, both chilled and frozen. Big Chill operates a fleet of over 200 temperature-controlled trucks and trailers through its nationwide network of depots and purpose-built cool stores.

**LOCATION:** New Zealand

**WWW.BIGCHILL.CO.NZ**



ProducePronto started life working with companies in Auckland and around New Zealand to ensure staff are healthy and motivated with our office fruit basket deliveries since 2011. We have more recently expanded into delivering chilled, frozen and ambient products to service stations the length and breadth of NZ, 365 days a year.

**LOCATION:** New Zealand

**WWW.PRODUCEPRONTO.CO.NZ**

## Information Management

The Information Management Group (TIMG) helps businesses in New Zealand and Australia protect and add value to the data they entrust us with. It offers physical storage and information management services, as well as digital information processing services such as digitalisation, business process outsourcing, online back-up and eDiscovery services. Last year we increased the utilisation of our New Zealand storage facilities by starting an eCommerce 3PL service called Stocka.



With nearly 40 years of experience, TIMG helps New Zealand businesses manage their information securely across the entire lifecycle – from document and data storage to intelligent document processing, online backup, and certified destruction of documents, data, and e-waste. Every service is built on a foundation of security, privacy, and compliance.

**LOCATION:** New Zealand

**WWW.TIMG.CO.NZ**



We are recognised as effective Information Management problem solvers, offering innovative and cost-effective solutions. Our people are our most valuable asset, equipped with the expertise and solutions to deliver effective products.

**LOCATION:** Australia

**WWW.TIMG.COM**

## Waste Renewal

Shred-X offers document destruction, eDestruction and product destruction services in Australia. We also provide medical waste collection and processing services under the Med-X brand.

We continue to assess new ways of collecting and processing waste streams for diversion from landfill.



Shred-X is a nationally recognised secure destruction provider with top industry accreditations. It offers a Privacy Act compliant service for collecting, transporting, and destroying sensitive data, with extensive direct service coverage. The services include document, e-waste, media, hard drive, archive box, purge, textile, and product destruction. Shred-X leads in ethical and sustainable recycling, providing paper, printer waste, and e-waste recycling.

**LOCATION:** Australia

**WWW.SHRED-X.COM.AU**



Med-X Healthcare Solutions provide products and services for the safe and secure handling, treatment and disposal of clinical waste and related services including sharps, washroom and hygiene services and chemical waste and pharmaceutical disposal in Australia. Med-X are committed to exceptional customer service and the development of innovative and sustainable practices.

**LOCATION:** Australia

**WWW.MED-XSOLUTIONS.COM.AU**





# Resilience, relationships and relentless positivity

**Throughout Aaron Stubbing's diverse career, he describes his approach as "relentless". He's not afraid to push boundaries, have tough conversations, and find ways to make things better.**

Aaron explains that his current role as General Manager at Express Package feels like a real high point.

"The role feels like my All Blacks jersey. I'm very proud to be here, very proud to be part of the Freightways family."

## FROM GRADUATE TO GENERAL MANAGER

Aaron first joined New Zealand Couriers' Finance Team in 1995, managing the NZC property portfolio. Two years in the operations team gave him invaluable hands-on experience before becoming the first Branch Manager for Auckland's North Harbour. There, he oversaw the transition from a satellite to a fully-fledged branch. Shifting to Christchurch,

he progressed from another Branch Manager role to become Southern Regional Manager. He learnt quickly about adaptability and resilience (and found that becoming a Crusaders fan was a non-negotiable). In 2008, Aaron moved back to Auckland as the General Manager of Messenger Services (MSL), a move that coincided with a global financial crisis and a shift to digitisation.

"My business disintegrated in many ways, overnight. Our response was to climb into Woolworths' online shopping opportunity and we grew the fleet from half a dozen runs in Auckland to over 100 nationally," explains Aaron.

## MORE ROLES, MORE CHALLENGES

After overseeing MSL's transformation, a 'Freightways shuffle' saw Aaron taking the role of General Manager at Post Haste.

"Post Haste is very much in the economy space, the opposite end of what I'd come from," explains Aaron.

And then, COVID-19 hit with lockdowns, business limitations and skyrocketing deliveries. Although it was a tough time for many, Aaron remembers the positives.

*"We grew the fleet from half a dozen runs in Auckland to over 100 nationally."*

"We were just so unified. And I'll never forget that experience, the highs and lows with the team," he says.

Four years on, Aaron stepped into the role of General Manager of Express Package, then covered the General Manager role at New Zealand Couriers. This makes him one of only a few who have managed all three core Freightways Express Package Businesses. It's the perfect illustration of Aaron's approach to his career – he's always willing to get involved where he's needed.

## RELATIONSHIP BUILDING AND RESILIENCE

Reflecting on his 30 years with Freightways, he talks most about the value of relationships in his work and his personal life. He has known many of the Freightways team for so long that they're like a family. He also credits his wife Siobhán – affectionately called 'Mrs S' by the Freightways crew – for her unwavering support.



**Aaron Stubbing**  
GENERAL MANAGER

**WORKPLACE:** Express Package  
**YEARS:** Joined 1995

For Aaron, it comes back to a drive to do his best in everything. This is what he tells his team:

"You know, we didn't make the All Blacks, we didn't make the NBA, we didn't become ballerinas or artists. But this is our profession, and this is where we want to play at our best."



# Our board



**Mark Cairns**  
CHAIR



**Abby Foote**  
DIRECTOR



**David Gibson**  
DIRECTOR



**Fiona Oliver**  
DIRECTOR



**Grant Devonport**  
DIRECTOR



**Peter Kean**  
DIRECTOR

# Our leadership



**Mark Troughear**  
CHIEF EXECUTIVE OFFICER



**Stephan Deschamps**  
CHIEF FINANCIAL OFFICER



**Aaron Stubbing**  
GENERAL MANAGER EXPRESS PACKAGE



**Matthew Cocker**  
CHIEF INFORMATION OFFICER



**Neil Wilson**  
GENERAL MANAGER FREIGHTWAYS



**Nicola Silke**  
GENERAL COUNSEL AND  
COMPANY SECRETARY



**Ami van Gils**  
HEAD OF PEOPLE AND CULTURE



**Michael Claydon**  
GENERAL MANAGER SAFETY



## PERFORMANCE

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# FY25 operating highlights

**Express  
Package and  
Business Mail**



**Temperature  
Controlled**



**Information  
Management**



**Waste  
Renewal**



**0.4%**

**NZ EP Item Growth**

**(5.0)%**

**Same customer  
transport volume**

**32%**

**Digital growth (AU)**

**56,800**

**Tonnes of paper  
collected and  
recycled**



**11.6%**

**AU EP Item Growth**

**Auckland 100%  
Ruakura 83%\*  
Christchurch 93%**

**3PL utilisation**

\* at peak in FY25

**6.5m**

**Boxes in storage  
(NZ + AU)**





# Finding a new path in freight

**For Caitlin Boyd, a career crisis was a good thing – it led to her current role on NZ Courier’s Data Integration team. After joining NZ Couriers as a temporary driver in 2021, she’s worked her way through multiple departments and roles, building her understanding of the business and drawing on experience from her previous career. Now, she’s working in a challenging, variable role where no two days are the same – and she couldn’t be happier.**

“I’ve learned that I’m quite good with chaos. I’m quite good with things not being consistent all the time.”

## AN UNEXPECTED CAREER SHIFT

After qualifying as an accountant and working in the sector for several years, Caitlin realised that accounting wasn’t for her during the COVID-19 lockdowns. She retrained as an HR professional and aimed to move into that industry, but took a temporary role as a courier driver while she was job hunting.

Thanks to COVID, it was an incredibly busy time for NZ Couriers – the business was dealing with freight volumes of around three times the typical numbers. Despite the urgency and

stress, Caitlin remembers it as a time of team spirit and positivity, and she found that she thrived under pressure.

“It was a chaotic time, really, but as someone who had worked from home as an accountant for such a long period, I really enjoyed the out-and-about of freight. Every day is quite different, getting to meet different people and feeling like I am helping people by delivering important items like medication. It really felt like I was making a difference,” she explains.

As it turned out, the role wasn’t as temporary as she expected – Caitlin ended up working as a driver for almost six months. From there, she moved into a trainer role, which saw her travelling all over Auckland to show recruits the ropes.

## ANOTHER STEP FORWARD

After a year as a trainer, Caitlin was tapped for another new job as the admin team lead for the Auckland office. This was her third role in just a year and a half, and a chance to combine her accounting experience and her on-the-road knowledge of the NZ Couriers business.

“I was able to use my understanding of how it all worked on the road to help the admin team,” she explains.

After leading the admin team for a year, she left for an outside opportunity, but returned when a role on the Data Integration team opened up. With Freightways going through a major shift to digitisation, the business needed all hands on deck to support customers through the process. Caitlin’s combination of admin, on-the-road experience, and her accounting background made her the perfect fit.

“The data team is not something that I had any experience in,” she admits. “But I can see how it works out on the road, the delivering of the parcels, what good quality output should be. And with the administration background, I understood how the billing side of it works.”

## PROBLEM-SOLVING AND CUSTOMER SERVICE

Caitlin describes herself as ‘a person who likes to know things,’ and that trait serves her well in her current role. As part of the Data Integration team, she’s always problem-solving – depending on the day, she might be working on a ticketing issue, setting up a new customer account, or troubleshooting a problem for a sales rep. Using her knowledge and skillset to help people is one of the most satisfying aspects of the job.



**Caitlin Boyd**

**DATA INTEGRATION**

**WORKPLACE:** NZ Couriers

**YEARS:** Joined 2021

“It’s that ability to help others,” she explains. “Being able to resolve people’s issues there and then to get them where they need to be.”

After the rollercoaster of the last few years, Caitlin is looking forward to settling into her new role and applying all the knowledge she gained along the way.

“My knowledge from prior to being in the seat has made it exponentially easier,” she says. “Just an understanding of the language and the jargon, like in any big business, those are the hardest things to wrap your head around. So I’m lucky, I think, that I’ve had such a strange journey.”



# Future focused

## CASE STUDY | CHRISTCHURCH EXPRESS PACKAGE HUB

### The Christchurch Express Package Hub development is a significant step forward for freight logistics in the South Island.

When Freightways commissioned its freight hub (TFH) in 2017, it didn't foresee a major expansion just eight years down the line. However, as a result of increasing demand, the Christchurch facility is now in the process of expanding its network freight and sort capacity to handle more packages and larger courier fleets.

John Charles, Project Manager for the development, explains that the 'dual functionality' project will help Freightways enhance on-time delivery performance across its network. Completion date is projected to be May 2027.

#### One facility, multiple functions

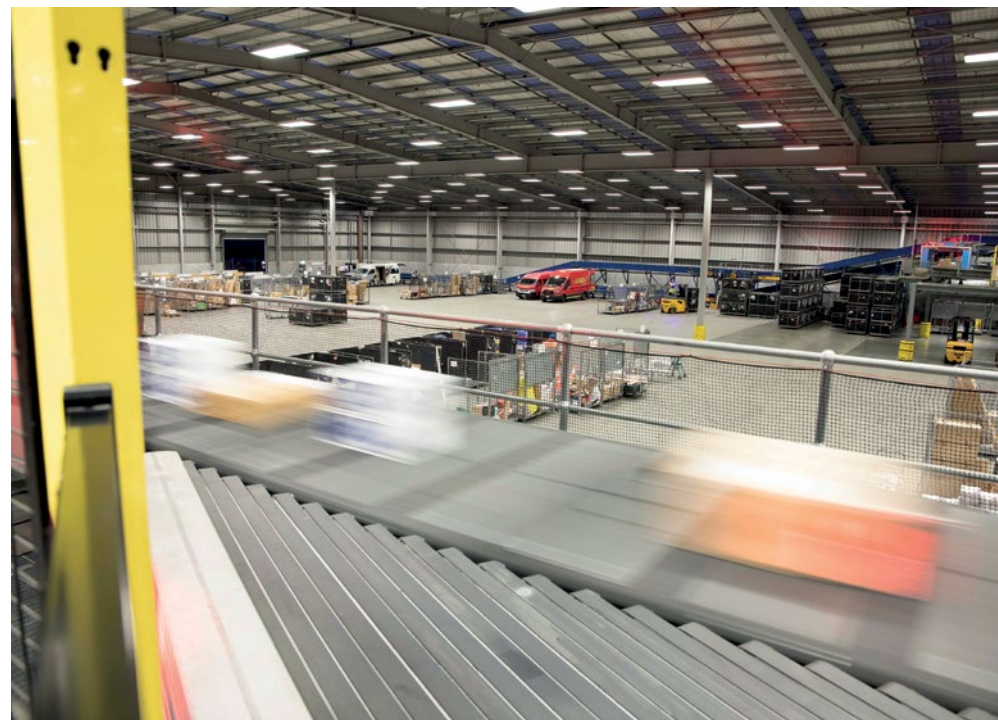
TFH doesn't just serve Christchurch – it's the network hub for the entire South Island. This means it processes freight to and from regional branches, as well as deliveries headed to and

from the North Island via air. As John Charles explains, the facility also sorts individual packages for the Christchurch courier fleet and handles the road linehaul interchange of freight containers heading to other regions.

It's a major undertaking. Currently, the facility sorts roughly 35,000 items each night and houses around 80 contractors. While the existing space is far from small, it's showing signs of strain – with the Post Haste fleet moving to a neighbouring building in the last two years, and the impact of volume growth on local services with local delivery timelines. The expansion project will resolve these challenges.

#### More space, more automation, more capacity

The expansion is extensive and multi-faceted. The project will be run by Christchurch International Airport Ltd (CIAL), who owns the land the Christchurch facility sits on.



*“The project will cater for our growth in volume and allow us to simultaneously sort to the local courier fleet in Christchurch as well as connect intercity freight travelling to and from each Island.”*

**JOHN CHARLES, PROJECT LEAD, CHRISTCHURCH EXPRESS**

### Key elements of the project include:

- Extending the automated cross-belt sorter
- Doubling the warehouse space to 20,000 m<sup>2</sup>
- Tripling the covered road linehaul interchange
- Extending the air apron that links to Christchurch Airport

These changes will let the facility handle higher volumes and significantly increase the space available for undercover truck loading and unloading. Extending the air apron, where the Parceline team loads aircraft directly from the hub, will allow for more planes to come in and out each day, including larger aircraft. Increasing the internal space will also mean that Post Haste, who had to relocate, elsewhere will be able to return to the main hub.

In short, it's about expanding the capacity of the hub so it can move more freight within the same delivery window. As John explains, the time frame the facility has to sort freight never changes, but freight volume does – so boosting capacity is the only lever the business can pull.

### Sorting future growth

While the hub development won't be completed until May 2027, John and the TFH team have a clear understanding of the eventual benefits.

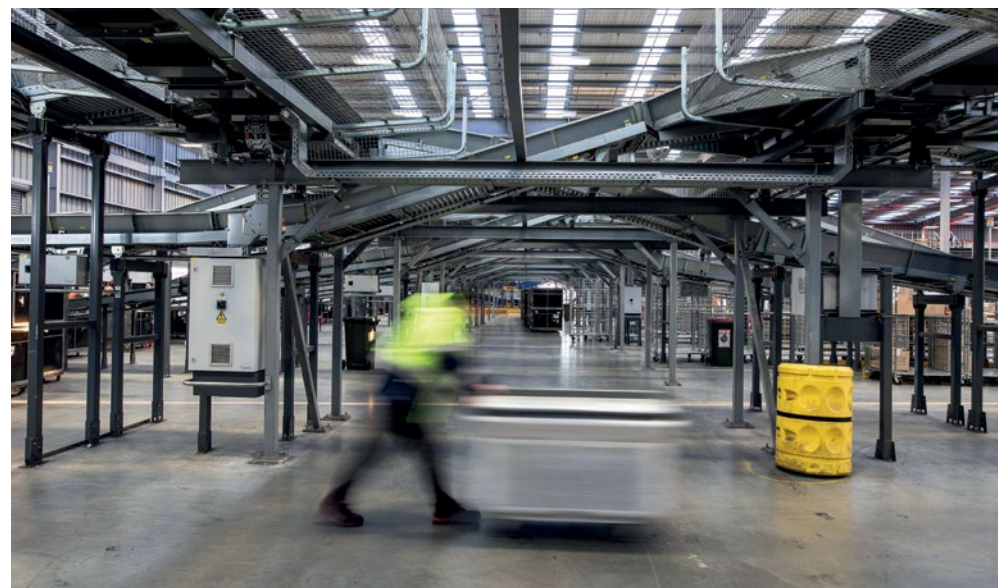
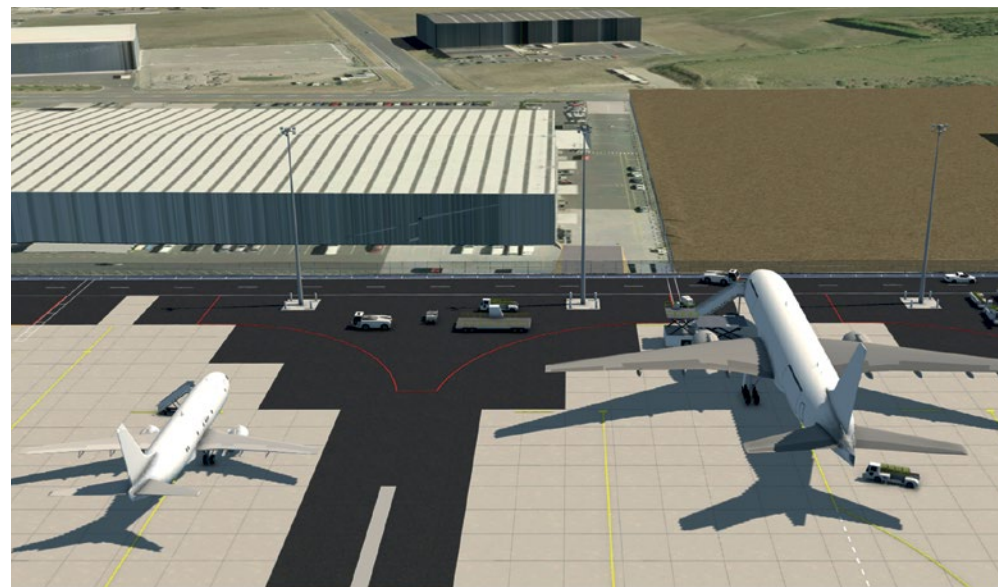
### The new facility will have:

- Double the sortation capacity to 70,000 items per night
- Increased aircraft rotations from 3-4 to 5-6 each day
- Space for 105 courier contractors and 240 staff
- Increased loading capacity for regional linehaul vehicles to 25 each night

Flexible, tech-forward and designed with an eye on the future, the Freight Hub development is a prime example of the Freightways approach.

*“We get more freight passing through the same window, so we need to handle it. Additional warehouse space and automation help us manage growth and meet KPIs. That’s our primary focus, making sure we can have on-time delivery to the final destination.”*

**JOHN CHARLES, PROJECT LEAD,  
CHRISTCHURCH EXPRESS**





# Partners in innovation

**CASE STUDY** | TIMG AND INFOMEDIX

**Healthcare, like many other industries, has been comparatively slow to move from paper-based files to more efficient digitised records. However, change is now happening – and at the centre is TIMG Australia, thanks to its partnership with Infomedix.**

A cloud-based document platform for medical records, Infomedix's offering perfectly complements TIMG's physical scanning and storage infrastructure. The result is end-to-end digitisation services delivered to Australia's largest private hospital operator. In just 18 months, TIMG has collected, digitised, and returned 335,000 patient records. Eight more hospitals are now sending all new records to TIMG, and three have fully transitioned their legacy records.

## Horizon 2

TIMG had long been considering its position in the digital world, as more customers shifted away from paper. What was missing was a platform to manage digital hospital records – because complex healthcare organisations require more than basic scanning.

Infomedix proved to be that final piece. The technology has been in Australia for 25 years, headquartered in Melbourne, with a strong presence across both public and private healthcare organisations. The company's latest platform upgrade allows hospitals to manage patient files live online, from anywhere. Traditionally, hospitals would continue working on paper, then scan each updated patient record for storage. Live document updates now enable faster, more effective patient care and unlock greater efficiencies and revenue opportunities.

It was one client, Australia's largest private Hospital Group that made the connection. Already using TIMG in Western Australia and Queensland, it wanted Infomedix as its record management system and needed the two companies to join forces.





## Values alignment

With innovation and self-reliance part of our DNA, we usually build from scratch. However, the alignment between Infomedix and TIMG was undeniable. Guided by shared values, both companies work with flexibility and trust to minimise bureaucratic drag.

With the partnership comes another unique selling point: a full service, with a single point of contact.

## Substantial business impact

The impact on TIMG's business has been significant. What began as a Horizon 2 initiative has quickly become a flywheel for our core operations.

## Customer expansion

With a new service offering, TIMG has grown its presence across Australia and added more hospitals to its client base. Where once TIMG worked only with hospitals in Queensland and Western Australia, we are now engaged with sites across Victoria and New South Wales.

By becoming deeply embedded as a records digitisation supplier, TIMG's wider service offering is exposed to more hospitals. This has expanded the scope of existing contracts to include additional services such as disaster recovery and wet record remediation.

With this expanded footprint and deeper integration of TIMG's services, the partnership has already delivered significant revenue in just 18 months.

## Unlocking future growth

The rollout continues, with more private hospitals scheduled for onboarding and a growing pipeline of interest from other major healthcare networks. And this is just the beginning.

The success of the partnership in the healthcare industry could be readily

replicated for other sectors where secure, scalable records management is just as critical. Infomedix's digital file structure can be readily adapted to industries like legal, finance and government, guided by TIMG's on-the-ground experience.

It's a model that has proven its value – and now offers a clear path for future growth.

Digitisation is the future, and with this partnership, TIMG is already there.

## Driving Horizon 2 Growth



# Leadership grounded in experience

Scott Hedgman was just 17 when he started working as a relief courier driver at Freightways. Just over thirty years later, he's leading teams all over the country as General Manager of NZ Couriers. He credits his success to the family atmosphere at Freightways and support from mentors and leaders over the years.

## BUILDING COMMUNITY AS A COURIER DRIVER

The teenage Scott saw relief driving as a good way to earn some extra cash while he finished school and started university. But it became much more than that. He loved the job so much, he skipped university and took on a permanent contract with NZ Couriers.

"I loved building a business, being part of the small community out in Waiuku,"

*"It's been lots of different jobs within jobs, but one thing that's been constant is the mentorship."*

he explains. "You're part of everyone's business – have a chat, have a coffee. Then you're part of this big beast, NZ Couriers, working with all your courier colleagues. Heck of a lot of fun."

After six years as a contractor, Scott took a role on the sales team, building skills he took with him on his OE. He spent time in sales for FedEx in London, before returning to New Zealand – and NZ Couriers.

## LEANING INTO NEW OPPORTUNITIES

Back in New Zealand, Scott joined the executive team as National Sales Manager, a chance to use his experience on the roads and on the sales team.

The following decade saw Scott working hard to develop the NZ Couriers sales team and capability, working with his fellow executives to implement strategies that delivered sustainable growth. He went from National Sales Manager of New Zealand Couriers to General Manager of Sales for Freightways.

He launched projects now known as Pricing for Effort, Kiwi Express Oversize, and was there when Freightways Global formed.

Then the challenges of COVID further confirmed to him that he was in the right place.

"Seeing the way we all mucked in to do our part, the CEO sorting freight every day, here doing the mahi – that was the difference between us and the other guys," he explains.

## DOWN-TO-EARTH LEADERSHIP AND LEGACY

After thirty years working with Freightways, Scott understands the business better than most. His main takeaway? It's the people who make the difference.

"It really is the people – down-to-earth, gritty family leadership. You're all in it together."

Now, as he steps into the role of GM



**Scott Hedgman**

GENERAL MANAGER

WORKPLACE: New Zealand Couriers

YEARS: Joined 1992

at NZ Couriers, he's committed to continuing this legacy in his new role, particularly as old hands retire.

"You feel a sense of responsibility to uphold the spirit of the business. That started with six men in ties driving Morris Minors – they worked bloody hard, not cutting corners, pushing harder every single day. It's important we remember how we got to this point. It's our job to leave it in a better place."

# Electric chill

## The trailer that cools as it rolls

CASE STUDY | BIG CHILL

**For Big Chill, the opening of its state-of-the-art facility in Ruakura was a major milestone. Now it's celebrating another, albeit smaller, milestone – its first fully electric refrigeration trailer, and only the second of its kind in New Zealand.**

Across Big Chill's fleet and within the industry, refrigerated trailers are usually kept cool using a diesel-powered motor. Depending on the trailer temperature, the diesel consumed in the trailer can be between 3 and 6 litres an hour. The new electric trailer removes the need for diesel and is instead powered by a fuel cell, which is charged by the kinetic energy of the axles turning. The action of towing the trailer produces the power required to ensure controlled temperature integrity.

The standalone refrigeration operation means the trailer continues to cool even when the truck's engine is off or during loading and unloading.

Called the Fairfax ZE, the electric trailer's technology is the result of collaboration between Fairfax

Industries, Transcold, and SAF-Holland. Big Chill worked closely with the TR Group, Transcold, and the New Zealand Energy Efficiency & Conservation Authority to access the electric trailer in a commercially viable manner.

### Operational emissions reductions expected

Reviewing the results of the only other temperature-controlled electric trailer in New Zealand, Big Chill is excited to learn about the potentially positive environmental impact the electric trailer will return.

The other electric trailer operating on roads in New Zealand, delivered diesel savings of around 2,800 litres over a 12 month period.





The extensive Big Chill network means the electric trailer is expected to carry more regular and heavier loads over longer distances, potentially increasing the opportunity to reduce emissions.

### Micro benefits add up

The benefits of the electric trailer go beyond fuel saving and reduced emissions. Traditional diesel fridge motors generate a constant drone that can be testing for drivers, especially the linehaul teams. The quieter electric trailer creates a more comfortable driving environment.

The quieter motor assists with driver wellbeing and reduces the noise in urban locations, where restrictions can be a challenge.

There are also subtle operational gains: the trailer's regenerative system reduces the need for braking, which will deliver incremental savings in wear and tear over time.

*“Every linehaul driver is keen to find out how it works – and have a go at towing it.”*

**PHIL CLARKE, GENERAL MANAGER, BIG CHILL**





## A great addition to a wider solution

While the electric trailer is an exciting investment for Big Chill, the emissions reduction enabled by this electric trailer will be nominal compared to the operational emissions generated by the Big Chill vehicle fleet. The electric trailer will help the team understand the technology and build capability. Big Chill is well positioned to support further vehicle innovations where they are suitable for the operational requirements of its network and can be integrated in a commercially viable manner. New facilities like the 4 Green Star rated Ruakura hub, have been designed to incorporate electric chargers for when the network requires it.

## Supporting Industry Innovation

The decarbonisation of refrigerated transport remains a complex challenge, requiring coordinated effort across the industry and its value chain. Industry-wide collaboration is essential to accelerate the development and deployment of viable low-emissions technologies that meet the operational demands of refrigerated freight and logistics in New Zealand.

Big Chill is proud to play a role in testing this innovative new technology on its commercial network.

*“We understand the responsibility as a leading provider in temperature-controlled transport to get involved as early as we can, when it’s available to us.”*

**PHIL CLARKE, GENERAL MANAGER, BIG CHILL**



# From motocross tracks to flight paths

**Before stepping into the world of aviation logistics, James Robinson was flying around in a different way – racing motocross professionally across Europe and Southeast Asia.**

These days, he stays put at the helm of one of Freightways' most specialised and dynamic businesses, Fieldair Engineering.

As Operations Manager, he's across everything from aircraft crewing and civil aviation compliance to parts supply, fuel logistics and bulk fuel servicing.

"It's not your average operations role," James laughs. "But that's the best part. No two days are the same."

James' journey into aviation began overseas, where he worked with international carriers and around Boeing fleets. Moving from motocross to aviation may not seem like your typical career path, but it reflects the diversity of talent (and opportunity) in the Freightways Group.

"I started with Parcelair. From there, I worked in four roles across seven years – each one expanding what I knew and what I was responsible for," he says.

James credits much of his professional growth to Freightways' support of personal development. Not long after joining Fieldair, he was nominated for our leadership programme, (LEAD). He says completing the course was a significant turning point in his career.

"It opened up my mind a lot to how you can build your capabilities across different areas of this business, instead of having tunnel vision on what you can do. That was big for me."

Over the years, that perspective has proved invaluable. Under James' watch, the team has taken on new responsibilities, from expanding support for the NZ Defence Force to improving turnaround times for parcel freight at regional airports.

"We've been able to scale up while keeping our standards high," James says. "That's only possible when you've got a team that's committed and a business that backs new ideas."

*"It opened up my mind a lot to how you can build your capabilities across different areas of this business, instead of having tunnel vision on what you can do. That was big for me."*

While James still coaches motocross on weekends, it's aviation that fuels his weekdays, and Fieldair provides him with the platform to continue learning and growing, both personally and professionally.

"There's just so much capability in this part of the business. It's a really exciting space to be in, and there's always something new on the horizon."



**James Robinson**

**OPERATIONS MANAGER**

**WORKPLACE:** Fieldair Engineering

**YEARS:** Joined March 2017



# Supporting community

**At Freightways, we recognise the importance of being actively involved in and supporting the communities in which we work.**

Across the Group, we support some 18 charitable organisations and not-for-profits at a national level, and many more at a local or regional level.

Our businesses are all encouraged to support causes that resonate with their people and customer base, be they national initiatives like the NZRSA, or more grassroots support like local sports teams, school or community projects. We are very proud of our people who take time out to support others. Opposite is a list of the organisations and causes we formally support.



Beanies for Babies

Cancer Society NZ

Child Cancer Foundation

Clontarf Foundation

I am hope

Keep NZ Beautiful

Kidscan

Life Flight

NZ Breast Cancer Foundation

NZRSA

On Being Bold

Ronald Donald House

Rotary Club Newmarket

RSPCA Queensland

Loud Shirt Day

Westpac Rescue Helicopter

Duffy Books

The Kidney Society



## Kidscan

Freightways are proud to be a principal charity partner with Kidscan.

- More than 920 schools and 200 early childhood centres are supported by Kidscan
- 300 more ECEs supplied food through government funding
- 50,000 jackets and 40,000 pairs of shoes and gumboots were distributed in 2024
- More than 5 million food items delivered to fuel days of learning

Kidscan is our principal charity partner, working to ensure Kiwi kids have the essentials they need to be ready to learn. With a belief that education equals opportunity, Kidscan's mission is to give every child a fair chance at a brighter future. Freightways is incredibly proud to financially support their work and help improve the lives of our next generation.

Each school term, Kidscan distributes food to its partner schools. In Term 4 last year, a dozen of our staff volunteered their time and energy to help pack and dispatch this food from their Auckland warehouse.

We also got hands-on in the community, helping at Onehunga Primary School's Year 5 and 6 camp fundraiser. Our team fired up the barbecue and served hotdogs, with the funds raised going towards the school's trip.

[www.kidscan.org.nz](http://www.kidscan.org.nz)

## RSPCA Queensland

TIMG Australia is a proud supporter and sponsor of RSPCA Queensland and is honoured to support an organisation whose comprehensive services deliver measurable impact across the state. Through their network of centres, RSPCA Queensland rescues, rehabilitates, and rehomes thousands of animals annually. Their commitment extends to wildlife care, disaster response, lost animal recovery, and community engagement, including educational programs that promote long-term animal welfare awareness. With professional dog training services and a dedicated team of long-serving staff, RSPCA Queensland exemplifies operational excellence and compassion. We are proud to align with their mission and contribute to meaningful outcomes for animals and communities alike.

[www.rspcaqlld.org.au](http://www.rspcaqlld.org.au)

## NZ Breast Cancer Foundation

This year's Pink Ribbon Breakfast is Breast Cancer Foundation NZ's biggest yet, raising \$3.6 million for breast cancer research, early detection and patient support.

Ah-Leen Rayner, chief executive of Breast Cancer Foundation NZ, said *"We are immensely grateful to Post Haste for generously donating their time and resources to deliver 5,000 Pink Ribbon Breakfast host kits all around the country. The kits are an essential resource for our hosts, containing tips and sponsor goodies to get them started with their fundraisers. We wouldn't be able to send these out without Post Haste, who have been an invaluable partner for the past four years. Thank you, Post Haste, for helping to make Pink Ribbon Breakfast such a massive success!"*

[www.breastcancerfoundation.org.nz](http://www.breastcancerfoundation.org.nz)

## On Being Bold

Dreaming Big is an event designed to empower Year 13 female students to be bold in seeking opportunities and stepping into their future with confidence.

Schools are invited to select two students to attend at no cost to either the school or the participants. Throughout the event, students engage with an inspiring line-up of speakers who share stories, insights, and practical tips to help encourage the students to set goals and dream big!

NZ Couriers were proud to support this meaningful initiative by providing packaging and complimentary courier services. Their reliable delivery ensured that all participants received the materials they needed ahead of the event helping to create a smooth and positive experience for everyone involved.

By supporting Dreaming Big, NZ Couriers are backing a cause that encourages young women to believe in themselves and make a difference in the world.

[www.onbeingbold.co.nz](http://www.onbeingbold.co.nz)

# 18

CHARITABLE ORGANISATIONS AND  
NOT-FOR-PROFITS SUPPORTED



# Growth through efficiency

CASE STUDY | ALLIED EXPRESS

## Allied Express' peak performance over peak season: automation and empowered people.

For Allied Express, the priority was – and still is – delivering reliable service to customers. Faced with increases in the pre-Christmas peak season, the company had previously capped customer volumes, ensuring it was only accepting business it was sure could be handled effectively.

With a recent change in senior leadership also came a mindset shift. What if, instead of fearing the volume increase, Allied Express people were empowered to take on the challenge? After all, a volume cap wasn't just unhelpful for customers, it also meant the company was turning business away.

## The right people, mindset and tech

Underpinning this new approach was some impressive technology. Newly-installed sortation systems in the Melbourne and Sydney locations promised to uplift the company's handling capability, with automation, accuracy and speed. But as Head of

*“Volume isn't the problem – poor planning is. With the right mindset and systems, we proved we could thrive at peak, not just survive it.”*

ALAN COURT, HEAD OF  
OPERATIONS, ALLIED EXPRESS

Operations Alan Court says, it needed the right team and processes built around it.

Alan's focus on 'seeing around corners' meant that Allied Express was better able to predict and prepare for the oncoming freight increase, particularly around the Black Friday/Cyber Monday period.

“I call that the peak of peak,” says Alan.

The company implemented earlier collection and processing to reduce congestion at depots, and worked with delivery teams to go the extra mile as volumes increased.





Daily catch-ups allowed for incremental improvements in delivery times, accuracy and the always-essential health and safety. With the team working hard, the sortation systems were too. Together, at their peak, the Sydney and Melbourne sortation systems were processing 4,500 parcels per hour.

Minimising manual handling didn't just save time and reduce errors, it also made the operations safer.

## Maintaining accuracy and service levels

Allied Express customers were the real winners, though. 2024's peak volumes were the highest ever, with no caps for the first time since the COVID pandemic. Allied Express was performing so well that those experiencing delays with other suppliers shifted to Allied.

The numbers tell their own story, too.

While volumes increased by 27% (vs Q4, 2022) and by 9% (vs Q4 2023), customer enquiries only increased by 6.7% (vs Q4 2023). Meanwhile, the misdirect rate dropped from 0.12% to 0.09% of the total volume.

**0.12% pre-automation to 0.09% post-automation**

**MISDIRECT RATE IMPROVEMENT**

## Reclaiming customers

That volume increase can be attributed to some organic growth, but also includes freight from customers who'd had to use other suppliers when faced with Allied's previous restrictions.

## Cost savings across the board

Greater accuracy and efficiency nearly always translate into cost savings – Peak '24 was no different, with average handling costs decreasing from 12.4% to 11.66% of revenue. Average cost per item also dropped. Added up, Allied has seen a revenue gain from Sydney and Melbourne sortation of \$3.2m to date, with more than \$2m of that just in FY25.

## Passing the peak-of-peak test

During November and December 2024, and following the Black Friday sales, volume increased by 27% compared with the Q4 2022, and were up 9% on Q4 2023. Customer enquiries naturally lift alongside volume increases, but

these grew at a lower rate of 6.7% through this period, indicating that service levels remained strong.

## Set for even bigger things

With proven performance through the biggest peak period in its history, Allied Express leadership has a newfound confidence. Alan says that with the team's anything-is-possible mindset, this is just the start. The ongoing search for greater efficiencies and a leadership team empowered to make quick decisions means Allied Express will continue optimising outcomes for customers – and business results along with it.

**+ 9% volume increase vs Q4 2023**

**Decrease in labour cost as a % of revenue**



# The quiet force behind Allied's big leap forward

**In an industry where leadership has long been defined by age, gender and tradition, Betty Zhang is rewriting the playbook. Young, Chinese-Australian and female, Betty doesn't just lead Allied Express – she's redefining what leadership looks like. And the results speak for themselves.**

Under her guidance, Allied has become Freightways' most successful operation in Australia.

But Betty's impact goes far beyond performance metrics. She's changing the culture of the business from the inside out – elevating her people, sharpening focus, and creating a workplace where both staff and customers genuinely come first.

"I never set out to be a GM," she says. "I started as a financial accountant,

obsessed with numbers. But I got curious about the stories behind the data."

Over the past seven years, Betty has worked in finance, operations, business analysis, IT and customer relationship management. One of her proudest achievements is Allied's transition from manual freight handling to a fully integrated sortation system – a move that increased efficiency, reduced error rates, and unlocked new growth opportunities. But technology wasn't the real breakthrough.

"It wasn't just about implementing new technology," Betty says. "It was about rethinking how we manage freight flow, reduce manual handling, and enhance service delivery."

She's cultivated a culture where trust is high, learning is constant, and everyone, from depot staff to senior managers, feels part of something bigger. She regularly encourages her people to step outside their comfort zones.

"Explore different areas of the business – the more you understand how each function connects, the more valuable you become," Betty explains.



**Betty Zhang** GM ALLIED EXPRESS

WORKPLACE: Allied Express YEARS: Joined 2018

When Betty joined Allied Express in 2018, she was on maternity leave and looking for a way to stay connected professionally. What she found wasn't just a job, but a purpose.

"The longer I work in logistics, the more I realise how deeply rooted I've become in the industry. I find logistics absolutely fascinating – it's like solving jigsaw puzzles every day."

With Betty at the helm, Allied Express isn't just moving freight – it's also moving forward, faster and better than ever.

"It's been a learning curve, but I've always felt supported. The Freightways Group has backed me to lead, to grow, and to challenge the status quo – and that support means everything."

# Focusing on ethical supply chain practices

## What we're doing to tackle modern slavery risks

When Freightways listed on the Australian Securities Exchange (ASX), it was a significant milestone that also came with new legal obligations. Although our Australian businesses were already required to report on how they were working to identify and address modern slavery risks in their operations and supply chains under Australia's Modern Slavery Act, our new dual-listed status meant this now

extended to addressing the same in the operations and supply chains of our New Zealand businesses as well.

We are now 18 months on, and while there's still more work to be done, we've taken real, practical steps to improve and lead responsibly by introducing a programme addressing modern slavery risk that now extends across the entire Freightways Group. We are watching the New Zealand legislative landscape with interest to see when our New Zealand competitors will become subject to similar obligations.



## Getting the basics right

It has taken time to review key aspects of our New Zealand businesses, examining how we hire people and manage contractors, and how different teams operate. From that work, we have identified areas of risk and are developing plans to address those risks.

We also took a close look at the first tier of our supply chain, assessing over 5,000 suppliers across more than 30 countries to identify those that might carry a higher risk based on their location and the industries in which they operate and have developed a Supplier Code of Conduct which we asking our existing high risk and high spend suppliers to sign up to. We intend to extend our risk mitigation efforts further in FY26.

## Lifting awareness across teams

Policy only goes so far, so providing training, especially for those involved in buying goods and services, has been a

big focus. This training helps our teams understand what modern slavery looks like, where risks may appear, and what to do if they suspect something. The response has been encouraging, and for many of our people, it's been an eye-opening experience, highlighting how global supply chain risks can ripple all the way to our shores.

## More than box-ticking

This work isn't happening in isolation – it's part of a broader shift in how we do things at Freightways. From sustainability and climate reporting to risk management and business governance, we're picking apart our processes and building stronger foundations where needed. Tackling modern slavery and embedding ethical supply chain practices are part of that.

More importantly, our people are proud of the direction we're heading. Compliance may have been the catalyst, but the motivation runs deeper.



# Sustainability update

## Assessing our material issues

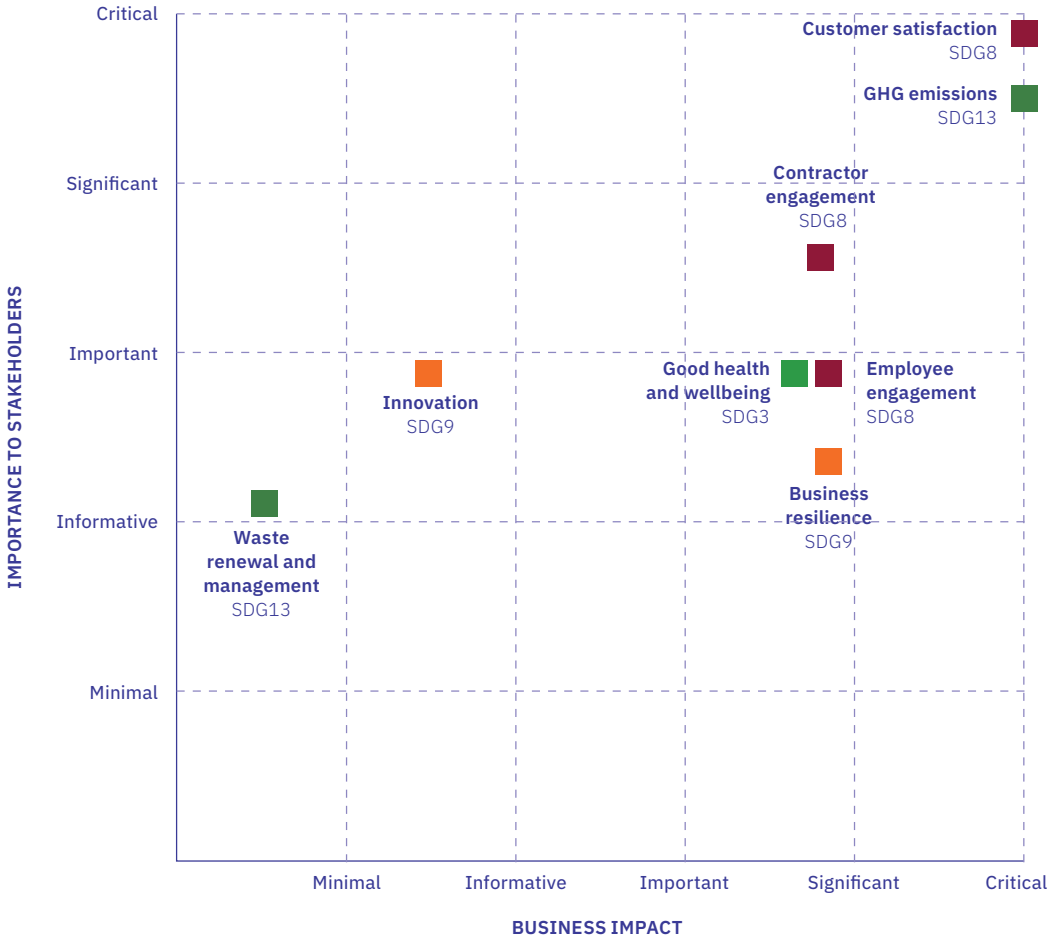
We recently re-assessed our material issues to check the relevance of our environmental, social and governance (ESG) activities. This materiality assessment identified the issues that continue to impact and are most important to our business success and that internal and external stakeholders most engage with.

## Materiality assessment

The materiality assessment involved an external party engaging with internal and external stakeholders, including board members, staff, executives, contractors, suppliers, and investors to obtain their views.

A “double materiality” assessment approach was used considering both “outside in” financial materiality (how sustainability matters could impact our financial performance) and “inside out” impact materiality (how our activities could impact society and the environment).

Through this process, we identified four of the United Nation’s Sustainable Development Goals (SDGs) as most relevant to our operations, value chain, and strategic objectives. These goals will guide our sustainability efforts and our non-financial reporting.



## OUR PRIORITIES

## The four priority SDGs are:


SDG 3  
Good health  
and wellbeing

Our activities impact the health and wellbeing of our workforce, contractors, and the communities in which we operate. We are focused on promoting safe working environments and reducing health-related risks associated with our operations.


SDG 8  
Decent work and  
economic growth

We are focused on enabling decent and sustainable livelihoods across our workforce and value chain. This includes providing contract drivers with sustainable earning opportunities and supporting the development of our employees. We are taking steps to better understand, manage and mitigate the risk of modern slavery in our supply chain.


SDG 9  
Industry, innovation  
and infrastructure

We are focused on increased resource-use efficiency in our company-controlled heavy vehicle fleet and operations. We are supporting domestic technology development and innovation in our network where it makes operational sense.


SDG 13  
Climate  
action

We acknowledge the growing physical and transition risks posed by climate change to our operations and value chain. We are focused on understanding our impact, how climate change may impact our operations and transition planning.

## SDG 3

# Good health and wellbeing

Our activities impact the health and wellbeing of our workforce, contractors, and the communities in which we operate. We are focused on promoting safe working environments and reducing health-related risks associated with our operations.



### WORKPLACE SAFETY AND SKILLS TRAINING

Across the Group, our essential health and safety training programmes run to keep our people safe and our workplaces efficient. Training includes Dangerous Goods Awareness and Handling, Manual Handling, Workplace Health and Safety, Fire Safety, First Aid Training, Forklift Operation and specialist equipment training.

### LEVERAGING TECHNOLOGY FOR SAFER OUTCOMES

We are trialling the use of AI technology footage on some of our operational sites. This technology analyses our CCTV footage and detects instances where there may not be a safe distance between forklifts and people. It then alerts our managers so they can use the captured images of these events as a learning tool with our teams, to help reduce the risk of potential future incidents.

### FORKLIFT SAFETY

Forklifts are used across the Group and continue to be a focus.

- Geofencing speed technology is being explored to automatically control the speed of the forklifts in different areas.
- Forklifts are being equipped with a minimum standard of safety features, including seatbelt alarms, halo warning lights, impact alert software and all forklifts will be speed limited to a maximum of 10kph. Our aim is to have all forklifts in the Group, meeting or exceed the minimum safety specifications, by the end of FY26.
- We employed a dedicated forklift training manager to oversee the forklift simulator training programme in Auckland and to further explore the application of simulators in more locations on both in New Zealand and Australia.

### CRITICAL RISK ASSURANCE

We continue to expand our critical risk identification and assurance processes involving front-line teams, subject matter experts, key influencers and decision makers in identifying risks and

inspecting risks to provide assurance that work is being done as imagined.

### EAP

We offer access to confidential external counselling for those suffering from physical and mental issues. The service, provided at no cost to our people, also covers financial and partner counselling.

#### LOST TIME INJURY FREQUENCY RATE (LTIFR)

# 16.6

**Basis for calculation:**

$$\frac{\text{Total number of Lost Time Injuries} \times 1,000,000}{\text{Total Exposure Hours}}$$

#### TOTAL RECORDABLE INJURY FREQUENCY RATE (TRIFR)

# 14.4

**Basis for calculation:**

$$\frac{\text{Total number of injuries requiring medical attention (No Lost Time)} \times 200,000}{\text{Total Exposure Hours}}$$



## SDG 8

# Decent work and economic growth

**We are focused on enabling decent and sustainable livelihoods across our workforce and value chain. This includes providing contract drivers with sustainable earning opportunities and supporting the development of our employees. We are taking steps to better understand, manage and mitigate the risk of modern slavery in our supply chain.**

### SUSTAINABLE CONTRACTOR EARNINGS

A large portion of our business uses a contract driver model, where contractors manage their own businesses and are directly rewarded for their productivity and customer engagement. This model provides mutual benefit: it enables Freightways to respond flexibly to changes in volume and market conditions, while offering contractors the opportunity to earn sustainable returns. Initiatives such as Pricing for Effort (PFE) have ensured that customer pricing reflects the resources and effort invested by contractors in each delivery. Our contractors are supported by dedicated teams across account management, sales, customer service, and administration, allowing them to focus on delivery.

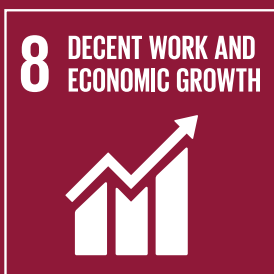
### DEVELOPING OUR PEOPLE

We are focused on helping our employees gain knowledge and experience. Our learning programmes further develop our people, which in turn builds our internal capabilities.

We offer workplace training and leadership courses across Freightways, from induction to business fundamentals and people leadership.

### SUPPLY CHAIN TRANSPARENCY

We are continuing to take steps to better understand, manage and mitigate the risk of modern slavery in our supply chain. You can read more about the steps we have taken across the Group to manage modern slavery risks on page 33.



## SDG 9

# Industry, innovation and infrastructure

**We are focused on increased fuel efficiency in our company-controlled heavy vehicle fleet and operations generally. We are supporting domestic technology development and innovation in our network where it makes operational sense.**



### MODERN AND FUEL-EFFICIENT FLEETS

Across the Group, efficient fuel use and improved vehicle utilisation continues to be an operational focus. This is apparent in some of the steps taken in the Big Chill business in the year.

Big Chill continued its focus on maintaining a modern, fuel-efficient vehicle fleet. Nine new Euro 6-compliant metro trucks were added to the fleet, improving fleet fuel efficiency. Orders were placed for five new Euro 6-compliant tractor units to replace older Euro 5 models. The Euro 6 standard offers improved resource-use efficiency compared to the vehicles being replaced, contributing to resource efficiency objectives.

### SUPPORTING DOMESTIC INNOVATION

Big Chill partnered with vehicle lessor TR Group, the Energy Efficiency & Conservation Authority and Transcold to introduce an electric refrigerated trailer into its network. You can read more about the electric trailer on page 24.

### NETWORK OPTIMISATION

Across the Group, we continue to review our network to understand where changes can be introduced to reduce fleet requirements, reduce overall kilometres travelled, optimise loads and streamline operations in congested areas.

A new Big Chill facility in New Plymouth became operational in August 2025 and is expected to deliver network optimisation benefits.

# SDG 13

## Climate action

We acknowledge the growing physical and transition risks posed by climate change to our operations and value chain. We are focused on understanding our impact, how climate change may impact our operations and transition planning.

### FIRST CLIMATE STATEMENT

In October 2024 we published our first Climate Statement, as required by the Aotearoa New Zealand Climate Standards (NZ CS). The Climate Statement provides information about the risks and opportunities that climate change presents for Freightways, how these risks and opportunities are governed, our risk management processes, how climate change impacts Freightways today and how it may impact Freightways in the future.

### TRANSITION PLANNING AND MEASUREMENT

Freightways has focused on developing the transition plan aspects of its strategy. The transition plan aspects of its strategy replaces the former Environmental Statement and will be reported in Freightways' second Climate Statement.

Freightways has continued to progress the measurement of greenhouse gas emissions across all scopes. These disclosures will be included in its second Climate Statement.

### SECOND CLIMATE STATEMENT

Freightways will report its second Climate Statement in September. Once released it will be available on the Company's website at <https://www.freightways.co.nz/investor-relations/annual-reports/>





# Directors Report

The Directors of Freightways Group Limited (Freightways) resolved to submit the following report with respect to the financial position of the Group as at 30 June 2025 and its financial performance and cash flows for the year ended on that date.

## DIRECTORS

The names and profiles of the Directors of the Company in office at the date of this report are:

**Mark Cairns** | BE(Hons), BBS, MGMT, FEngNZ, CF Inst D

Mark was appointed a Director in April 2021. He was Chief Executive of Port of Tauranga, New Zealand's largest and most successful port, from 2005 until his retirement in June 2021 to pursue a full-time governance career. Mark was previously Chief Executive of Toll Owens Limited and Owens Cargo Company Limited. Mark has extensive experience in logistics, infrastructure, contracting and significant exposure to capital markets. Mark is also a director of Auckland International Airport Limited.

**Grant Devonport** | BBus, GDipBA

Grant was appointed a Director in November 2024. He was appointed a Non-Executive Director of Auckland International Airport in October 2024 after finishing his executive career as Chief Financial Officer of Australian Pacific Airports Corporation (APAC), owner of both Melbourne and Launceston Airports.

Previously Grant worked at Toll Holdings from 2006-2015 where he was CFO of both NZ (2006-2008) and

Group CFO (2011-2015) up to the time of the sale of the business to Japan Post in 2015. Grant's portfolio with Toll included finance, Treasury, investor relations, procurement, property, safety and technology.

**Abby Foote** | LLB (Hons), BCA, CF Inst D, INFNZ (cert)

Abby was appointed a Director in June 2018. She is a professional director with over 15 years governance experience, with qualifications in both law and accounting. Abby has experience in a range of senior management, finance and legal roles, with a focus on corporate finance and commercial transactions. Abby is currently a director of KMD Brands Limited.

**David Gibson** | B.Com, LLB (Hons)

David was appointed to the Board in April 2022. David is a professional director and has a strong background in strategy and finance with over 20 years investment banking experience, including as Co-Head of Investment Banking in New Zealand for Deutsche Bank and Deutsche Craigs. During his finance career David has advised on many of New Zealand's largest capital market transactions. David is also a director of Contact Energy Limited, and Goodman NZ.

**Peter Kean** | PMD Harvard

Peter was appointed a Director in July 2016. He brings to Freightways many years of senior executive experience with the Lion group of companies in both New Zealand and Australia. Peter's last executive roles were as Managing Director of Lion Nathan New Zealand and Managing Director of Lion Dairy

and Drinks, based in Melbourne. Peter retired from Lion in 2014 and has since developed his career in governance. Peter is involved in a number of private companies both in New Zealand and in Australia.

**Fiona Oliver** | LLB, BA, CF Inst D

Fiona was appointed a Director in July 2021. She is a professional director, holding governance roles across a range of business sectors including infrastructure, retirement villages, technology, and financial services. She is a board member of the New Zealand Superannuation Fund, a director of Summerset Group Limited, Gentrack Group Limited, Clarus (previously the First Gas Group), Listed Investment Vehicles Marlin Global, Barramundi and Kingfish and Wynyard Group Limited (in liquidation). Fiona's executive career was in financial services in New Zealand and overseas, managing BT Funds Management, Westpac's investment arm, and AMP's Wealth Management division in New Zealand. In Sydney and London, Fiona managed the Risk and Operations function of AMP's global private capital division. Fiona has also practised as a senior corporate solicitor in New Zealand and overseas, specialising in mergers and acquisitions.

## Independence of the Board

The Board has determined for the purposes of the NZX Listing Rules that, as at 30 June 2025, Mark Cairns, Grant Devonport, Abby Foote, David Gibson, Peter Kean and Fiona Oliver are independent Directors.

The Board assessed each Director's independence with regard to the NZX Listing Rules, the interests and relationships of each Director and by considering each of the factors set out in Table 2.4 of the NZX Corporate Governance Code. The Board is satisfied that none of the factors set out in Table 2.4 apply to any of the Directors.

## Board skills matrix

The Board focuses on governance, strategy and the oversight of the performance of the different Freightways businesses and brands. The Directors bring both proven experience in governance and a strong background in business to their decision making. Together, they provide the wide-ranging skills needed to ensure the Board has the expertise to set and approve strategic direction, make senior management appointments, monitor performance, manage risk and oversee our many stakeholder relationships. The Board Skills Matrix below sets out the skills of the Directors against the range of expertise Freightways requires to succeed.

Skills & Experience: Area	Skills & Experience: Description			
<b>Governance</b>	Understanding of legal and regulatory frameworks underpinning corporate governance principles	5		1
<b>New Zealand &amp; Australian Listed Markets</b>	Experience as a Non-Executive Director of a listed entity (NZ or Australian)	5		1
<b>Audit and Risk</b>	Experience in identifying, assessing and monitoring systemic, existing and emerging financial and non-financial risks	3	3	
<b>Business Operations at Scale</b>	Experience operating a large and/or complex company or group of companies in multiple countries over a period of time	4		2
<b>International Transport, Logistics, &amp; Sector Aligned Expertise</b>	Experience and expertise in the international transport, logistics, freight or associated sectors	2	1	3
<b>Marketing, Brand, &amp; Sales</b>	Experience in brand development, customer relationships and supply chain	2	2	2
<b>IT Platforms and Digital Innovation</b>	Experience in technology and innovation and the impact on business operations and customer experience	4		2
<b>Australian Market</b>	Experience and understanding of the Australian market, including the macro-political and economic environments	1	3	2
<b>Health &amp; Safety</b>	Experience with the development and oversight of frameworks focused on the identification, assessment and assurance of operational workplace, health and safety risks	5		1
<b>Sustainability and Climate Change</b>	Understanding and experience in managing the impact of the Group on the environment and community, as well as the impact of climate change on Group operations	1	4	1
<b>Entrepreneurial</b>	Experience in starting, managing and scaling new businesses and innovations	3	1	2

■ H = High competency, knowledge and experience ■ P = Practised/direct experience ■ A = Awareness

# Principal activities

The principal activities of the Group during the year ended 30 June 2025 were the operation of express package & business mail services and information management services.

# Directors holding office during the year were:

	2025 \$000	2024 \$000
<b>Consolidated result for the year</b>		
<b>Operating revenue</b>	1,289,559	1,209,151
<b>Operating profit before interest and income tax</b>	<b>146,089</b>	<b>136,358</b>
Net interest and finance costs	(34,056)	(35,062)
<b>Profit before income tax</b>	<b>112,033</b>	<b>101,296</b>
Income tax	(31,925)	(30,370)
<b>Profit for the year</b>	<b>80,108</b>	<b>70,926</b>

## PARENT:

Mark Cairns (Chairman)  
Grant Devonport (appointed 25 November 2024)  
Abby Foote  
David Gibson  
Peter Kean  
Fiona Oliver  
Mark Rushworth (retired 23 October 2024)

## SUBSIDIARIES:

Mark Troughear  
Stephan Deschamps  
Stephen Micallef (Australian subsidiaries only)



## Approved remuneration of Directors

(effective 1 November 2023):

Director remuneration is paid from the total director fee pool that was last approved by shareholders at the Annual Shareholders Meeting on 26 October 2023.

		Group Fees (per annum)	
	Position	2025 \$	2024 \$
Board of Directors	Chair	185,000	185,000
Board of Directors	Member	100,000	100,000
Audit & Risk Committee	Chair	23,000	23,000
Audit & Risk Committee	Member	14,000	14,000
People & Safety Committee	Chair	19,000	19,000
People & Safety Committee	Member	10,000	10,000
Committee work pool (if required)		42,145	42,145
<b>Total annual fee pool limit</b>		<b>965,000</b>	<b>965,000</b>

## Remuneration received by Directors

Directors of the Company's subsidiaries do not receive any remuneration or other benefits in their capacity as a director of those companies, except indemnity and insurance referred to in the Directors' and Officers' Liability Insurance section on page 51.

	2025 \$	2024 \$
<b>Directors of Freightways (Parent company)</b>		
Mark Cairns	209,000	199,333
Grant Devonport (appointed 25 November 2024)	81,510	-
Abby Foote	123,000	122,000
David Gibson	114,000	109,333
Peter Kean	119,000	117,667
Fiona Oliver	110,000	106,667
Mark Rushworth (retired 23 October 2024)	36,667	106,667
<b>Total non-executive Directors</b>	<b>793,177</b>	<b>761,667</b>

## Chief Executive's remuneration

Financial Year	Fixed Remuneration		Short Term Incentive (STI)		Long Term Incentive (LTI)				Total
	Base Salary	Other Benefits (including statutory benefits)	Earned	Amount Earned as a % of maximum Award	Total cash – based remuneration Earned	Number of Shares Vested	% of Maximum Awarded for the relevant performance period	Market Price at Vesting Date	(Fixed remuneration + STI + LTI Vested)
	\$000	\$000	\$000	%	\$000		%	\$ per share	\$000
2025	1,012	98	460	83	78	8,418	38	9.25	1,648
2024	977	110	403	77	267	32,554	91	8.20	1,757

## Chief Executive's remuneration maximum total potential (award)

	FY25		FY24		FY23		FY22	
Fixed annual remuneration (FAR) (\$000)	\$1,048		\$1,013		\$945		\$900	
STI (\$000 and % of FAR)	\$577	55%	\$557	55%	\$520	55%	\$495	55%
LTI (\$000 and % of FAR)	\$524	50%	\$507	50%	\$473	50%	\$450	50%

## Chief Executive's remuneration total achieved (vested)

	FY25		FY24		FY23		FY22	
Fixed annual remuneration (FAR) (\$000)	\$1,048		\$1,013		\$945		\$900	
STI (\$000 and % of FAR)	\$472	45%	\$460	45%	\$403	43%	\$396	44%
LTI (\$000 and % of FAR)	*	*	\$78	8%	\$267	28%	\$298	33%

\* To be determined after vesting date.

The remuneration of the CEO in the remuneration tables above includes the STI and LTI incentive payments made during the year ended 30 June 2025 in respect of the 2024 financial year performance. No amount is included above in respect of incentive payments for the 2025 financial year, as these were paid in August 2025.



Five-year summary – Chief Executive’s remuneration

Financial year	CEO	Total remuneration \$000	Percentage STI against maximum %	Percentage vested LTI against maximum %	Span of LTI performance period %
2025	Mark Troghear	1,648	83	38	FY22-FY24
2024	Mark Troghear	1,757	77	91	FY21-FY23
2023	Mark Troghear	1,793	90	84	FY20-FY22
2022	Mark Troghear	1,668	100	100	N/A
2021	Mark Troghear	970	88	-	N/A



## Breakdown of Chief Executive's pay for performance (related to FY25 objectives)

	Description	Performance measures	Achieved (%)
STI	55% of base salary. Based on a combination of financial and non-financial performance measures.	70% weighting on achievement of Board approved earnings before interest, tax and amortisation (EBITA).	100%
		30% weighting on individual performance comprising strategy development & delivery, health & safety and carbon emissions reduction strategy.	33%
LTI	Conditional awards of shares under long-term incentive scheme with a vesting period of 3 years ending 30 June 2025.	Relative TSR (rTSR) – Based on Freightways' TSR compared to that of the constituents of the NZX50 Index over the vesting period. 50% of the rTSR Share Rights eligible for vesting will vest if Freightways outperforms the NZX50 Index median, pro-rated up to 100% for achieving the 75th quartile of the Index constituents.	94% achieved and will be exercised in the first half of FY26
		Absolute TSR (aTSR) – Up to 50% of Share Rights will vest based on net operating profit after tax (NOPAT) exceeding a cost of capital hurdle over the vesting period.	33% achieved and will be exercised in the first half of FY26

## Chief Executive's STI Structure

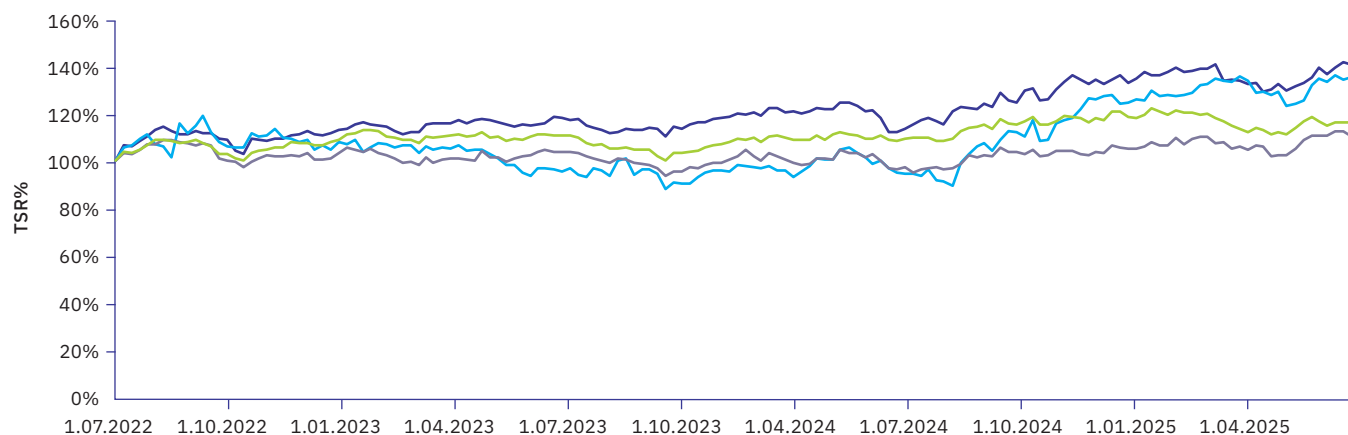
Objective	Maximum % potential	% of objective achieved
EBITA	70%	100%
Health and Safety (TRIFR)	5%	0%
Health and Safety (audit)	5%	100%
Strategic objective	15%	0%
Climate	5%	100%
<b>Total</b>	<b>100%</b>	<b>82%</b>

## Chief Executive's LTI summary

			Awarded during the reporting period			Shares Vested during the reporting period			Shares issued/transferred during the reporting period			
Share Rights Award Date	Vesting Date	Balance of share rights at 30 June 2024	Share rights awarded	Market Price at Award (\$)	Share rights lapsed during the reporting period	Shares Vested	Market Price at Vesting Date	Vesting Date	Shares issued / transferred	Market price at issue / transfer date	Issue / transfer date	Balance of share rights at 30 June 2025
22 October 2024	August 2027	-	54,398	9.75	-	-	To be determined on transfer date	August 2027	-	To be determined on transfer date	N/A	54,398
25 October 2023	August 2026	59,259	-	8.05	-	-	To be determined on transfer date	August 2026	-	To be determined on transfer date	N/A	59,259
24 November 2022	August 2025	46,462	-	9.99	-	-	To be determined on transfer date	August 2025	-	To be determined on transfer date	N/A	46,462
28 October 2021	August 2024	22,448	-	12.71	14,030	8,418	9.25	August 2024	8,418	9.25	21 August 2024	-

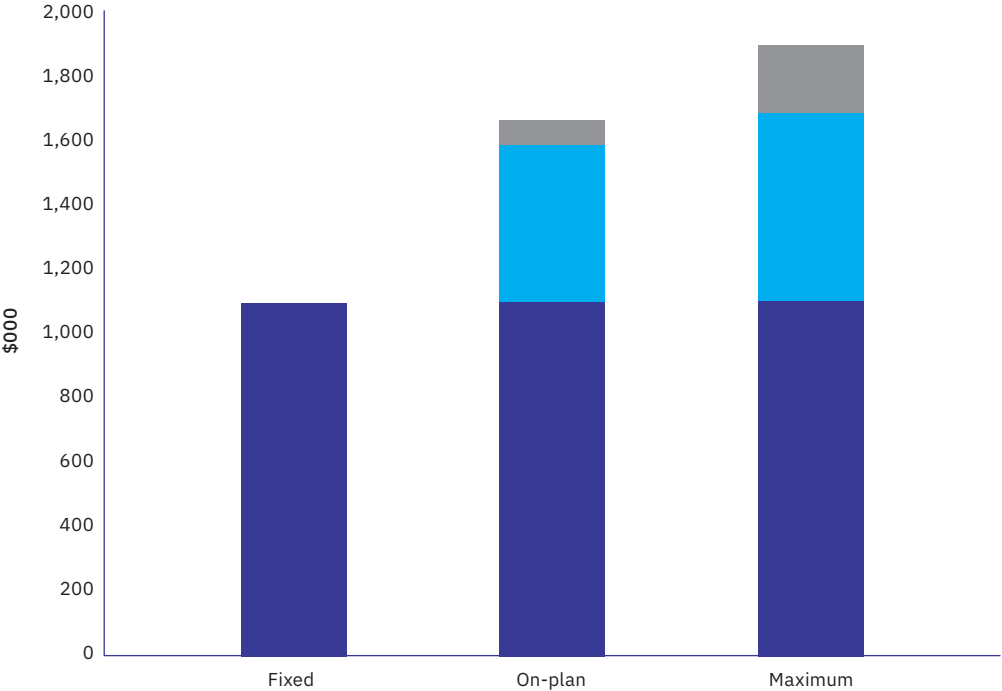
## Three-year summary – TSR performance

— 75th Percentile  
 — Freightways Group Limited  
 — 50th Percentile  
 — S&P NZX 50 Index



# Chief Executive's remuneration performance pay for FY25

- Base Salary & Benefits
- Annual variable
- LTI vested during the year



# Remuneration of other officers

Fixed remuneration of other officers, not being Directors of the Company, representing a range from 78.5% to 80.5% of their total remuneration, is benchmarked to market and consists of base salary and matched KiwiSaver contributions up to a maximum of 3%. The officers participate in an at-risk short-term incentive (STI) scheme, representing a range from 19.5% to 21.5% of their total remuneration, that reflects the achievement of predetermined company profit levels and individual performance objectives aligned to business strategy and goals. In addition, the officers receive a range from 1% to 2% of earnings before interest, tax and amortisation (EBITA) over a Board approved EBITA target. The officers also participate in the Freightways Senior Executive Performance Share Plan (the 'Plan') described in Note 22 of the Financial Statements by way of an annual allocation of Performance Share Rights (PSRs). The PSRs have a 3-year vesting period and are subject to the achievement of financial hurdles, as described in Note 22. Both the STI scheme and Senior Executive Performance Share Plan are variable, performance-based incentives and are only awarded if specific financial and non-financial performance hurdles are met, and at the discretion of the Board.

# Remuneration framework

The remuneration framework of the Company is detailed in the Company's Remuneration Policy (which can be found at <https://www.freightways.co.nz/about/corporate-governance/>) and is overseen by the People & Safety Committee. Further information on the Remuneration Policy and the People & Safety Committee is set out within the Corporate Governance Statement on page 117.



## Remuneration of employees

The following table notes the number of employees or former employees, not being Directors of the Company, within the Group who, during the reporting period, received remuneration and any other benefits in their capacity as employees, the value of which was or exceeded \$100,000 per annum, in brackets of \$10,000:

	Group			Group	
	2025	2024		2025	2024
\$100,000 – \$109,999	211	168	\$330,000 – \$339,999	4	3
\$110,000 – \$119,999	105	112	\$340,000 – \$349,999	-	4
\$120,000 – \$129,999	95	98	\$350,000 – \$359,999	1	-
\$130,000 – \$139,999	71	67	\$360,000 – \$369,999	1	2
\$140,000 – \$149,999	59	22	\$370,000 – \$379,999	-	2
\$150,000 – \$159,999	32	27	\$380,000 – \$389,999	1	2
\$160,000 – \$169,999	30	31	\$390,000 – \$399,999	2	1
\$170,000 – \$179,999	27	23	\$400,000 – \$409,999	-	2
\$180,000 – \$189,999	20	15	\$410,000 – \$419,999	-	1
\$190,000 – \$199,999	16	19	\$430,000 – \$439,999	2	-
\$200,000 – \$209,999	14	16	\$440,000 – \$449,999	1	-
\$210,000 – \$219,999	16	17	\$450,000 – \$459,999	-	1
\$220,000 – \$229,999	12	11	\$470,000 – \$479,999	-	1
\$230,000 – \$239,999	9	4	\$510,000 – \$519,999	1	-
\$240,000 – \$249,999	5	7	\$560,000 – \$569,999	-	1
\$250,000 – \$259,999	7	7	\$580,000 – \$589,999	1	-
\$260,000 – \$269,999	9	5	\$600,000 – \$609,999	-	1
\$270,000 – \$279,999	2	5	\$610,000 – \$619,999	2	-
\$280,000 – \$289,999	5	2	\$640,000 – \$649,999	-	1
\$290,000 – \$299,999	1	2	\$790,000 – \$799,999	1	-
\$300,000 – \$309,999	4	4	\$840,000 – \$849,999	-	1
\$310,000 – \$319,999	7	1	\$1,600,000 – \$1,699,999	1	-
\$320,000 – \$329,999	4	2	\$1,750,000 – \$1,759,999	-	1
			<b>Total Employees</b>	<b>779</b>	<b>689</b>

## Entries in the Register of Directors' interests

The Register of Directors' Interests records that the following Directors of Freightways Group Limited have an equity interest in the Company.

### FREIGHTWAYS GROUP LIMITED SHARES

At 30 June 2025 Directors of Freightways Group Limited held the following number of equity securities in the Company:

Director	Fully-paid ordinary shares
Mark Cairns	50,000
Grant Devonport	12,000
Abby Foote	14,665
David Gibson	20,812
Peter Kean	51,500
Fiona Oliver	4,359

The following table shows transactions recorded in respect of securities acquired or disposed of by Directors of Freightways Group Limited during the year ended 30 June 2025:

	Number Acquired / (Disposed)	Consideration per share
<b>Grant Devonport</b>		
Initial disclosure of ordinary shares on 28 November 2024	5,000	n/a
On-market purchase of ordinary shares on 25 February 2025	4,000	\$10.6822
On-market purchase of ordinary shares on 7 May 2025	3,000	\$10.15
<b>Fiona Oliver</b>		
On-market purchase of ordinary shares on 10 September 2024	1,000	\$9.42
On-market purchase of ordinary shares on 10 September 2024	500	\$9.44

Directors are not required to hold any equity securities in the Company although it is encouraged.

# Other interests

Listed below are details of the entries made in the Interests Register of the Company during the year, together with the existing entries as at 30 June 2025.

Name	Name of company/entity	Nature of interest
Abby Foote	KMD Brands Limited	Director
David Gibson	Goodman Property Services group companies (including GMT Bond Issuer Limited)	Director
	NZME Limited	Director**
	Rangatira Limited	Director**
	Contact Energy Limited	Director*
Fiona Oliver	Barramundi Limited	Director
	Gentrack Group Limited	Director
	Clarus (previously First Gas group companies)	Director
	Kingfish Limited	Director
	Marlin Global Limited	Director
	Guardians of New Zealand Superannuation	Board member
	Summerset Group Holdings Limited	Director
Grant Devonport	Auckland International Airport	Director
Mark Cairns	Auckland International Airport	Director
	Ministerial Advisory Group on the Kiwirail Interisland Ferry service	Independent expert advisor**
Mark Rushworth [to 23 October 2024]	UP Education	Group Chief Executive
Peter Kean	Trojan Holdings Limited	Director

\*Entry added by notice given by the Director during the year.  
\*\*Entry removed by notice given by the Director during the year.

# Directors' and Officers' liability insurance

Deeds of indemnity have been granted by the Company in favour of the Directors of the Company and its subsidiaries, to the fullest extent permitted by the Companies Act 1993. In accordance with the deeds of indemnity, the Company has insured all its Directors and the Directors of its subsidiaries against liabilities to other parties (except the Company or a related party of the Company) that may arise from their positions as Directors. Freightways' liability insurance also covers Officers of the Group. The insurance does not cover liabilities arising from criminal actions.

For and on behalf of the Board this 18th day of August 2025.

**Mark Cairns**  
CHAIRMAN

**Abigail Foote**  
DIRECTOR





## FINANCIAL REPORT

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- 64 Statement of Cash Flows
- 65 Notes to the Financial Statements





## Independent auditor's report

To the shareholders of Freightways Group Limited

### Our opinion

In our opinion, the accompanying consolidated financial statements (the financial statements) of Freightways Group Limited (the Company), including its subsidiaries (the Group), present fairly, in all material respects, the financial position of the Group as at 30 June 2025, its financial performance, and its cash flows for the year then ended in accordance with New Zealand Equivalents to International Financial Reporting Standards (NZ IFRS) and International Financial Reporting Standards Accounting Standards (IFRS Accounting Standards).

### What we have audited

The Group's financial statements comprise:

- the balance sheet as at 30 June 2025;
- the income statement for the year then ended;
- the statement of comprehensive income for the year then ended;
- the statement of changes in equity for the year then ended;
- the statement of cash flows for the year then ended; and
- the notes to the financial statements, comprising material accounting policy information and other explanatory information.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)) and International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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## Independence

We are independent of the Group in accordance with Professional and Ethical Standard 1 *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* (PES 1) issued by the New Zealand Auditing and Assurance Standards Board and the *International Code of Ethics for Professional Accountants (including International Independence Standards)* issued by the International Ethics Standards Board for Accountants (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

In our capacity as auditor and assurance practitioner, our firm also provides review and other assurance services. Subsequent to reporting date, our firm has also been engaged to carry out an assignment in the area of executive long term incentives market practice benchmarking. In addition, certain partners and employees of our firm may deal with the Group on normal terms within the ordinary course of trading activities of the business. The firm has no other relationship with, or interests in, the Group.

## Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current year. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Description of the key audit matter	How our audit addressed the key audit matter
<p><b>Revenue recognition</b></p> <p>The Group's operating revenue of \$1,290 million for the current year primarily consisted of express package, refrigerated transport and storage, postal, storage and handling, destruction activities and digital services, as disclosed in Note 3 of the financial statements.</p> <p>Revenue recognition under NZ IFRS 15 <i>Revenue from Contracts with Customers</i> (NZ IFRS 15) is a key audit matter due to the number of revenue streams and the information systems used to record revenue.</p>	<p>We obtained an understanding and evaluated the Group's processes and controls relating to revenue recognition for each material revenue stream.</p> <p>Our audit procedures in relation to revenue recognition for each material revenue stream included:</p> <ul style="list-style-type: none"> <li>challenging the material judgements made by management in applying the standard, including assessing a sample of individual contracts against the requirements of NZ IFRS 15, particularly the determination of performance obligations;</li> <li>performing tests of certain controls to ensure the controls in place are effective to prevent and detect material misstatement at a transactional level;</li> <li>performing substantive analytical procedures to ensure the accuracy of revenue for specific revenue streams, including considering the reliability of the data used in the analytics;</li> <li>testing a sample of revenue transactions to assess the completion of performance obligations;</li> <li>testing a sample of revenue transactions to assess the accuracy of pricing to supporting documentation;</li> <li>for a sample of transactions within accounts receivable during the year we obtained either confirmation of the amount owing from the customer, or evidence of the amount owing from alternative procedures including testing of subsequent receipts or shipping documentation; and</li> <li>assessing the disclosures made against the requirements of the accounting standards.</li> </ul>



### Description of the key audit matter

#### Impairment assessment of goodwill and indefinite lived brand names

As disclosed in Note 14, the Group has goodwill and brand names with carrying values of \$408.1 million and \$156.6 million respectively (30 June 2024: \$411.1 million and \$157.4 million).

Goodwill and brand names are allocated to cash-generating units (CGUs) for the purpose of impairment testing.

Management performed an annual impairment assessment using value in use (VIU) models to determine whether the carrying value of assets held by each CGU is recoverable.

The carrying value of goodwill and indefinite lived brand names is an area of focus for the audit and a key audit matter as it is a significant amount on the balance sheet and involves estimation and judgement about future business performance, which includes certain key assumptions such as revenue growth, earnings before Interest, tax, depreciation and amortisation (EBITDA) margin, terminal growth rate and the pre-tax discount rate.

For each CGU, the recoverable amount based on the value in use calculation was higher than the carrying value of the CGU and as a result, no impairment charge was recognised.

### How our audit addressed the key audit matter

Based on the level of headroom and the sensitivity to impairment of each CGU, our audit procedures relating to the estimates and judgments in the VIU models included the following:

- gaining an understanding of the business process and controls applied by management in preparing the impairment assessments;
- considering the appropriateness of the determination of CGUs and recalculating the carrying amounts of net assets;
- evaluating whether corporate costs have been appropriately considered;
- testing the mathematical accuracy of the models used to determine the VIU;
- reviewing historical years actual revenue and EBITDA against the original budgeted performance to determine the reliability of the budgeting process and considering the impact on forecast performance;
- obtaining an understanding of the current and forecast outlook for the business and management's basis for determining the key assumptions in preparing the forecast cash flows. This included management's assessment of the likely impact of climate change;
- agreeing forecast future performance included in the impairment assessments to the budgets approved by the Board of Directors, based on the three-year forecasts with a growth rate applied for the future periods;
- with the assistance of our auditor's valuation expert, assessing the appropriateness of the terminal growth and discount rates and assessing these against industry trends and external market forecasts; and
- performing a sensitivity analysis over key assumptions to determine whether reasonably possible changes would result in impairment of goodwill.

We also reviewed the financial statements for appropriate identification and disclosure of key assumptions, including the impact of reasonably possible changes which would result in an impairment.

## Our audit approach

### Overview



Overall group materiality: \$5.6 million, which represents approximately 5% of profit before tax.

We chose profit before tax as the benchmark because, in our view, it is the benchmark against which the performance of the Group is most commonly measured by users and is a generally accepted benchmark.

The scope of our audit and the nature, timing and extent of audit procedures performed were determined by our risk assessment, the financial significance of components and other qualitative factors (including history of misstatement through fraud or error).

We performed audit procedures over components considered financially significant in the context of the Group (full scope audit) or in the context of individual primary statement account balances (audit of specific account balances). We performed other procedures including analytical review procedures to address the risk of material misstatement in the residual components.

As reported above, we have two key audit matters, being:

- Revenue recognition
- Impairment assessment of goodwill and indefinite lived brand names

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements. In particular, we considered where management made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters, consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

### Materiality

The scope of our audit was influenced by our application of materiality. An audit is designed to obtain reasonable assurance about whether the financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall Group materiality for the financial statements as a whole as set out above. These, together with qualitative considerations, helped us to determine the scope of our audit, the nature, timing and extent of our audit procedures, and to evaluate the effect of misstatements, both individually and in the aggregate, on the financial statements as a whole.

### How we tailored our group audit scope

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industries in which the Group operates.

## Other information

The Directors are responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the financial statements and our auditor's report thereon. Other than the Climate Statement which we will receive at a later date, we have received all the other information expected to be included in the Annual Report.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the other information not yet received, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the Directors and use our professional judgement to determine the appropriate action to take.

## Responsibilities of the Directors for the financial statements

The Directors are responsible, on behalf of the Company, for the preparation and fair presentation of the financial statements in accordance with NZ IFRS and IFRS Accounting Standards, and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (NZ) and ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located at the External Reporting Board's website at:

<https://www.xrb.govt.nz/standards/assurance-standards/auditors-responsibilities/audit-report-1-1/>

This description forms part of our auditor's report.



## Who we report to

This report is made solely to the Company's shareholders, as a body. Our audit work has been undertaken so that we might state those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's shareholders, as a body, for our audit work, for this report, or for the opinions we have formed.

The engagement partner on the audit resulting in this independent auditor's report is Richard Day.

For and on behalf of



PricewaterhouseCoopers  
18 August 2025

Auckland

# Income Statement

FOR THE YEAR ENDED 30 JUNE 2025

	Note	Group	
		2025 \$000	2024 \$000 (restated)*
<b>Operating revenue</b>	2 & 3	<b>1,289,559</b>	<b>1,209,151</b>
Transport and logistics expenses		(536,741)	(514,640)
Employee benefits expenses		(373,374)	(350,517)
Occupancy expenses		(12,564)	(9,489)
General and administration expenses		(120,046)	(105,398)
Depreciation and software amortisation	4	(90,189)	(80,121)
Amortisation of intangibles	4	(12,306)	(12,628)
Change in fair value of contingent consideration	30	1,750	-
<b>Operating profit before interest and income tax</b>		<b>146,089</b>	<b>136,358</b>
Net interest and finance costs	4	(34,056)	(35,062)
<b>Profit before income tax</b>		<b>112,033</b>	<b>101,296</b>
Total income tax	5	(31,925)	(30,370)
<b>Profit for the year</b>		<b>80,108</b>	<b>70,926</b>
Profit for the year is attributable to:			
Owners of the parent		79,919	70,759
Non-controlling interests		189	167
		<b>80,108</b>	<b>70,926</b>
<b>Earnings per share</b>	25		
Basic earnings per share (cents)		44.7	39.8
Diluted earnings per share (cents)		44.6	39.7

Note: All revenue and earnings are from continuing operations.

\*Refer to Note 1 for further details on the restated balances, which relates to the reclassification of certain expense items.

The above Income Statement should be read in conjunction with the accompanying notes.

# Statement of Comprehensive Income

FOR THE YEAR ENDED 30 JUNE 2025

The Board of Directors of Freightways Group Limited authorised these financial statements for issue on the date below.

For and on behalf of the Board this 18th day of August 2025.

**Mark Cairns**  
CHAIR

**Abigail Foote**  
DIRECTOR

	Note	Group	
		2025 \$000	2024 \$000
<b>Profit for the year</b>		<b>80,108</b>	<b>70,926</b>
<b>Other comprehensive income</b>			
Items that may be reclassified subsequently to profit or loss:			
Exchange differences on translation of foreign operations	21	(4,379)	1,862
Cash flow hedges taken directly to equity, net of tax	21	(1,978)	(1,380)
<b>Total other comprehensive income after income tax</b>		<b>(6,357)</b>	<b>482</b>
<b>Total comprehensive income for the year</b>		<b>73,751</b>	<b>71,408</b>
Total comprehensive income for the year is attributable to:			
Owners of the parent		73,562	71,241
Non-controlling interests		189	167
		<b>73,751</b>	<b>71,408</b>

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

# Statement of Changes in Equity

FOR THE YEAR ENDED 30 JUNE 2025

Group	Note	Contributed equity \$000	Retained earnings \$000	Cash flow hedge reserve \$000	Foreign currency translation reserve \$000	Non- controlling interests \$000	Total equity \$000
<b>Balance at 1 July 2023</b>		<b>298,075</b>	<b>185,618</b>	<b>2,404</b>	<b>(9,883)</b>	<b>388</b>	<b>476,602</b>
Profit for the year		-	70,759	-	-	167	70,926
Exchange differences on translation of foreign operations		-	-	-	1,862	-	1,862
Cash flow hedges taken directly to equity, net of tax		-	-	(1,380)	-	-	(1,380)
<b>Total Comprehensive Income</b>		<b>-</b>	<b>70,759</b>	<b>(1,380)</b>	<b>1,862</b>	<b>167</b>	<b>71,408</b>
Dividend payments	6	-	(65,901)	-	-	(151)	(66,052)
Shares issued	21	10,311	-	-	-	-	10,311
<b>Balance at 30 June 2024</b>		<b>308,386</b>	<b>190,476</b>	<b>1,024</b>	<b>(8,021)</b>	<b>404</b>	<b>492,269</b>
Profit for the year		-	79,919	-	-	189	80,108
Exchange differences on translation of foreign operations		-	-	-	(4,379)	-	(4,379)
Cash flow hedges taken directly to equity, net of tax		-	-	(1,978)	-	-	(1,978)
<b>Total Comprehensive Income</b>		<b>-</b>	<b>79,919</b>	<b>(1,978)</b>	<b>(4,379)</b>	<b>189</b>	<b>73,751</b>
Dividend payments	6	-	(67,932)	-	-	(166)	(68,098)
Shares issued	21	2,045	-	-	-	-	2,045
<b>Balance at 30 June 2025</b>		<b>310,431</b>	<b>202,463</b>	<b>(954)</b>	<b>(12,400)</b>	<b>427</b>	<b>499,967</b>

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.



# Balance Sheet

AS AT 30 JUNE 2025

		Group	
		2025 \$000	2024 \$000 (restated)*
Note			
Current assets			
Cash and cash equivalents	7	43,261	35,653
Trade and other receivables	8	166,320	160,610
Inventories	9	12,358	9,447
Contract assets		3,057	1,473
Derivative financial instruments	10	-	491
Total current assets		224,996	207,674
Non-current assets			
Other non-current assets	8	4,212	6,194
Loans to related parties		180	180
Property, plant and equipment	12	160,722	160,677
Right-of-use assets	13	325,199	336,083
Intangible assets	14	651,466	668,941
Investments in associates and joint venture	15	14,024	13,335
Derivative financial instruments	10	-	938
Total non-current assets		1,155,803	1,186,348
Total assets		1,380,799	1,394,022
Current liabilities			
Trade and other payables	17	144,840	145,981
Borrowings	20	21,538	-
Lease liabilities	13	57,758	51,400
Income tax payable		22,412	17,297
Provisions	18	3,506	3,145
Contract liabilities	19	20,500	21,080
Derivative financial instruments	10	71	-
Total current liabilities		270,625	238,903

\*Refer to Note 1 for further details on the restated balances, which relates to the reclassification of contract liabilities.

# Balance Sheet continued

AS AT 30 JUNE 2025

		Group	
		2025 \$000	2024 \$000 (restated)*
Note			
Non-current liabilities			
Other payables	17	-	1,920
Borrowings	20	236,943	265,674
Deferred tax liability	16	43,586	52,192
Provisions	18	12,476	11,397
Lease liabilities	13	315,931	331,667
Derivative financial instruments	10	1,271	-
Total non-current liabilities		610,207	662,850
Total liabilities		880,832	901,753
NET ASSETS		499,967	492,269
Equity			
Contributed equity	21	310,431	308,386
Retained earnings		202,463	190,476
Cash flow hedge reserve	10	(954)	1,024
Foreign currency translation reserve		(12,400)	(8,021)
	21	499,540	491,865
Non-controlling interests		427	404
TOTAL EQUITY		499,967	492,269

The above Balance Sheet should be read in conjunction with the accompanying notes.

\*Refer to Note 1 for further details on the restated balances, which relates to the reclassification of contract liabilities.

# Statement of Cash Flows

FOR THE YEAR ENDED 30 JUNE 2025

	Note	Group	
		2025 \$000	2024 \$000
		Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>			
Receipts from customers		1,284,359	1,201,479
Payments to suppliers and employees		(1,041,248)	(976,160)
<b>Cash generated from operations</b>		<b>243,111</b>	<b>225,319</b>
Interest received		1,066	879
Interest and other costs of finance paid		(35,769)	(35,941)
Income taxes paid		(34,761)	(33,594)
<b>Net cash inflows from operating activities</b>	23	<b>173,647</b>	<b>156,663</b>
<b>Cash flows from investing activities</b>			
Payments for property, plant and equipment		(25,907)	(28,919)
Payments for software and other intangibles		(3,637)	(2,518)
Proceeds from disposal of property, plant and equipment		571	589
Payments for businesses acquired (net of cash acquired)	30	(4,813)	(858)
Receipts from joint ventures and associates		1,600	1,150
<b>Net cash outflows from investing activities</b>		<b>(32,186)</b>	<b>(30,556)</b>
<b>Cash flows from financing activities</b>			
Dividends paid		(68,098)	(57,181)
Net decrease in bank borrowings		(5,092)	(26,993)
Proceeds from issue of ordinary shares		400	601
Principal elements of lease payments		(57,698)	(50,204)
<b>Net cash outflows from financing activities</b>		<b>(130,488)</b>	<b>(133,777)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>		<b>10,973</b>	<b>(7,670)</b>
Cash and cash equivalents at beginning of year		35,653	44,485
Exchange rate adjustments		(3,365)	(1,162)
<b>Cash and cash equivalents at end of year</b>	7	<b>43,261</b>	<b>35,653</b>

# Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2025

## Note 1. Material Accounting Policy Information

### (A) REPORTING ENTITY AND STATUTORY BASE

Freightways Group Limited is a company registered under the Companies Act 1993 and is an FMC reporting entity under Part 7 of the Financial Markets Conduct Act 2013. The financial statements of the Group have been prepared in accordance with the requirements of Part 7 of the Financial Markets Conduct Act 2013 and the NZX Main Board Listing Rules. In accordance with the Financial Markets Conduct Act 2013, Group financial statements are prepared and presented for Freightways Group Limited and its subsidiaries. Accordingly, separate financial statements for Freightways Group Limited are not required to be prepared and presented.

The financial statements are stated in New Zealand dollars rounded to the nearest thousand, unless otherwise indicated.

### Basis of preparation

The financial statements of the Group have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand (NZ GAAP).

The Group is a for-profit entity for the purposes of complying with NZ GAAP. The financial statements comply with New Zealand equivalents to International Financial Reporting Standards (NZ IFRS), other New

Zealand accounting standards and authoritative notices that are applicable to entities that apply NZ IFRS. The financial statements comply with International Financial Reporting Standards Accounting Standards.

The financial statements have been prepared on a historical cost basis, except for derivative financial instruments and acquisition earn-out payables, which have been measured at fair value.

### Going concern assumption

The Group has negative working capital of \$45.6 million. This is due partly to contract liabilities for deferred revenue (prepaid ticket liability) of \$12 million and borrowings repayable within 12-months of \$21.5 million which are classified as a current liability (2024: negative working capital of \$31.2 million due to contract liabilities). The Group has undrawn bank loan facilities as at 30 June 2025 totalling NZD130.9 million to meet obligations and continue for the foreseeable future, being at least 12 months from the date of approval of the financial statements. Accordingly, there are no material uncertainties related to events or conditions that may cast significant doubt upon the Group's ability to continue as a going concern for the purpose of these financial statements.

### Reclassification of comparatives

The Group previously presented certain employee benefits expenses as transport & logistics expenses in the Income Statement. The Group now considers it is more appropriate to include the expenses in

employee benefits expenses. The comparatives for the year ended 30 June 2024 have been restated by reclassifying \$11.8 million from transport & logistics expenses to employee benefits expenses.

The Group previously presented certain transport & logistics expenses and occupancy expenses as general & administrative expenses in the Income Statement. The Group now considers it is more appropriate to include the expenses in transport & logistics expenses and occupancy expenses. The comparatives for the year ended 30 June 2024 have been restated by reclassifying \$5.9 million from general & administrative expenses to transport & logistics expenses (\$2.6 million) and occupancy expenses (\$3.3 million).

The Group previously included revenue received in advance in Trade and other payables. It has now been determined that revenue received in advance should be classified as Contract liabilities. The comparative balance sheet as at 30 June 2024 has been restated by moving \$6.6m of revenue received in advance from Trade and other payables to Contract liabilities.

### Critical accounting estimates and judgements

The preparation of financial statements in conformity with NZ IFRS requires the use of certain critical accounting estimates, where necessary, and may require management to exercise judgement in the process of applying the Group's accounting policies. Specific areas of critical accounting estimates and assumptions used are as follows:



**(i) Carrying value of indefinite life intangible assets**

Impairment assessments are performed by management, annually or where there is an indicator of impairment, to assess the carrying value of indefinite life intangible assets, including goodwill and brand names. The recoverable amounts of cash-generating units have been determined based on the greater of value-in-use and fair value less cost of disposal calculations. These calculations require the use of estimates. Refer to Note 14.

**(ii) Customer relationships**

The estimation of the useful lives of customer relationships has been based on historical experience. The useful lives are reviewed at least once per year and adjustments to useful lives are made when considered necessary. Refer Note 14.

**(iii) Acquisition earn-out amounts payable**

The valuation of the Group's acquisition earn-out amounts payable are based on the post-acquisition performance of the acquired businesses. These fair value measurements require, among other things, significant estimation of post-acquisition performance of the acquired business and judgement on time value of money. Acquisition earn-out amounts payable shall be remeasured at their fair value resulting from events or factors that emerge after the acquisition date, with any resulting gain or loss recognised in the income statement. Judgement is applied to determine key assumptions (such as growth in sales and margins) adopted in the estimate of post-acquisition performance of the acquired business. Judgement is also applied to determine the appropriate discount rate applied to calculate the present value of the amount payable. Changes to key assumptions may impact the future payable amount. Refer to Note 30.

**(iv) Purchase price allocation for acquisitions**

During the year, the Group acquired businesses as described in Note 30. All identifiable assets and liabilities, including intangible assets, were measured at fair value at acquisition date. In deriving a fair value for identifiable intangibles, the Group used a variety of valuations methods and key assumptions to reflect what a typical market participant would apply if they were to buy or sell each asset on an individual basis.

**(B) BASIS OF CONSOLIDATION****(i) Subsidiaries**

Subsidiaries are entities that are controlled either directly by the Company or where the substance of the relationship between the Company and the entity indicates the Company controls it. The results of businesses acquired or disposed of during the year are included in the income statement from the date of acquisition or up to the date of disposal.

The financial statements include the Company and its subsidiaries accounted for using the acquisition method. The cost of an acquisition is measured as the fair value of the assets acquired, equity instruments issued and liabilities incurred or assumed at the date of acquisition. Costs directly attributable to the acquisition are expensed to the income statement. Identifiable assets acquired, liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at acquisition date. The Group recognises any non-controlling interest in an acquired entity on an acquisition-by-acquisition basis either at fair value or as the non-controlling interest's proportionate share of the acquired entity's net identifiable assets.

The excess of the consideration transferred over the fair value of the Group's share of the identifiable net assets acquired is recorded as goodwill.

All material transactions between subsidiaries or between the Company and subsidiaries are eliminated on consolidation. Accounting policies of subsidiaries are consistent with those adopted by the Group.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in accordance with NZ IFRS 9 in the income statement. Contingent consideration that is classified as equity is not remeasured, and its subsequent settlement is accounted for within equity.

**(ii) Joint arrangements and joint ventures**

The Group applies NZ IFRS 11 to all joint arrangements. Under NZ IFRS 11 investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations of each investor. The Group has assessed the nature of its joint arrangements and determined them to be joint ventures. Joint ventures are accounted for using the equity method.

Under the equity method of accounting, interests in joint ventures are initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition profits or losses and movements in other comprehensive income. When the Group's share of losses in joint venture equals or exceeds its interests in the joint venture (which

includes any long-term interests that, in substance, form part of the Group's net investment in the joint venture), the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the joint venture.

Unrealised gains on transactions between the Group and its joint ventures are eliminated to the extent of the Group's interest in the joint ventures. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of joint ventures are changed where necessary to ensure consistency with the policies adopted by the Group.

## (C) FOREIGN CURRENCY TRANSLATION

### (i) Functional and presentation currency

Items included in the financial statements of each entity in the Group are measured using the currency that best reflects the primary economic environment in which the entity operates (the "functional currency"). The financial statements are presented in New Zealand Dollars, which is the Company's functional currency and the Group's presentation currency.

### (ii) Transactions and balances

Transactions in foreign currencies are translated into the functional currency using the foreign exchange rate ruling at the date of the transaction. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the income statement, except when deferred in equity as qualifying cash flow hedges.

### (iii) Foreign operations

The results and balance sheets of foreign operations (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- assets and liabilities for the balance sheet presented are translated at the closing rate at the date of the balance sheet;
- income and expenses for the income statement are translated at average exchange rates (unless this is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the dates of the transactions); and
- all resulting exchange differences are recognised as a separate component of equity.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the closing rate.

## (D) IMPAIRMENT OF NON-FINANCIAL ASSETS

Assets that have an indefinite life are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation or depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value, less costs of disposal, and value-in-use. For the purposes of assessing impairment, assets are grouped

at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

## (E) FINANCIAL ASSETS

### (i) Classification

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value either through other comprehensive income or through the income statement; and
- those to be measured at amortised cost.

The classification depends on the Group's business model for managing the financial assets and the contractual terms of the cash flows. For assets measured at fair value, gains and losses will either be recorded in the income statement or other comprehensive income.

### (ii) Recognition and derecognition

Regular purchases and sales of financial assets are recognised on the trade date, i.e. the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the investments have expired or the Group has transferred substantially all the risks and rewards of ownership.

### (iii) Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through the income statement, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through the income statement are expensed in the income statement.

**(F) FAIR VALUE ESTIMATION**

The fair value of financial assets and financial liabilities is estimated for recognition and measurement or for disclosure purposes. The fair value of financial instruments that are not traded in an active market (for example, over the counter derivatives) are determined using accepted treasury valuation techniques, such as estimated discounted cash flows, by an external treasury management system provider. The carrying value of trade receivables (less provision for doubtful receivables) and payables approximate their fair values.

**(G) GOODS AND SERVICES TAX (GST)**

The income statement and statement of cash flows have been prepared so that all components are stated exclusive of GST. All items in the balance sheet are stated net of GST, with the exception of trade receivables and payables, which include GST invoiced.

**(H) CHANGES IN ACCOUNTING POLICIES**

The Group has applied the following standards and amendments for the first time in the preparation of these financial statements.

- FRS 44 amendment – Disclosure of fees for audit firms' services.
- IFRS Interpretations Committee agenda decision July 2024 - Disclosure of Revenues and Expenses for Reportable Segments (IFRS 8).

The amendments listed above did not have any impact on the amounts recognised in the financial statements.

The accounting policies and methods of computation are consistent with those used in the year ended 30 June 2024.

Certain comparative balances have been reclassified as detailed in the "Basis of preparation" section in Note 1(a).

**(i) New accounting standards issued but not yet effective**

Certain new accounting standards, amendments to accounting standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period and have not been early adopted by the Group. Other than NZ IFRS 18, these standards, amendments or interpretations are not expected to have a material impact on the Group.

NZ IFRS 18 *Presentation and Disclosure in Financial Statements* was issued in April 2024 as replacement for NZ IAS 1 *Presentation of Financial Statements* and becomes effective for reporting periods beginning on or after 1 January 2027. NZ IFRS 18 introduces new requirements on presentation within the income statement, including specified totals and subtotals. It also requires disclosure of management-defined performance measures and includes new requirements for the aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements and the notes. The Group will disclose more information in the future when a full assessment of the impact of the standard has been completed.

The Group intends to adopt the new and amended standard and interpretation, if applicable, when they become effective.

**Note 2. Segment Reporting**

A segment is a component of the Group that can be distinguished from other components of the Group by the products or services it sells, the primary market it operates in and the risks and returns applicable to it. Operating segments are reported upon in a manner consistent with the internal reporting used by the Chief Executive Officer, as the chief operating decision

maker (CODM), and the Board for allocating resources, assessing performance and strategic decision making.

The Group is organised into the following reportable operating segments:

**EXPRESS PACKAGE & BUSINESS MAIL**

Comprises network (hub & spoke) courier, express freight, refrigerated transport, point-to-point courier and postal services.

**INFORMATION MANAGEMENT**

Comprises secure paper-based and electronic business information management services. This segment also comprises secure handling, treatment and disposal of clinical waste, waste renewal and related services.

**CORPORATE AND OTHER**

Comprises corporate, financing and property management services.

The Group has no individual customer that represents more than 10% of external sales revenue.

Information regarding the operations of each reportable operating segment is included below. Segment profit represents the profit earned by each segment and is extracted from the income statements of business units within the Group. Operating profit (loss) before interest, income tax, depreciation and software amortisation and amortisation of intangibles, Operating profit (loss) before interest, income tax and amortisation of intangibles and Profit (loss) before interest and income tax are non-GAAP measures and used by the CODM and the Board to assess the performance of the operating segments. These measures should not be viewed in isolation, nor considered as substitutes for measures reported in accordance with NZ IFRS. These non-GAAP financial measures may not be comparable to similarly titled amounts reported by other companies.

## AS AT AND FOR THE YEAR ENDED 30 JUNE 2025

	Express Package & Business Mail \$000	Information Management \$000	Corporate \$000	Inter- Segment Elimination \$000	Consolidated Operations \$000
<b>Income statement</b>					
Sales to external customers	1,056,458	233,101	-	-	1,289,559
Inter-segment sales	4,550	502	5,141	(10,193)	-
<b>Total revenue</b>	<b>1,061,008</b>	<b>233,603</b>	<b>5,141</b>	<b>(10,193)</b>	<b>1,289,559</b>
Operating profit (loss) before interest, income tax, depreciation and software amortisation and amortisation of intangibles	204,714	58,536	(14,666)	-	248,584
Depreciation and software amortisation	(61,381)	(27,241)	(1,567)	-	(90,189)
Operating profit (loss) before interest, income tax and amortisation of intangibles	143,333	31,295	(16,233)	-	158,395
Amortisation of intangibles	(10,655)	(1,651)	-	-	(12,306)
Profit (loss) before interest and income tax	132,678	29,644	(16,233)	-	146,089
Net interest and finance costs	(12,296)	(5,016)	(16,744)	-	(34,056)
Profit (loss) before income tax	120,382	24,628	(32,977)	-	112,033
Income tax	(33,650)	(7,315)	9,040	-	(31,925)
<b>Profit (loss) for the year attributable to the shareholders</b>	<b>86,732</b>	<b>17,313</b>	<b>(23,937)</b>	<b>-</b>	<b>80,108</b>
<b>Balance sheet</b>					
Segment assets	947,539	363,300	69,960	-	1,380,799
Segment liabilities	449,652	172,777	258,403	-	880,832



## AS AT AND FOR THE YEAR ENDED 30 JUNE 2024

	Express Package & Business Mail \$000	Information Management \$000	Corporate \$000	Inter- Segment Elimination \$000	Consolidated Operations \$000
<b>Income statement</b>					
Sales to external customers	995,080	214,071	-	-	1,209,151
Inter-segment sales	4,016	316	5,943	(10,275)	-
<b>Total revenue</b>	<b>999,096</b>	<b>214,387</b>	<b>5,943</b>	<b>(10,275)</b>	<b>1,209,151</b>
Operating profit (loss) before interest, income tax, depreciation and software amortisation and amortisation of intangibles	181,861	57,514	(10,268)	-	229,107
Depreciation and software amortisation	(53,437)	(25,167)	(1,517)	-	(80,121)
Operating profit (loss) before interest, income tax and amortisation of intangibles	128,424	32,347	(11,785)	-	148,986
Amortisation of intangibles	(10,486)	(2,142)	-	-	(12,628)
Profit (loss) before interest and income tax	117,938	30,205	(11,785)	-	136,358
Net interest and finance costs	(11,680)	(5,161)	(18,221)	-	(35,062)
Profit (loss) before income tax	106,258	25,044	(30,006)	-	101,296
Income tax	(29,685)	(7,327)	6,642	-	(30,370)
<b>Profit (loss) for the year attributable to the shareholders</b>	<b>76,573</b>	<b>17,717</b>	<b>(23,364)</b>	<b>-</b>	<b>70,926</b>
<b>Balance sheet</b>					
Segment assets	916,854	363,388	113,780	-	1,394,022
Segment liabilities	441,797	181,396	278,560	-	901,753

Segment assets and liabilities are disclosed net of inter-company balances.

For the year ended 30 June 2025, external revenue from customers in the Group's New Zealand and Australian operations was \$822.4 million and \$467.2 million, respectively (2024: \$782.9 million and \$426.3 million, respectively). As at 30 June 2025, non-current assets in respect of the New Zealand and Australian operations (excluding deferred tax assets and financial assets) were \$670.9 million and \$485.0 million, respectively (2024: \$809.8 million and \$376.5 million, respectively).

## Note 3. Revenue from Contracts with Customers

### REVENUE RECOGNITION

The majority of contracts the Group entered into with its customers contain multiple performance obligations. The transaction price is allocated to each performance obligation based on the stand-alone selling prices. As the stand-alone selling prices of all goods and services provided are observable and there is no implicit discount offered, transaction prices allocated to individual performance obligations usually match with respective stand-alone selling prices.

#### (i) Express package & business mail – express package, refrigerated transport & storage and postal services

The Group operates network (hub & spoke) courier, express freight, refrigerated transport and storage, point-to-point courier and postal services. Revenue from these services is recognised over the time of delivery, being from the time of acceptance of the goods to delivery to the final destination. Revenue from sale of postal products is recognised at the point the sale occurs. Income invoiced and received in advance of a service being provided is recorded in the balance sheet as 'Contract Liabilities'. This income is brought to account in the year in which the service is provided. Revenue from refrigerated storage is recognised over time in the reporting period in which the service is provided.

#### (ii) Information management – storage & handling and destruction activities

The Group provides archive management services for documents and computer media, including storage, retrieval and destruction services. The Group also provides secure handling, treatment and disposal of clinical waste, waste renewal and related services. Revenue from these services is recognised over time in the reporting period in which the service is provided. Revenue from sale of archive boxes, computer media and products generated from destruction activities is recognised when control of the products has transferred, being when the products are delivered to the customer.

#### (iii) Information management – digital services

The Group provides digital information management services, including imaging and document capture (scanning), data extraction, customised digital workflow solutions and application (app) development, under fixed-price and variable-price contracts. Revenue from providing these digital information management services is recognised in the period in which the services are rendered. For fixed-price contracts, revenue is recognised based on the actual service provided to the end of the reporting period as a proportion of the total service to be provided, because the service does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed. This revenue is determined based on the efforts expended relative to the total expected effort.

Estimates of revenues, costs or extent of progress towards completion are revised if circumstances change. Any resulting increases or decreases in estimated revenues or costs are reflected in the income statement in the period in which the circumstances that give rise to the revision become known by management.

In the case of fixed-price contracts, the customer pays the fixed amount based on a payment schedule. If the services rendered by the Group exceed the payment, a contract asset is recognised. If the payments exceed the services rendered, a contract liability is recognised.

If the contract includes an hourly fee, revenue is recognised in the amount to which the Group has a right to invoice.

#### (iv) Financing components

The Group does not expect to have any contracts where the period between the transfer of the promised goods or services to the customer and payment by the customer exceeds one year. As a consequence, the Group does not adjust any of the transaction prices for the time value of money.

#### (v) Interest income

Interest income is recognised on a time-proportionate basis using the effective interest method, which takes into account the effective yield on the relevant financial asset.

#### (vi) Dividend income

Dividend income from investments is recognised when the shareholder's right to receive payment is established.

The Group derives revenue from the transfer of goods and services over time and at a point in time in the following major product lines:

	Express Package and Refrigerated Transport & Storage \$000	Postal \$000	Storage & Handling \$000	Destruction Activities \$000	Other including Digital Services \$000	Total \$000
<b>2025</b>						
Revenue from external customers	994,874	61,584	70,013	113,372	49,716	1,289,559
Timing of revenue recognition:						
At a point in time	-	3,212	-	31,645	7,055	41,912
Over time	994,874	58,372	70,013	81,727	42,661	1,247,647
	994,874	61,584	70,013	113,372	49,716	1,289,559
<b>2024</b>						
Revenue from external customers	938,871	56,209	67,515	99,125	47,431	1,209,151
Timing of revenue recognition:						
At a point in time	-	3,082	-	28,842	7,755	39,679
Over time	938,871	53,127	67,515	70,283	39,676	1,169,472
	938,871	56,209	67,515	99,125	47,431	1,209,151

## Note 4. Income and Expenses

Profit before income tax includes the following specific income and expenses:

		Group	
	Note	2025 \$000	2024 \$000
Interest and finance costs:			
Interest income		1,066	878
Interest expense on bank borrowings		(15,809)	(17,562)
Interest expense on leases	13	(17,646)	(17,359)
Other interest expense		(1,667)	(1,019)
Net interest and finance costs		(34,056)	(35,062)
Operating expenses:			
Net gain on disposal of property, plant and equipment		483	469
Depreciation of property, plant and equipment	12	24,047	21,399
Depreciation of right-of-use assets	13	61,837	54,357
Amortisation of intangible assets	14	12,306	12,628
Amortisation of software	14	4,305	4,365
Auditor's fees:			
Audit of annual financial statements and review of interim financial statements:			
PwC New Zealand		457	496
PwC Australia		366	341
Subtotal		823	837
Other assurance services and other agreed-upon procedure engagements:			
Limited assurance for greenhouse gas emissions disclosures – 2025		152	-
Limited assurance for greenhouse gas emissions disclosures – 2024 (completed in FY25)		62	-
Subtotal		214	-
Other services:			
Greenhouse gas emissions pre-conditions assessment		-	48
Subtotal		-	48
Total		1,037	885
Subsequent to the balance sheet date, PwC New Zealand has been engaged to provide services in relation to long-term incentive (LTI) market practice, with fees estimated at NZ\$7,500–10,000.			
Costs of offering credit:			
Impairment loss on trade receivables		853	522
Other:			
Directors' fees		793	762
Donations		205	172
Net foreign exchange (gain) loss		(288)	169
Change in fair value of contingent consideration		1,750	



## Note 5. Income Tax Expense

The income tax expense for the year is the tax payable on the current year's taxable income based on the income tax rate for each jurisdiction adjusted by changes in deferred tax assets and liabilities attributable to temporary differences between the tax bases of assets and liabilities and their carrying amounts in the financial statements.

Deferred tax assets and liabilities are recognised for temporary differences at the tax rates expected to apply when the assets are recovered or liabilities are settled, based on those tax rates which are enacted or substantively enacted for each jurisdiction. The relevant tax rates are applied to the cumulative amounts of deductible and taxable temporary differences to measure the deferred tax asset or liability. An exception is made for certain temporary differences arising from the initial recognition of an asset or a liability. No deferred tax asset or liability is recognised in relation to these temporary differences if they arose as a result of a transaction, other than a business combination, that at the time of the transaction did not affect either accounting profit or taxable income. No deferred tax liability is recognised if it arises from initial recognition of goodwill from a business combination.

Deferred tax assets are recognised for deductible temporary differences and unused tax losses only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Current and deferred tax balances attributable to amounts that have been recognised in other comprehensive income or directly in equity, are also taken to other comprehensive income or directly to equity, respectively.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

	Group	
	2025 \$000	2024 \$000
<b>Current tax:</b>		
Current tax on net profit for the year	39,502	34,420
<b>Deferred tax (Note 16):</b>		
Origination and reversal of temporary differences	(7,577)	(5,583)
New Zealand tax legislation change in building depreciation	-	1,533
Total deferred tax	(7,577)	(4,050)
<b>Income tax expense</b>	<b>31,925</b>	<b>30,370</b>

Income tax applicable to the Group's net profit before tax differs from the theoretical amount that would arise using the weighted average tax rate applicable to the profits of the consolidated entities, as follows:

	Group	
	2025 \$000	2024 \$000
Profit before income tax	112,033	101,296
Income tax calculated at domestic tax rates applicable to the accounting profits in the respective countries	32,061	29,007
Tax-effect of amounts which are treated differently when calculating taxable income:		
- Non-assessable income	(1,231)	(711)
- Non-deductible expenses	993	684
- Reversal of deferred tax on building depreciation	-	1,533
- Other	102	(143)
<b>Income tax expense</b>	<b>31,925</b>	<b>30,370</b>

The Group has no tax losses (2024: Nil).

There are no unrecognised temporary differences (2024: Nil).

The tax (charge)/credit relating to components of other comprehensive income is as follows:

	Before tax \$000	Tax (charge) / credit \$000	After tax \$000
<b>2025</b>			
Exchange difference on translation of foreign operations	(4,723)	344	(4,379)
Cash flow hedges taken directly to equity	(2,775)	797	(1,978)
<b>Other comprehensive income</b>	<b>(7,498)</b>	<b>1,141</b>	<b>(6,357)</b>
Current tax		344	
Deferred tax		797	
		<b>1,141</b>	
	Before tax \$000	Tax (charge) / credit \$000	After tax \$000
<b>2024</b>			
Exchange difference on translation of foreign operations	1,949	(87)	1,862
Cash flow hedges taken directly to equity	(1,909)	529	(1,380)
<b>Other comprehensive income</b>	<b>40</b>	<b>442</b>	<b>482</b>
Current tax		(87)	
Deferred tax		529	
		<b>442</b>	

## SHAREHOLDER TAX CREDITS

	Group	
	2025 \$000	2024 \$000
<b>Imputation credits account</b>		
Imputation credits available for use in subsequent reporting periods	54,622	55,843

	Group	
	2025 \$000	2024 \$000
<b>Franking credits account</b>		
Franking credits available for use in subsequent reporting periods	69,539	82,886

The above amounts represent the balance of the imputation and franking credits as at the end of the reporting period, adjusted for:

- (a) Credits that will arise from the payment of the amount of the provision for income tax;
- (b) Debits that will arise from the payment of dividends recognised as a liability at the reporting date; and
- (c) Credits that will arise from the receipt of dividends recognised as receivables at the reporting date.

## Note 6. Dividends Paid on Ordinary Shares

	Group	
	2025 \$000	2024 \$000
<b>Recognised amounts</b>		
Fully imputed dividends declared and paid during the year:		
Final dividend paid 2024 at 19 cents per share (2023: 19 cents)	33,962	33,712
Interim dividend for 2025 at 19 cents per share (2024: 18 cents)	33,970	32,189
	<b>67,932</b>	<b>65,901</b>
<b>Unrecognised amounts</b>		
Final dividend for 2025 at 21 cents per share (2024: 19 cents)	<b>37,546</b>	<b>33,955</b>

## Note 7. Cash and Cash Equivalents

Cash and cash equivalents comprise cash balances and cash deposits. Bank overdrafts that are repayable on demand and form an integral part of the Group's cash management are included as a component of cash and cash equivalents for the purpose of the statement of cash flows. Bank overdrafts are shown within borrowings in the current liabilities on the balance sheet to the extent they exceed the legal right of off-set against cash included in current assets.

	Group	
	2025 \$000	2024 \$000
Cash at bank	43,153	35,544
Cash deposits	108	109
Cash and cash equivalents in statement of cash flows	<b>43,261</b>	<b>35,653</b>

## Note 8. Trade Receivables and Other Non-Current Assets

Trade and other receivables are recognised at their fair value and subsequently measured at amortised cost using the effective interest rate, less provision for impairment.

	Group	
	2025 \$000	2024 \$000
<b>Current:</b>		
Trade receivables	140,229	144,631
Provision for doubtful receivables	(3,438)	(3,480)
	136,791	141,151
Accrued revenue	12,335	5,980
Other debtors and prepayments	16,810	13,003
Share plan loans receivable from employee	384	476
	<b>166,320</b>	<b>160,610</b>
<b>Non-current:</b>		
Share plan loans receivable from employees	284	383
Other non-current assets	3,928	5,811
	<b>4,212</b>	<b>6,194</b>

Trade receivables are non-interest bearing and are generally on 7-30 day terms.



Recoverability of trade and other receivables is reviewed on an ongoing basis. Amounts that are known to be uncollectible are written-off when identified. The Group applies a simplified approach in calculating expected credit losses, which uses a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due. For other receivables, an allowance for doubtful receivables is raised when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms of the receivable.

The movements in the provision for doubtful receivables for the Group were as follows:

	Group	
	2025 \$000	2024 \$000
Opening balance	3,480	3,219
Provision for doubtful receivables	317	449
Receivables written off during the year as uncollectible	(199)	(196)
Unused amounts reversed	(139)	-
Exchange rate movement	(21)	8
Closing balance (Note 28.1(b))	<b>3,438</b>	<b>3,480</b>

## Note 9. Inventories

Inventories are stated at the lower of cost, determined on a first-in-first-out basis, and net realisable value. Full provision is made for obsolescence, where applicable. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale. The cost of inventories recognised as an expense and included in 'general and administration expenses' amounted to \$6.3 million (2024: \$7.0 million).

	Group	
	2025 \$000	2024 \$000
Finished goods	7,950	5,076
Ticket stocks, uniforms and consumables	4,408	4,371
	<b>12,358</b>	<b>9,447</b>

## Note 10. Derivative Financial Instruments

Derivative financial instruments, such as interest rate caps and collar contracts and interest rate swaps, are entered into from time to time to manage interest rate exposure on borrowings. Forward exchange contracts are also entered into from time to time to manage foreign exchange exposures. Derivative financial instruments are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at the reporting date. The method of recognising the resultant gain or loss depends on whether the

derivative financial instrument is designated as a hedging instrument, and if so, the nature of the item being hedged. The Group designates derivative financial instruments as either fair value hedges (hedges of the fair value of recognised assets or liabilities or a firm commitment) or cash flow hedges (hedges of highly probable forecast transactions).

At the inception of the transaction, the Group documents the relationship between the hedging instrument and the hedged item, as well as its risk management objective and strategy for undertaking the hedge transaction. The Group also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivative financial instruments that are used in hedging transactions have been and will continue to be highly effective in offsetting changes in fair values or cash flows of hedged items.

### (i) Cash flow hedges

The effective portion of changes in the fair value of derivative financial instruments that are designated and qualify as cash flow hedges is recognised in equity in the cash flow hedge reserve. The gain or loss relating to any ineffective portion is recognised immediately in the income statement.

Amounts taken to equity are transferred to the income statement when the hedged transaction affects profit or loss, such as when hedged income or expenses are recognised or when a forecast sale or purchase occurs. When the hedged item is the cost of a non-financial asset or liability, the amounts taken to equity are transferred to the initial carrying amount of the non-financial asset or liability.

If the forecast transaction is no longer expected to occur, amounts previously recognised in equity are immediately transferred to the income statement.

If the hedging instrument expires or is sold, terminated or exercised without replacement or rollover, or if its designation as a hedge is revoked, amounts previously recognised in equity remain in equity until the forecast transaction occurs. If the related transaction is not expected to occur, the amount is taken immediately to the income statement.

**(ii) Derivatives that do not qualify for hedge accounting**

Changes in the fair value of derivative financial instruments that do not qualify for hedge accounting or where hedge accounting has not been adopted are recognised immediately in the income statement.

	Group	
	2025 \$000 Asset (Liability)	2024 \$000 Asset (Liability)
<b>Current:</b>		
Interest rate swaps – cash flow hedge	(19)	491
Forward foreign exchange contracts – cash flow hedge	(52)	-
	<b>(71)</b>	<b>491</b>
<b>Non-current:</b>		
Interest rate swaps – cash flow hedge	(1,271)	938
	<b>(1,271)</b>	<b>938</b>

The Group's hedging reserves relate to the following hedging instruments:

	Cash flow hedge reserve			
	Intrinsic value of options \$000	Spot component of currency forwards \$000	Interest rate swaps \$000	Total hedge reserve \$000
<b>Balance at 1 July 2023</b>	-	735	1,669	2,404
Change in fair value of hedging instrument recognised in Other Comprehensive Income (OCI)	-	(1,019)	(890)	(1,909)
Less: Deferred tax	-	284	245	529
<b>Balance at 30 June 2024</b>	-	-	1,024	1,024
Change in fair value of hedging instrument recognised in OCI	-	(52)	(2,720)	(2,772)
Less: Deferred tax	-	14	780	794
<b>Balance at 30 June 2025</b>	-	(38)	(916)	(954)

Effects of hedge accounting on the financial position and performance are:

	NZD		AUD	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
<b>Interest rate swaps:</b>				
Notional amount	83,000	65,000	56,000	30,000
Maturity date	05/26 – 04/30	05/25 – 12/29	04/27 – 07/30	04/27 – 09/28
Hedge ratio	1:1	1:1	1:1	1:1
Change in fair value of outstanding hedging instrument	(676)	1,147	(570)	283
Change in value of hedge item used to determine hedge effectiveness	676	(1,147)	570	(283)
Weighted average strike rate for the year	3.5%	3.0%	3.8%	3.4%
<b>Foreign currency options:</b>				
Notional amount	7,535	-	-	-
Maturity date	07/25 – 06/26	-	-	-
Hedge ratio	1:1	-	-	-
Change in fair value of outstanding hedging instrument	(83)	-	-	-
Change in value of hedge item used to determine hedge effectiveness	83	-	-	-
Weighted average strike rate for the year	USD0.58:NZD1	-	-	-
<b>Forward foreign exchange contracts:</b>				
Notional amount	8,510	-	-	-
Maturity date	07/25 – 06/26	-	-	-
Hedge ratio	1:1	-	-	-
Change in fair value of outstanding hedging instrument	(135)	-	-	-
Change in value of hedge item used to determine hedge effectiveness	135	-	-	-
Weighted average strike rate for the year	USD0.60:NZD1	-	-	-

There was no derivative movement recognised in the income statement during the year (2024: nil).

## HEDGE EFFECTIVENESS

Hedge effectiveness is determined at the inception of the hedge relationship, and through periodic prospective effectiveness assessments to ensure that an economic relationship exists between the hedged item and the hedging instrument.

For hedges of foreign currency purchases, the Group enters into hedge relationships where the critical terms of the hedging instrument match exactly with the terms of the hedged item. The Group therefore performs a qualitative assessment of effectiveness. If changes in circumstances affect the terms of the hedged item such that the critical terms no longer match exactly with the critical terms of the hedging instrument, the Group uses the hypothetical derivative method to assess effectiveness.

In hedges of foreign currency purchases, ineffectiveness may arise if the timing of the forecast transaction changes from what was originally estimated, or if there are changes in the credit risk of the Group or the derivative counterparty.

The Group enters into interest rate swaps that have similar critical terms as the hedged item, such as reference rate, reset dates, payment dates, maturities and notional amount. The Group does not hedge 100% of its loans, therefore the hedged item is identified as a proportion of the outstanding loans up to the notional amount of the swaps. As all critical terms matched during the year, the economic relationship was 100% effective.

Hedge ineffectiveness for interest rate swaps is assessed using the same principles as for hedges of foreign currency purchases. It may occur due to:

- The credit or debit value adjustment on the interest rate swaps not being matched by the loan; and
- Differences in critical terms between the interest rate swaps and loans.

## Note 11. Investments in Subsidiaries

The Company's investment in its only directly-owned subsidiary, Freightways Express Limited (FEL), comprises shares at cost. Listed below are all the significant subsidiaries wholly-owned directly or indirectly by FEL. All subsidiaries have a balance date of 30 June.

Name of entity	Principal activities	Country of Incorporation
Air Freight NZ Limited	Express package linehaul	New Zealand
Allied Express Transport Pty Limited	Express package services	Australia
Allied Overnight Express Pty Limited	Express package services	Australia
Big Chill Distribution Limited	Temperature-controlled transport & facilities	New Zealand
Castle Parcels Limited	Express package services	New Zealand
Fieldair Engineering Limited	General & aviation engineering services	New Zealand
Fieldair Holdings Limited	Aviation-related services	New Zealand
Freightways Finance Limited	Group treasury management	New Zealand
Freightways Information Services Limited	IT infrastructure support services	New Zealand
Freightways Properties Limited	Property management	New Zealand
Freightways Trustee Company Limited	Trustee of Freightways Employee Share Plan	New Zealand
Info Management Services Australia LP	Australian treasury services	Australia
Info Management Services Pty Limited	Australian treasury services	Australia
LitSupport Pty Limited	Information management	Australia
Med-X Pty Limited	Information management	Australia
Messenger Services Limited	Express package services	New Zealand
New Zealand Couriers Limited	Express package services	New Zealand
New Zealand Document Exchange Limited	Business mail	New Zealand
NOW Couriers Limited	Express package services	New Zealand
Parceline Express Limited	Express package linehaul	New Zealand
Post Haste Limited	Express package services	New Zealand
Shred-X Pty Limited	Information management	Australia
The Information Management Group (NZ) Limited	Information management	New Zealand
The Information Management Group Pty Limited	Information management	Australia

There has been no change in investments in subsidiaries during the year.



## Note 12. Property, Plant and Equipment

Property, plant and equipment are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes all expenditure directly attributable to the acquisition or construction of the item, including interest.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated will flow to the Group and the cost of the asset can be measured reliably. Such cost includes the cost of replacing parts that are eligible for capitalisation when the cost of replacing the parts is incurred. The carrying amount of the replaced part is derecognised. All other repairs and maintenance costs are recognised in the income statement as incurred.

Depreciation is calculated on a straight-line basis on all tangible fixed assets, other than land and leasehold improvements, so as to expense the cost of the assets to their estimated residual values over their estimated useful lives. Land is not depreciated. Leasehold improvements are depreciated over the shorter of the unexpired period of the lease and the estimated useful life of the improvements. Estimated useful lives are as follows:

	Estimated useful life
Buildings	- 25 to 50 years
Leasehold alterations	- Shorter of the period of the lease or estimated useful life
Motor vehicles	- 5 to 10 years
Equipment	- 3 to 20 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance date.

Interest and finance costs incurred for the construction of a qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use. Other interest and finance costs are expensed.

Group 2025	Land \$000	Buildings \$000	Leasehold Alterations \$000	Motor Vehicles \$000	Equipment \$000	Total \$000
<b>Opening net book value</b>	<b>15,843</b>	<b>16,016</b>	<b>15,040</b>	<b>30,527</b>	<b>83,251</b>	<b>160,677</b>
Additions	-	775	1,910	7,961	15,261	25,907
Acquisitions through business combinations (Note 30)	-	-	-	88	4	92
Depreciation expense	-	(1,294)	(2,375)	(5,676)	(14,702)	(24,047)
Disposals	-	-	(24)	(567)	(234)	(825)
Transfers	-	5	(63)	-	58	-
Exchange rate movement	(56)	(21)	(45)	(223)	(737)	(1,082)
<b>Closing net book value</b>	<b>15,787</b>	<b>15,481</b>	<b>14,443</b>	<b>32,110</b>	<b>82,901</b>	<b>160,722</b>
<b>As at end of year</b>						
Cost	15,787	45,772	31,720	75,972	187,056	356,307
Accumulated depreciation	-	(30,291)	(17,277)	(43,862)	(104,155)	(195,585)
<b>Net book value</b>	<b>15,787</b>	<b>15,481</b>	<b>14,443</b>	<b>32,110</b>	<b>82,901</b>	<b>160,722</b>

Group 2024	Land \$000	Buildings \$000	Leasehold Alterations \$000	Motor Vehicles \$000	Equipment \$000	Total \$000
<b>Opening net book value</b>	<b>15,827</b>	<b>15,560</b>	<b>15,422</b>	<b>29,418</b>	<b>78,973</b>	<b>155,200</b>
Additions	-	1,712	1,719	5,858	17,110	26,399
Acquisitions through business combinations	-	-	2	691	482	1,175
Depreciation expense	-	(1,262)	(2,235)	(5,124)	(12,778)	(21,399)
Disposals	-	-	119	(380)	(805)	(1,066)
Exchange rate movement	16	6	13	64	269	368
<b>Closing net book value</b>	<b>15,843</b>	<b>16,016</b>	<b>15,040</b>	<b>30,527</b>	<b>83,251</b>	<b>160,677</b>
<b>As at end of year</b>						
Cost	15,843	45,032	30,034	71,132	176,722	338,763
Accumulated depreciation	-	(29,016)	(14,994)	(40,605)	(93,471)	(178,086)
<b>Net book value</b>	<b>15,843</b>	<b>16,016</b>	<b>15,040</b>	<b>30,527</b>	<b>83,251</b>	<b>160,677</b>

The cost of equipment in respect of assets under construction for which depreciation has not commenced as at 30 June 2025 is \$0.7 million (2024: \$16.2 million).

The latest independent valuations of land and buildings (performed in June 2024) assess these assets to have a total fair value of \$107.5 million. The fair values have been derived using the direct capitalisation approach. The valuation technique uses significant unobservable inputs, namely capitalisation rate and potential new market income of land and buildings. Therefore, these are considered level 3 valuations, as defined in Note 28.1(d).

## Note 13. Leases

This note provides information for leases where the Group is a lessee.

The Group's leases predominantly relate to property, equipment and vehicles. Rental contracts are typically made for fixed periods of 3 to 12 years but may have extension options. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose covenants other than the leased assets may not be used as security for borrowing purposes. The right-of-use (ROU) asset is depreciated over the shorter of the asset's useful life and the expected lease term on a straight-line basis.

Lease liabilities have been measured at the present value of the remaining lease payments, discounted using a discount rate derived from the incremental borrowing rate (IBR) when the interest rate implicit in the lease was not readily available. Factors taken into consideration when calculating the IBR for each asset category included observable market rates, economic conditions and lease tenure. The incremental borrowing rates applied to lease liabilities range between 1.77% to 7.82% (2024: 1.69% to 7.82%), with a weighted average rate of 4.86% (2024: 4.94%).

Some property leases contain an extension option exercisable by the Group. At the commencement of a lease, the Group assesses whether it is reasonably certain an extension option will be exercised. The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the Group. The extension options are only exercisable by the Group and not the lessor. Where it is reasonably certain the extension will be exercised, that extension period and related costs are recognised on the balance sheet.

The following tables show the movements and analysis in relation to the ROU assets and lease liabilities. The balance sheet shows the following amounts relating to leases:

	Group	
	2025 \$000	2024 \$000
<b>Right-of-use assets:</b>		
<b>Opening net book value</b>	<b>336,083</b>	<b>315,536</b>
Lease additions, modifications and terminations	52,346	70,976
Additions through business combinations	350	3,535
Depreciation for the year	(61,837)	(54,357)
Exchange rate movement	(1,743)	393
<b>Closing net book value</b>	<b>325,199</b>	<b>336,083</b>
Cost	600,599	558,843
Accumulated depreciation	(275,400)	(222,760)
<b>Closing net book value</b>	<b>325,199</b>	<b>336,083</b>
<b>Right-of-use assets:</b>		
Buildings	287,887	300,686
Equipment	11,818	7,535
Motor vehicles	25,494	27,862
	<b>325,199</b>	<b>336,083</b>
	Group	
	2025 \$000	2024 \$000
<b>Lease liabilities:</b>		
<b>Opening lease liabilities</b>	<b>383,067</b>	<b>358,273</b>
Lease additions, modifications and terminations	50,078	70,959
Additions through business combinations	350	3,535
Interest for the year	17,646	17,359
Lease repayments	(75,394)	(67,715)
Exchange rate movement	(2,058)	656
<b>Closing lease liabilities</b>	<b>373,689</b>	<b>383,067</b>
<b>Analysis of lease liabilities:</b>		
Current	57,758	51,400
Non-current	315,931	331,667
	<b>373,689</b>	<b>383,067</b>

**Lease liabilities maturity analysis:**

	<b>Minimum lease payments \$000</b>	<b>Interest \$000</b>	<b>Present value \$000</b>
<b>Group 2025</b>			
Within one year	72,857	15,099	57,758
One to five years	206,906	42,458	164,448
Beyond five years	174,459	22,976	151,483
<b>Total</b>	<b>454,222</b>	<b>80,533</b>	<b>373,689</b>

	<b>Minimum lease payments \$000</b>	<b>Interest \$000</b>	<b>Present value \$000</b>
<b>Group 2024</b>			
Within one year	68,254	16,854	51,400
One to five years	207,055	46,615	160,440
Beyond five years	218,005	46,778	171,227
<b>Total</b>	<b>493,314</b>	<b>110,247</b>	<b>383,067</b>

**Lease related expenses included in the income statement:**

	<b>Group</b>	
	<b>2025 \$000</b>	<b>2024 \$000</b>
<b>Depreciation charge for right-of-use assets</b>		
Buildings	48,683	42,726
Motor vehicles	3,810	8,068
Equipment	9,344	3,563
	<b>61,837</b>	<b>54,357</b>
Interest on leases	17,646	17,359

Total cash outflow in relation to leases is \$57.7 million (2024: \$50.2 million).



## Note 14. Intangible Assets

### (i) Goodwill

Goodwill represents the excess of the consideration transferred in an acquisition over the fair value of the Group's share of the net identifiable assets of the acquired business at the date of acquisition. Goodwill is not amortised but is tested for impairment annually or whenever events or changes in circumstances indicate that it might be impaired and is carried at cost less accumulated impairment losses. Goodwill is allocated to cash-generating units for the purpose of impairment testing.

### (ii) Brand names

Acquired brand names are recognised at cost, being their fair value at the date of acquisition if acquired in a business combination. Brand names with indefinite useful lives are not subject to amortisation but are tested for impairment annually or whenever events or changes in circumstances indicate that they might be impaired and are carried at cost less amortisation and impairment losses. Brand names with finite useful lives are amortised over their expected useful lives. The useful lives and amortisation methods are reviewed and adjusted, if appropriate, at each balance sheet date.

Brand names are allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the brand names.

### (iii) Computer software

External software costs, together with payroll and related costs for employees directly associated with the development of software, are capitalised if the development creates an intangible asset that the Group controls and the intangible asset meets the recognition criteria. Cloud-based software costs that do not result in intangible assets are expensed as incurred, unless the costs are paid to the suppliers of the cloud-based software to significantly customise the cloud-based software for the Group, in which case the costs paid upfront are recorded as prepayments for services and amortised over the expected terms of the cloud computing arrangements. Amortisation is charged on a straight-line basis over the estimated useful life of the software which ranges between 3 and 10 years. Software work in progress for which amortisation has not commenced amount to \$0.3m (2024: nil). Software under development not yet available for use is tested annually for impairment.

### (iv) Customer relationships

#### • Contractual

An intangible asset is recorded at fair value in respect of the amount of any contractual termination fees payable by customers of businesses acquired in respect of their document holdings. As it is not known when permanent retrieval fees may arise, this asset is only amortised upon the actual retrieval fee being charged to the respective customer.

#### • Other

Non-contractual customer relationships acquired in a business combination are recognised at fair value at the acquisition date. These customer relationships have an estimated finite useful life and are carried at cost less accumulated amortisation. Amortisation is calculated using the straight-line method over the expected useful life of the customer relationship which ranges between 10 and 20 years.

Group 2025	Goodwill \$000	Brand names \$000	Software \$000	Customer relationships \$000	Other \$000	Total \$000
Opening net book value	411,090	157,435	11,844	83,470	5,102	668,941
Additions	-	-	3,459	-	178	3,637
Acquisition through business combinations	567	-	-	234	-	801
Disposals / Transfers	-	-	(167)	-	(31)	(198)
Amortisation expense	-	(77)	(4,305)	(11,408)	(821)	(16,611)
Exchange rate movement	(3,573)	(778)	(17)	(681)	(55)	(5,104)
Closing net book value	408,084	156,580	10,814	71,615	4,373	651,466
As at end of year						
Cost	408,110	156,861	37,512	129,749	9,240	741,472
Accumulated amortisation and impairment	(26)	(281)	(26,698)	(58,134)	(4,867)	(90,006)
Net book value	408,084	156,580	10,814	71,615	4,373	651,466
Group 2024	Goodwill \$000	Brand names \$000	Software \$000	Customer relationships \$000	Other \$000	Total \$000
Opening net book value	406,650	157,283	13,705	94,191	5,810	677,639
Additions	-	-	2,518	-	35	2,553
Acquisition through business combinations	3,468	-	-	893	-	4,361
Disposals / Transfers	-	-	(17)	-	-	(17)
Amortisation expense	-	(77)	(4,365)	(11,793)	(758)	(16,993)
Exchange rate movement	972	229	3	179	15	1,398
Closing net book value	411,090	157,435	11,844	83,470	5,102	668,941
As at end of year						
Cost	411,116	157,639	36,439	130,699	11,099	746,992
Accumulated amortisation and impairment	(26)	(204)	(24,595)	(47,229)	(5,997)	(78,051)
Net book value	411,090	157,435	11,844	83,470	5,102	668,941

## IMPAIRMENT TESTS FOR INDEFINITE LIFE INTANGIBLE ASSETS

Goodwill and brand names are allocated to those cash-generating units (CGU) or groups of CGU that are expected to benefit from them. The carrying amount of intangible assets allocated by CGU or group of CGU is outlined below:

	Goodwill		Brand names	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Allied Express	98,899	100,436	29,085	29,537
Big Chill	85,183	85,183	14,485	14,561
Messenger Services	9,016	9,016	5,100	5,100
New Zealand Couriers	47,752	47,752	58,500	58,500
New Zealand Document Exchange and Dataprint	15,092	15,092	7,318	7,318
Post Haste, Castle Parcels and NOW Couriers	30,646	30,646	18,395	18,395
<b>Total Express Package &amp; Business Mail</b>	<b>286,588</b>	<b>288,125</b>	<b>132,883</b>	<b>133,411</b>
The Information Management Group (New Zealand)	17,577	17,577	4,400	4,400
The Information Management Group (Australia)	56,973	57,846	15,995	16,244
Shred-X	46,946	47,542	3,302	3,380
<b>Total Information Management</b>	<b>121,496</b>	<b>122,965</b>	<b>23,697</b>	<b>24,024</b>
<b>Total</b>	<b>408,084</b>	<b>411,090</b>	<b>156,580</b>	<b>157,435</b>

## (i) Key assumptions used for value-in-use calculations

On an annual basis, the recoverable amount of goodwill and brand names is determined based on the greater of value-in-use and fair value less costs of disposal calculations specific to the CGU or group of CGUs associated with both goodwill and brand names.

The value-in-use calculations use pre-tax cash flow projections based on financial budgets prepared by management and approved by the Board for the year ended 30 June 2026 and financial projections for the years ended 30 June 2027 and 2028. Cash flows beyond June 2028 have been extrapolated using growth rates which align with long-term inflation rates in New Zealand and Australia. In addition, the sensitivity of the main financial variables was tested and considered in the final estimation. No adjustments have been made to forecast cash flows for the unknown impacts of future climate change, as further disclosed in the note "Climate change" below.

Revenue growth rates and a consistent EBITDA margin assuming costs increase in line with revenue, reflecting both historical and expected growth, have been applied to the value-in-use calculation with the same scenarios and sensitivities applied as described in Section (ii) Significant estimate – sensitive to changes in assumptions below. Pre-tax discount rates, reflecting the current environment in financial markets and the countries each CGU or group of CGUs operates in, have been used. The CGU or group of CGUs specific growth rates and pre-tax discount rates applied are:

	2025		2024	
	Revenue Growth Rate FY26-FY28 %	Pre-tax Discount Rate %	Revenue Growth Rate FY25-FY27 %	Pre-tax Discount Rate %
Allied Express	3.5 - 11.9	13.6	3.9 - 8.4	13.9
Big Chill	6.0 - 10.9	13.4	5.9 - 14.9	13.7
Messenger Services	10.3 - 18.2	14.2	0.6 - 6.0	14.9
New Zealand Couriers	6.7 - 7.1	13.4	6.8 - 7.0	13.2
New Zealand Document Exchange and Dataprint	4.9 - 8.4	13.0	1.8 - 10.0	14.7
Post Haste, Castle Parcels and NOW Couriers	6.9 - 18.1	13.4	2.0 - 7.7	14.8
The Information Management Group (New Zealand)	3.3 - 5.3	16.6	1.0 - 5.2	17.1
The Information Management Group (Australia)	(1.7) – 4.5	15.7	3.1 - 5.5	15.8
Shred-X	7.0 – 7.4	15.7	6.7 - 10.8	15.7

Revenue growth rates of 2.5% for CGUs in New Zealand and 3% for CGUs in Australia have been applied beyond June 2028, including the terminal growth rate.

## (ii) Significant estimate - Sensitivity to changes in assumptions

With the exception of Big Chill and Shred-X, the value-in-use assessment for all CGUs indicated significant headroom and management believes that no reasonably possible change in any of the above key assumptions would cause the carrying values of goodwill and brand names to exceed their respective recoverable amounts.

The financial performance of Big Chill for the year ended 30 June 2025 was impacted by the economic downturn in New Zealand and the company's exposure to higher value food, indicating risk of a potential impairment.

The recoverable amount of Big Chill would equal its carrying amount if any of the key assumptions were to change as follows:

	2025		2024	
	From	To	From	To
Achievement of FY26-FY28 revenue	100%	84%	100%	77%
Terminal growth rate	2.5%	(0.4%)	2%	(2.2%)
Pre-tax discount rate	13.4%	16.4%	13.7%	18.2%

Shred-X financial performance for the year ended 30 June 2025 was impacted by over A\$2 million in one-off costs, including prior-year workers compensation adjustments, restructuring costs, legal and advisory fees and asset write-offs. Shred-X's medical waste operations underperformed due to delays in new contracts, with a key Victoria healthcare tender not delivering expected revenue and earnings. E-Waste operations also underperformed driven by market softness. Labour costs were higher than expected to deal with work cover absences, unplanned volume increases, as well as higher corporate headcount to support future growth.

The recoverable amount of Shred-X would equal its carrying amount if any of the key assumptions were to change as follows:

	2025		2024	
	From	To	From	To
Achievement of FY26-FY28 revenue	100%	87%	100%	75%
Terminal growth rate	3%	0.1%	3%	(4%)
Pre-tax discount rate	15.7%	18.7%	15.7%	22.2%

## CLIMATE CHANGE

Freightways recognises that climate change presents a significant issue for the freight and logistics industry.

Most of Freightways' measured emissions come from the use and combustion of transport fuel, including that of its contracted drivers. Financial impacts could be experienced if there were changes to the scope of fuel-related climate regulation and / or the cost of compliance with any such emerging regulation. Freightways is exploring ways to diversify its sources of transport energy and reduce its reliance on fossil fuel.

The risk of disruption and/or damage due to weather events linked to climate change could impact our network and operations. Currently, the geographically dispersed nature of Freightways' operations and network throughout New Zealand and Australia allows the Group to adapt in weather-related disruption.

Freightways is a Climate Reporting Entity under the Financial Markets Conduct Act 2013. Freightways will publish its second set of Climate Statements under the Aotearoa New Zealand Climate Standards in September 2025.



## Note 15. Investments in Associates and Joint Ventures

The Group has a 33.3% investment and voting rights in Sweetspot Group Limited (GSS), a company that provides freight brokerage service. The principal place of business and country of incorporation of GSS is New Zealand.

GSS is the only material associate of the Group as at 30 June 2025. GSS has share capital consisting solely of ordinary shares, which are held directly by the Group.

GSS is accounted for using the equity method. The carrying value of the investment in GSS is \$8.8 million (2024: \$8.4 million). GSS is a private entity with no quoted price available.

The following tables provide summarised financial information for GSS. The information disclosed reflects the amounts presented in the financial statements of GSS and not Freightways Group Limited's share of those amounts.

GSS does not have any capital commitments and contingent liabilities as at 30 June 2025 (2024: Nil).

The carrying value of other individually immaterial investments in associates and joint ventures as at 30 June 2025 is \$5.1 million (2024: \$5.0 million).

	GSS	
	2025 \$000	2024 \$000
<b>Summarised Statement of Comprehensive Income</b>		
Revenue	35,309	34,426
Profit from continuing operations	4,938	5,180
Profit for the year	4,938	5,180
Other comprehensive income	-	-
<b>Total Comprehensive Income</b>	<b>4,938</b>	<b>5,180</b>
	GSS	
	2025 \$000	2024 \$000
<b>Summarised Balance Sheet</b>		
Total current assets	6,244	6,413
Total non-current assets	571	428
Total current liabilities	(1,205)	(2,569)
<b>Net Assets</b>	<b>5,610</b>	<b>4,272</b>
<b>Reconciliation to carrying amounts:</b>		
Opening net assets	4,272	2,592
Profit for the period	4,938	5,180
Dividend paid	(3,600)	(3,500)
<b>Closing Net Assets</b>	<b>5,610</b>	<b>4,272</b>
Group's share in GSS	33.3%	33.3%
Group's share in net assets	1,868	1,422
Goodwill	6,948	6,948
<b>Carrying Amount</b>	<b>8,816</b>	<b>8,370</b>

## Note 16. Deferred Tax Liability

The movement in deferred tax assets and liabilities during the year, without taking into consideration the offsetting of balances within the same jurisdiction, is as follows:

Group 2025	Property, plant and equipment \$000	Employee entitlements \$000	Accruals and provisions \$000	Derivative financial instruments \$000	Intangible assets \$000	Right-of-use assets \$000	Leases \$000	Total \$000
Balance at beginning of year	(7,928)	9,299	4,701	(406)	(71,387)	(97,235)	110,764	(52,192)
Prior period adjustment	348	71	18	-	-	1,353	(1,353)	437
Transfer to income statement	930	444	788	-	4,348	2,241	(1,611)	7,140
Amounts relating to business combinations (Note 30)	-	25	7	-	(70)	-	-	(38)
Adjustment for cash flow hedge reserve	-	-	-	797	-	-	-	797
Exchange rate movement	35	(60)	(13)	(3)	452	520	(661)	270
<b>Balance at end of year</b>	<b>(6,615)</b>	<b>9,779</b>	<b>5,501</b>	<b>388</b>	<b>(66,657)</b>	<b>(93,121)</b>	<b>107,139</b>	<b>(43,586)</b>

Group 2024	Property, plant and equipment \$000	Employee entitlements \$000	Accruals and provisions \$000	Derivative financial instruments \$000	Intangible assets \$000	Right-of-use assets \$000	Leases \$000	Total \$000
Balance at beginning of year	(8,487)	9,559	4,864	(935)	(72,665)	(90,674)	101,514	(56,824)
Prior period adjustment	1,402	419	(1,287)	-	(2,611)	-	1,435	(642)
Transfer to income statement	(1,125)	(744)	1,073	-	4,267	(5,571)	6,792	4,692
Amounts relating to business combinations	303	41	44	-	(250)	(990)	990	138
Adjustment for cash flow hedge reserve	-	-	-	529	-	-	-	529
Exchange rate movement	(21)	24	7	-	(128)	-	33	(85)
<b>Balance at end of year</b>	<b>(7,928)</b>	<b>9,299</b>	<b>4,701</b>	<b>(406)</b>	<b>(71,387)</b>	<b>(97,235)</b>	<b>110,764</b>	<b>(52,192)</b>

## Note 17. Trade and Other Payables

Trade and other payables are recognised when the Group becomes obligated to make future payments resulting from the purchase of goods or services. They are initially recognised at fair value and subsequently measured at amortised cost using the effective interest rate method. Acquisition earn-out payables have been measured at fair value. The amounts are unsecured.

Liabilities for wages and salaries, including non-monetary benefits, and annual leave expected to be settled within 12 months of the reporting date are recognised in respect of employees' services rendered up to the reporting date. They are measured for recognition by assessing the amounts expected to be paid when the liabilities are settled. Included in employee entitlements is an accrual of \$1.5 million (2024: \$1.6 million) for potential remediation for New Zealand Holidays Act non-compliance.

Liability for long service leave is recognised and measured as the present value of expected future payments to be made in respect of services provided by the employee. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service.

	Group	
	2025 \$000	2024 \$000
<b>Current</b>		
Trade creditors	61,018	62,436
Employee entitlements	33,443	31,065
Acquisition earn-out payables	300	4,161
Other creditors and accruals	50,079	48,319
	<b>144,840</b>	<b>145,981</b>
<b>Non-current</b>		
Acquisition earn-out payables	-	1,920
	-	<b>1,920</b>

## Note 18. Provisions

A provision is recognised when the Group has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate of the obligation can be made. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability. The increase in the provision due only to the passage of time is recognised as an interest expense.

### EXPLANATION OF PROVISIONS

Provision for customer claims relates to actual claims received from customers that are being considered for payment as at reporting date and are expected to be resolved within the next two months.

Provision for long service leave relates to the potential leave obligation for employees who reach continuous employment milestones required under Australian regulations. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service.

Provision for lease obligations relates to estimated payments to reinstate leased buildings and equipment used to an appropriate condition upon the expiry of the respective lease terms.

Group 2025	Customer claims \$000	Long service leave \$000	Lease obligations \$000	Total \$000
Balance at beginning of year	1,470	6,903	6,169	14,542
Additions through business combinations	-	31	22	53
Current year provision	374	965	1,542	2,881
Amounts used during the year	(477)	(760)	(104)	(1,341)
Movement in exchange rate	-	(109)	(44)	(153)
<b>Balance at end of year</b>	<b>1,367</b>	<b>7,030</b>	<b>7,585</b>	<b>15,982</b>

Group 2024	Customer claims \$000	Long service leave \$000	Lease obligations \$000	Total \$000
Balance at beginning of year	1,417	6,651	5,700	13,768
Additions through business combinations	-	-	158	158
Current year provision	1,370	1,223	482	3,075
Amounts used during the year	(1,317)	(1,004)	(183)	(2,504)
Movement in exchange rate	-	33	12	45
<b>Balance at end of year</b>	<b>1,470</b>	<b>6,903</b>	<b>6,169</b>	<b>14,542</b>

Analysis of total provisions:			2025 \$000	2024 \$000
Current			3,506	3,145
Non-current			12,476	11,397
<b>Total</b>			<b>15,982</b>	<b>14,542</b>

## Note 19. Contract Liability

Contract liabilities of \$20.5 million (2024: \$21.1 million) is recorded in the balance sheet reflecting the future service obligation for:

- courier and postal products that have been sold in advance of their use. The balance is supported by reference to historical customer prepaid product usage patterns.
- information management digital services prepaid by customers. Revenue from providing these services is recognised in the period in which the services are rendered. This revenue is determined based on the efforts expended relative to the total expected effort.
- information management storage and destruction revenue prepaid by customers. The Group provides archive management services for documents and computer media, including storage, retrieval and destruction services. The Group also provides secure handling, treatment and disposal of clinical waste, waste renewal and related services. Revenue from these services is recognised over time in the reporting period in which the service is provided.

Revenue recognised during the year that was included in the contract liabilities balance at the beginning of the year was \$19 million (2024: \$20.9 million).

There are no other significant financing components in the Group's revenue arrangement.

## Note 20. Borrowings

Interest-bearing bank loans and overdrafts are initially recognised at fair value and subsequently measured at amortised cost using the effective interest rate method. Costs incurred in establishing finance facilities are amortised to the income statement over the term of the respective facilities.

	Group	
	2025 \$000	2024 \$000
<b>Bank borrowings:</b>		
Current	21,538	-
Non-current	236,943	265,674
	<b>258,481</b>	<b>265,674</b>

### (A) BANK BORROWINGS

The bank borrowings agreement contains a negative pledge deed. The negative pledge includes a provision restricting the Group from granting security interests and a cross-guarantee of all relevant indebtedness by majority of the Company's subsidiaries.



**(B) FINANCE FACILITIES**

The following finance facilities existed at the reporting date:

	Facilities denominated in New Zealand Dollars		Facilities denominated in Australian Dollars	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
<b>Bank overdraft</b>				
- total bank overdraft facilities available <sup>(1)</sup>	12,000	8,000	5,000	-
- amount of overdraft facilities unused	12,000	8,000	5,000	-
<b>Loan facilities</b>				
- total loan facilities available	195,000	170,000	180,000	180,000
- US Private Placement (USPP) maturing 11 July 2025	-	-	20,000	20,000
- USPP maturing 15 December 2026	10,000	10,000	10,000	10,000
- Bank loan maturing 15 March 2027 <sup>(2)</sup>	-	30,000	-	-
- USPP maturing 19 March 2028	10,000	10,000	20,000	20,000
- Bank loan maturing 31 May 2028 <sup>(2)</sup>	120,000	120,000	-	-
- Bank loan maturing 31 May 2029 <sup>(2)</sup>	30,000	-	80,000	80,000
- USPP maturing 14 December 2029	-	-	50,000	50,000
- Bank loan maturing 26 June 2030 <sup>(3)</sup>	25,000	-	-	-
- amount of loan facilities used	135,000	125,000	114,200	128,450
- amount of loan facilities unused	60,000	45,000	65,800	51,550
Effective interest rate at 30 June as amended for interest rate hedges	5.90%	6.80%	5.77%	5.57%

(1) In September 2024, the Group negotiated an increase of NZ\$4 million to its bank overdraft facilities. In May 2025, a A\$5 million bank overdraft facility was established with an Australian bank.

(2) In June 2024, the Group negotiated a two-year extension of its NZ\$120 million and A\$80 million syndicated bank facilities that were maturing on 15 March 2026 and 15 March 2027. The extended facilities became effective from 14 June 2024. The NZ\$30 million syndicated bank facility that was maturing on 15 March 2027 was extended by two years in July 2024 and became effective from 16 July 2024. The extended facilities have the same banking covenants as the previous facilities.

(3) In June 2025, the Group negotiated an increase of NZ\$25 million to its syndicated bank facilities. This increase has the same banking covenants as the existing facilities and became effective from 26 June 2025.

The fair values of borrowings are not materially different to their carrying amount, since the interest payable on those borrowings is either close to market rate or the borrowings are of a short-term nature.

In April 2025, the Group entered into a new US\$200 million uncommitted finance facility with a US-based lender on the same terms as the syndicated bank facilities. Of this facility, the US dollar equivalent of NZ\$20 million and A\$100 million was drawn as at 30 June 2025 (2024: NZ\$20 million and A\$100 million). The drawn amounts mature in July 2025, December 2026, March 2028 and December 2029, as detailed in the maturity table above.

#### Compliance with banking covenants

The Group's negative pledge deed requires the Group to comply with certain half-yearly covenants. The calculation of the covenant ratios is adjusted to exclude the impact of the NZ IFRS 16 lease accounting standard. The two principal covenants are that:

- 1) The financial charges cover ratio will not be less than 1.5 times; and
- 2) The operating leverage ratio will not be greater than 3.25 times.

The Group was in compliance with all of its banking covenants throughout the year ended 30 June 2025. The Group's banking covenants forecast indicates that the Group will remain compliant with all of its banking covenants in the next twelve months. The forecast includes a sensitivity analysis of a 20% decline in forecast earnings before interest, income tax, depreciation and amortisation.

#### Net debt reconciliation

An analysis of net debt and movements in net debt are as follows:

Group	Cash \$000	Liabilities from financing activities		Total \$000
		Leases \$000	Bank borrowings \$000	
<b>Balance at 30 June 2023</b>	<b>44,485</b>	<b>(358,273)</b>	<b>(297,194)</b>	<b>(610,982)</b>
Cashflow	(7,670)	-	26,993	19,323
Lease additions, modifications and terminations	-	(70,959)	-	(70,959)
Additions through business combinations	-	(3,535)	-	(3,535)
Interest for the year	-	(17,359)	-	(17,359)
Lease repayments	-	67,715	-	67,715
Other non-cash movements	-	-	(71)	(71)
Exchange rate movement	(1,162)	(656)	4,598	2,780
<b>Balance at 30 June 2024</b>	<b>35,653</b>	<b>(383,067)</b>	<b>(265,674)</b>	<b>(613,088)</b>
Cashflow	10,973	-	5,092	16,065
Lease additions, modifications and terminations	-	(50,078)	-	(50,078)
Additions through business combinations	-	(350)	-	(350)
Interest for the year	-	(17,646)	-	(17,646)
Lease repayments	-	75,394	-	75,394
Other non-cash movements	-	-	123	123
Exchange rate movement	(3,365)	2,058	1,978	671
<b>Balance at 30 June 2025</b>	<b>43,261</b>	<b>(373,689)</b>	<b>(258,481)</b>	<b>(588,909)</b>

## Note 21. Equity

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares are shown in equity as a reduction in the amount of proceeds arising from the issue of shares.

### CONTRIBUTED EQUITY

#### (i) Fully paid ordinary shares

As at 30 June 2025, there were 178,789,356 shares issued and fully paid (2024: 178,712,819). All fully paid ordinary shares have equal voting rights and share equally in dividends and surplus on winding up.

#### (ii) Share rights

Share rights are issued to certain senior executives under the rules of the Freightways Long Term Incentive (LTI) Scheme, with vesting determined at the end of a 3-year vesting period. Vesting is subject to the achievement of certain financial hurdles set by the Board and included in the annual offer of participation to executives. Each share right converts to one Freightways fully paid ordinary share upon vesting. Share rights do not carry a dividend entitlement and are non-transferable.

On 21 August 2024, 33,537 share rights vested upon achievement of certain financial hurdles set by the Board and each of the share rights converted to one Freightways fully paid ordinary share (2024: 136,713). The issue price per share was \$12.85 (2024: \$7.38).

On 21 August 2024, 55,879 share rights were redeemed and cancelled as the performance hurdles were not met at the end of the 3-year vesting period (2024: 13,717).

	Group		Group	
	2025 Ordinary shares	2024 Ordinary shares	2025 \$000	2024 \$000
Balance at beginning of year	178,707,397	177,428,218	308,386	298,075
Shares issued during the year:				
- Share rights	33,537	136,713	1,636	870
- employee share plan	43,000	90,000	400	617
Decrease (increase) in employee share plan unallocated shares	565	(2,282)	9	(48)
Issue of fully paid ordinary shares	-	1,054,748	-	8,872
<b>Balance at end of year</b>	<b>178,784,499</b>	<b>178,707,397</b>	<b>310,431</b>	<b>308,386</b>

On 6 December 2024, 241,230 share rights were issued to certain senior executives under the rules of the Freightways LTI Scheme (May 2024: 225,307).

As at 30 June 2025, there were 618,697 share rights on issue (2024: 466,883).

#### (iii) Dividend Reinvestment Plan

The dividend reinvestment plan was not offered in 2025 (2024: the Company issued 1,054,748 fully paid ordinary shares at \$8.4115 per share).

#### (iv) Employee Share Plan

On 5 December 2024, the Company issued 43,000 fully paid ordinary shares to Freightways Trustee Company Limited, as Trustee for the Freightways Employee Share Plan, at \$9.18 each, being a 10% discount on the weighted average market price on the NZX during the one week following Freightways' Annual Shareholders Meeting on 23 October 2024 (2024: 90,000 fully paid ordinary shares at \$6.85 each). In total, participating employees were provided with interest-free loans of \$0.4 million to fund their purchase of the shares in the Share Plan (2024: \$0.6 million). The loans are repayable over three years and repayment commenced in December 2024.

As at 30 June 2025, the Trustee held 264,469 (2024: 596,285) fully paid ordinary shares representing 0.1% (2024: 0.3%) of all issued ordinary shares of which 4,857 (2024: 5,422) were unallocated. These shares are held for allocation in the future.

The Employee Share Plan operates in accordance with section CW 26C of the New Zealand Income Tax Act 2007 and the Trustees are appointed by the Freightways Group Limited Board of Directors.

## NATURE AND PURPOSE OF RESERVES

### (i) Cash flow hedge reserve

The cash flow hedge reserve is used to record gains or losses on a hedging instrument within a cash flow hedge. The amounts are recognised in the income statement when the associated hedged transactions affect profit or loss, as described in Note 10(i).

### (ii) Foreign currency translation reserve

The foreign currency translation reserve comprises all foreign exchange differences arising from the translation of the financial statements of foreign operations into New Zealand dollars, as described in Note 1(c).

## Note 22. Share Based Payments

The Group operates equity-settled, share-based compensation arrangements for senior executives, under which the Group receives services from employees as consideration for share rights in the Company. The fair value of the employee services received in exchange for the share rights is recognised as an expense. The total amount to be expensed is determined at grant date by reference to the fair value of the share rights allotted, taking into account market vesting conditions (for example, total shareholder return measures such as outperforming the median of the NZX50 Index), but excluding the impact of any non-market service and performance vesting conditions (for example, compound growth rates for earnings per share, expected profit target against the capital employed and remaining an employee of the Group over a specified time period). Non-market vesting conditions are included in assumptions about the number of share rights that are expected to vest. The total amount expensed is recognised over the

relevant vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. At each balance sheet date, the Group revises its estimates of the number of share rights that are expected to vest based on the non-market vesting conditions. It recognises the impact of the revision to original estimates, if any, in the income statement.

## A) DESCRIPTION OF SHARE-BASED PAYMENT ARRANGEMENTS

### *Freightways Long-term Incentive Scheme (the 'Scheme')*

The Group operates a Board approved long-term incentive scheme for certain Freightways senior executives. Under this Scheme, share rights are issued at 'Nil' consideration which entitles participants to receive ordinary shares in Freightways within three years of vesting period. The total contractual life of share rights is 3 years.

Share rights will vest if the participant remains employed by Freightways for the duration of the vesting period and the following performance hurdles are met over the assessment period. They will vest in the following proportions:

- *Total Shareholder's Return (TSR) class of rights (50% of share rights)*  
This will vest over the assessment period on a progressive vesting scale based on the Group's TSR relative to the TSR of other constituents of the NZX50 Index.
- *Cost of Capital class of rights (50% of share rights)*  
This will vest based on net operating profit after tax (NOPAT) exceeding a cost of capital hurdle (determined by the Board) over the assessment period.

On vesting date, subject to meeting service and performance conditions, each share right can be exercised to receive one ordinary share. The senior executives are liable for tax on the shares received at this point.

## B) RECONCILIATION OF OUTSTANDING SHARE RIGHTS

	Number of share rights	
	2025	2024
Balance at beginning of the year	466,883	392,006
Issued during the year	241,230	225,307
Cancelled during the year	(55,879)	(13,717)
Fully paid-up or exercised during the year	(33,537)	(136,713)
<b>Balance at end of the year</b>	<b>618,697</b>	<b>466,883</b>
Exercisable at end of the year	152,160	89,416

## C) EFFECT OF SHARE-BASED PAYMENT ARRANGEMENTS ON PROFIT OR LOSS, FINANCIAL POSITION AND EQUITY

	2025 \$000	2024 \$000
Total amount expensed during the year	1,213	886

## Fair value measurement of share-based payment arrangements

The fair value of share rights has been measured using Monte Carlo simulation. The fair value measurement also considers the terms and conditions upon which partly-paid shares and share rights were issued. Service and non-market performance conditions attached to the arrangements were not considered in measuring fair value.

The inputs used in the measurement of fair values at grant date of share rights issued during the year were as follows:

	Share rights		
Grant date:	24 Nov 2022	25 Oct 2023	22 Oct 2024
Fair value at grant date	\$6.51 - TSR class of rights	\$3.70 - TSR class of rights	\$6.16 - TSR class of rights
	\$9.13 – NOPAT class of rights	\$7.04 – NOPAT class of rights	\$8.68 – NOPAT class of rights
Exercise price	Nil	Nil	Nil
Share price at grant date	\$9.99	\$8.05	\$9.75
Expected dividends	2.5%	4.5%	4.13%
Expected volatility	29.9%	20.8%	22.6%
Expected life	0.2 years	1.2 years	2.2 years
Risk free interest rate (based on government bonds)	4.48%	5.45%	3.88%

Expected volatility has been based on an evaluation of the historical volatility of the Freightways' share price, particularly over the historical period commensurate with the expected term. The expected term of share rights has been based on historical experience and general option holder behaviour.



## Note 23. Reconciliation of profit for the year with cash flows from operating activities

	Note	Group	
		2025 \$'000	2024 \$'000
<b>Profit for the year</b>		<b>80,108</b>	<b>70,926</b>
<b>Add non-cash items:</b>			
Depreciation and amortisation	4	102,496	92,749
Movement in provision for doubtful debts		853	522
Movement in deferred income tax		(1,346)	(2,774)
Net loss on disposal of property, plant and equipment		483	469
Net foreign exchange (gain) loss		(288)	169
Share of profits of associates		(2,288)	(2,005)
Change in fair value of contingent consideration		(1,750)	-
<b>Movement in working capital, net of effects of acquisitions of businesses:</b>			
Decrease in trade and other receivables		(3,727)	(8,449)
(Increase) decrease in inventories		(4,494)	622
Increase in trade and other payables		7,092	4,884
Decrease in income taxes payable		(3,492)	(450)
<b>Net cash inflows from operating activities</b>		<b>173,647</b>	<b>156,663</b>

## Note 24. Capital Commitments and Contingent Liabilities

The Group had made capital commitments to purchase or construct buildings and equipment for \$12.3 million at 30 June 2025 (2024: \$13.5 million), principally relating to the completion of operating facilities and purchase of replacement equipment throughout the Group.

As at 30 June 2025, the Group had outstanding letters of credit and bank guarantees issued by its lenders totalling approximately \$13.4 million (2024: \$13.6 million). The letters of credit relate predominantly to support for regular payroll payments. The bank guarantees relate to security given to various landlords in respect of leased operating facilities.

Freightways remains subject to a Commerce Commission investigation and continues to cooperate with the Commerce Commission. Freightways does not consider that this process will have a material financial or operational impact on the Group.

## Note 25. Earnings per Share

### BASIC EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the profit for the year attributable to shareholders by the weighted average number of ordinary shares outstanding during the year:

	Group	
	2025	2024
Profit for the year attributable to shareholders (\$'000)	79,919	70,759
Weighted average number of ordinary shares ('000)	178,766	178,366
<b>Basic earnings per share (cents)</b>	<b>44.7</b>	<b>39.7</b>

### DILUTED EARNINGS PER SHARE

Diluted earnings per share is calculated by dividing the profit for the year attributable to shareholders by the weighted average number of ordinary shares outstanding during the year, adjusted to include all dilutive potential ordinary shares (for example, share rights on issue) as if they had been converted to ordinary shares at the beginning of the year:

	Group	
	2025	2024
Profit for the year attributable to shareholders (\$'000)	79,919	70,759
Weighted average number of ordinary shares ('000)	178,766	178,366
Effect of dilution ('000)	619	467
Diluted weighted average number of ordinary shares ('000)	179,385	178,833
<b>Diluted earnings per share (cents)</b>	<b>44.6</b>	<b>39.6</b>

## Note 26. Net Tangible Assets per Security

Net tangible assets (liabilities) per security at 30 June 2025 was (\$0.79) (2024: (\$0.92)). Net tangible assets exclude intangible assets but includes software. There were 178,789,356 shares issued and fully paid as at 30 June 2025 (2024: 178,712,819).

## Note 27. Transactions with Related Parties

**Trading with related parties:** The Group has not entered into any material external related party transactions which require disclosure. The Group does trade, on normal commercial terms, with certain companies in which there are common directorships.

**Purchases from entities controlled by key management personnel:** The Group leases a property, on normal commercial terms, from an entity that is controlled by a member of the Group's key management personnel.

**Payments to associates:** During the year, the following transactions occurred with Sweetspot Group Limited (GSS), an entity incorporated in New Zealand and is 33.3% owned by the Group:

	Group	
	2025 \$'000	2024 \$'000
Sale of courier services to GSS	11,946	12,256
Purchase of goods and services from GSS	1,186	1,661
Receivables from GSS at end of year	1,039	1,355
Payables to GSS at end of year	116	89

**Payments to joint venture:** During the year, the Group paid Parcelair Limited \$16 million (2024: \$14.3 million) for the provision of airfreight linehaul services on normal commercial terms. Parcelair Limited is incorporated in New Zealand and is half-owned by the Group.

**Key management compensation:** Compensation paid during the year (or payable as at year end in respect of the year) to key management, which includes senior executives of the Group and non-executive independent directors, is as follows:

	Group	
	2025 \$'000	2024 \$'000
Short term employee benefits	10,733	11,827
Share-based payments (Note 22)	1,213	886

## Note 28. Financial Risk Management

### 28.1 FINANCIAL RISK FACTORS

The Group's activities expose it to various financial risks, including liquidity risk, credit risk and market risk (which includes currency risk and cash flow interest rate risk). The Group's overall risk management programme focuses on the uncertainty of financial markets and seeks to minimise potential adverse effects on the Group's financial performance. The Group uses derivative financial instruments to hedge certain risk exposures.

Treasury activities are performed centrally by the Group's corporate team, supplemented by external financial advice and the use of derivative financial instruments is governed by a Group Treasury Policy approved by the Company's Board of Directors.

The Group does not engage in speculative transactions or hold derivative financial instruments for trading purposes.

### (A) LIQUIDITY RISK

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as and when they fall due. The Group's approach to liquidity risk management includes maintaining sufficient cash reserves and ensuring adequate committed finance facilities are available. In assessing its exposure to liquidity risk, the Group regularly monitors rolling 3, 6 and 12 months cash requirement forecasts.

The table below analyses the Group's financial liabilities into relevant maturity groupings, based on the remaining period from the reporting date to the contractual maturity date.

The amounts disclosed below are contractual, undiscounted cash flows.

Group	Less than 6 months \$000	6-12 months \$000	1-2 years \$000	2-5 years \$000	More than 5 years \$000	Total \$000
<b>2025</b>						
Bank borrowings	30,063	8,473	36,489	251,524	-	326,549
Trade and other payables	127,627	39,624	-	-	-	167,251
Lease liabilities	37,381	35,476	65,188	141,718	174,459	454,222
Derivative financial instruments	196	339	606	253	-	1,394
<b>2024</b>						
Bank borrowings	7,946	7,870	13,631	242,395	56,219	328,061
Trade and other payables	128,841	32,830	-	1,920	-	163,591
Lease liabilities	34,754	33,500	63,903	143,152	218,005	493,314

The amounts expected to be payable in relation to the interest rate swaps have been estimated using forward interest rates applicable at the reporting date.

**(B) CREDIT RISK**

Credit risk refers to the risk of a counterparty failing to discharge its obligation. Financial instruments which potentially subject the Group to credit risk principally consist of bank balances, accounts receivable and derivative financial instruments.

The Group has credit policies that are used to manage the exposure to credit risk. As part of these policies, exposures with counterparties are monitored on a regular basis. The Group performs credit evaluations on all customers requiring credit and generally does not require collateral.

A default in a financial asset is when the counterparty fails to make contractual payments when debt recovery processes have been exhausted and/or the counterparty is declared bankrupt or in the case of companies, placed in administration, receivership or liquidation.

The Group's Treasury Policy ensures due consideration is given to the financial standing of the counterparty banks with which the Group holds cash reserves and transacts derivative financial instruments. A minimum Standard & Poor's long-term credit rating of A/A- is required to qualify as an approved counterparty, with the exception that a maximum of 1% of total debt exposure may be with counterparty with BBB credit rating. The quantum of transactions entered into with the Group's various financial lenders is also balanced to mitigate exposure to concentrated counterparty credit risk with any one financial provider.

Other than cash and cash equivalents, the Group does not have any significant concentrations of credit risk.

For counterparties to trade receivables that are neither past due nor impaired, payments have historically been received regularly and on time.

The Group considers its maximum exposure to credit risk to be as follows:

	Group	
	2025 \$000	2024 \$000
Cash and cash equivalents	43,261	35,653
Trade and other receivables	150,498	146,794
Derivative financial instruments	-	1,429
	<b>193,759</b>	<b>183,876</b>

Cash and cash equivalents are held with banks with Standard & Poor's rating of AA-.

**Trade receivables analysis**

At 30 June aging analysis of trade receivables is as follows:

	Group					
	2025			2024		
	Gross carrying amount \$000	Expected loss rate %	Loss allowance \$000	Gross carrying amount \$000	Expected loss rate %	Loss allowance \$000
Current	109,951	0.7	773	115,904	0.8	927
31-60 days over standard terms	23,882	3.2	776	22,854	3.5	800
60-90 days over standard terms	2,432	22.5	547	2,427	22.5	546
91+ days over standard terms	3,964	33.8	1,342	3,446	35.0	1,207
	<b>140,229</b>		<b>3,438</b>	<b>144,631</b>		<b>3,480</b>

The Group has \$26.8 million (2024: \$25.2 million) of financial assets that are overdue and not impaired.

## (C) MARKET RISK

### Foreign exchange risk

Exposure to foreign exchange risk arises when (i) a transaction is denominated in a foreign currency and any movement in foreign exchange rates will affect the value of that transaction when translated into the functional currency of the Company or a subsidiary; and (ii) the value of assets and liabilities of overseas subsidiaries are required to be translated into the Group's reporting currency.

The Group's Treasury Policy is used to assist in managing foreign exchange risk. In accordance with Treasury Policy guidelines, foreign exchange hedging is used as soon as a defined exposure to foreign exchange risk arises and exceeds certain thresholds.

As disclosed in Note 20, at 30 June 2025 the Group had Australian dollar denominated bank borrowings of AUD114,200,000 (2024: AUD128,450,000). Of these borrowings, AUD14,200,000 (2024: AUD14,200,000) were borrowed by a New Zealand subsidiary and have been translated at the prevailing foreign currency rate as at balance date. The rest of the Australian dollar denominated bank borrowings have been borrowed by an Australian subsidiary and are translated as part of the consolidation of the Group for reporting purposes. The Group has no other outstanding foreign currency denominated monetary items.

The table on the following page details the Group's sensitivity to the increase and decrease in the New Zealand dollar (NZD) against the Australian dollar (AUD) in respect of the Australian dollar denominated bank borrowings, borrowed in New Zealand. The sensitivity analysis only includes outstanding foreign currency denominated monetary items at the reporting date

and adjusts their translation as at that date for the change in foreign currency rates. A positive number indicates a decrease in liabilities (bank borrowings) where the NZD strengthens against the AUD.

### Interest rate risk

Exposure to cash flow interest rate risk arises in borrowings of the Group that are at the prevailing market interest rate current at the time of drawdown and are re-priced at intervals not exceeding 180 days.

Interest rate risk is identified by forecasting short and long-term cash flow requirements.

The Group's Treasury Policy is used to assist in managing interest rate risk. Treasury Policy requires projected annual core debt to be effectively hedged within interest rate risk control limits against adverse fluctuations in market interest rates.

The following table demonstrates the sensitivity of the Group's equity and profit after tax to a potential change in interest rates by plus or minus 100 basis points, with all other variables held constant and in relation only to that portion of the Group's borrowings that are subject to floating interest rates.

Significant assumptions used in the interest rate sensitivity analysis include:

- (i) reasonably possible movements in interest rates were determined based on the Group's current mix of debt in New Zealand and Australia, the level of debt that is expected to be renewed and a review of the last two year's historical movements; and
- (ii) price sensitivity of derivatives has been based on a reasonably possible movement of interest rates at balance dates by applying the change as a parallel shift in the forward curve.



## Sensitivity Analysis:

		Interest Rate Movement				NZD/AUD Movement
		Impact on profit		Impact on other components of equity		Impact on liabilities & equity
	Carrying amounts \$000	+100 basis points \$000	-100 basis points \$000	+100 basis points \$000	-100 basis points \$000	+ or – 10% in value of NZD \$000
<b>2025 Financial assets</b>						
Cash and cash equivalents	43,261	311	(311)	311	(311)	-
Trade and other receivables	154,709	-	-	-	-	-
<b>Financial liabilities</b>						
Borrowings	258,481	(1,050)	1,050	(1,050)	1,050	1,390/(1,699)
Derivative financial instruments	1,342	-	-	2,222	(2,290)	-
<b>2024 Financial assets</b>						
Cash and cash equivalents	35,653	257	(257)	257	(257)	-
Trade and other receivables	152,988	-	-	-	-	-
Derivative financial instruments	1,429	-	-	1,299	(1,352)	-
<b>Financial liabilities</b>						
Borrowings	265,674	(1,218)	1,218	(1,218)	1,218	1,413/(1,726)

## (D) FAIR VALUE ESTIMATION

The carrying value less impairment provision of trade receivables and payables is a reasonable approximation of their fair values due to the short-term nature of trade receivables and payables. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Group for similar financial instruments.

The fair values of financial instruments are estimated using discounted cash flows. The fair value of interest rate swaps and foreign exchange hedges are calculated as the present value of the estimated future cash flows.

Unless otherwise stated, all other carrying amounts are assumed to equal or approximate fair value.

The Group uses various methods in estimating the fair value of a financial instrument. The methods comprise:

**Level 1** - Quoted prices (adjusted) in active markets for identical assets or liabilities at the reporting date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis.

**Level 2** - Inputs that are observable for the asset or liability, either directly (i.e., as prices; other than quoted prices referred to in Level 1 above) or indirectly (i.e., derived from prices). The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives and US Private Placement (USPP)) is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity

specific estimates. If all significant inputs required to fair value an instrument are observable, the fair value of an instrument is included in Level 2.

**Level 3** - Inputs for the asset or liability that are not based on observable market data (i.e., unobservable inputs). In these cases, the fair value of an instrument would be included in Level 3.

Specific valuation techniques used to value financial instruments include:

- In respect of interest rate swaps, the fair value is calculated as the present value of the estimated future cash flows based on observable yield curves;
- In respect of forward foreign exchange contracts, the fair value is calculated using forward exchange rates at the balance sheet date, with the resulting value discounted back to present value;
- In respect of USPP, the fair value is calculated on a discounted cash flow basis using the USD Bloomberg curve and applying discount factors to the future USD interest payment and principal payment cash flows; and
- Discounted cash flow analysis for other financial instruments.

Specific valuation techniques used to value contingent consideration in a business combination and estimated purchase price adjustments include:

- fair value is calculated as the present value of the estimated future cash flows based on management's assessment of future performance; and
- management's knowledge of the business and the industry it operates in.

The amounts below are for the derivative financial instruments, USPP and contingent consideration in a business combination. There were no transfers between levels during the year.

	Level 1 \$000	Level 2 \$000	Level 3 \$000	Total \$000
<b>2025</b>				
<b>Assets</b>				
Derivative financial instruments	-	-	-	-
<b>Total assets</b>	-	-	-	-
<b>Liabilities</b>				
Derivative financial instruments	-	1,342	-	1,342
USPP	-	127,689	-	127,689
Contingent consideration in a business combination	-	-	300	300
<b>Total liabilities</b>	-	<b>129,031</b>	<b>300</b>	<b>129,331</b>
<b>2024</b>				
<b>Assets</b>				
Derivative financial instruments	-	1,429	-	1,429
<b>Total assets</b>	-	<b>1,429</b>	-	<b>1,429</b>
<b>Liabilities</b>				
USPP	-	129,421	-	129,421
Contingent consideration in a business combination	-	-	6,081	6,081
<b>Total liabilities</b>	-	<b>129,421</b>	<b>6,081</b>	<b>135,502</b>

The following table shows the valuation technique used in measuring Level 3 contingent consideration in a business combination and estimated purchase price adjustments:

Description	Fair value as at 30 June 2025	Fair value as at 30 June 2024	Unobservable Input	Range of inputs 2025	Range of inputs 2024	Relationship of unobservable inputs to fair value (sensitivity)
Contingent Consideration	300	6,081	Achievement of Annual Budget	92.5% - 107.5%	92.5% - 107.5%	A change in the achievement of the annual budget by 250 bps would increase/decrease the FV of the consideration by \$0.1 million (2024: \$0.1 million)
			Probability weighted average of achieving Annual Budget	99%	99%	A change in the achievement of the annual budget by 250 bps would increase/decrease the FV of the consideration by \$0.1 million (2024: \$0.1 million)
			Discount Rate	5.8%	6.8%	A change in the discount rate by 100 bps would increase/decrease the FV of the consideration by \$0.1 million (2024: \$0.1 million)

## 28.2 CAPITAL RISK MANAGEMENT

Group capital (Shareholders Funds) consists of share capital, other reserves and retained earnings. To maintain or alter the capital structure, the Group has the ability to vary the level of dividends paid to shareholders, return capital to shareholders or issue new shares, reduce or increase bank borrowings or sell assets. The Group does not have any externally imposed capital requirements.

The Group's long term debt facilities impose a number of banking covenants. These covenants are calculated monthly and are reported to the banks half-yearly on a rolling 12-months basis. The most significant covenant relating to capital management is a requirement for the Group to maintain its operating leverage (net debt divided by profit before interest, tax, depreciation and amortisation) below a maximum level. There have been no breaches of banking covenants or events of review during the current or prior year.

The following table presents the changes in Level 3 instruments, which are carried at fair value through profit or loss.

	Contingent consideration in a business combination	
	2025 \$000	2024 \$000
Opening balance	6,081	4,835
Acquisition of businesses	780	2,000
Settlement	(4,813)	(754)
Change in fair value of contingent consideration	(1,750)	-
Exchange rate movement	2	-
<b>Closing balance (Note 30)</b>	<b>300</b>	<b>6,081</b>

## Note 29. Financial Instruments by Category

### (A) ASSETS, AS PER BALANCE SHEET

Group	Financial assets at amortised cost		Derivatives used for hedging		Total	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Trade and other receivables (excluding prepayments)	150,498	152,988	-	-	150,498	152,988
Cash and cash equivalents	43,261	35,653	-	-	43,261	35,653
Derivative financial instruments	-	-	-	1,429	-	1,429
<b>Total</b>	<b>193,759</b>	<b>188,641</b>	<b>-</b>	<b>1,429</b>	<b>193,759</b>	<b>190,070</b>

### (B) LIABILITIES, AS PER BALANCE SHEET

Group	Derivatives used for hedging		Other financial liabilities at amortised cost		Other financial liabilities held at fair value		Total	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Borrowings (excluding lease liabilities)	-	-	258,481	265,674	-	-	258,481	265,674
Lease liabilities	-	-	373,689	383,067	-	-	373,689	383,067
Derivative financial instruments	1,342	-	-	-	-	-	1,342	-
Trade and other payables	-	-	106,783	115,229	300	6,081	107,083	121,310
<b>Total</b>	<b>1,342</b>	<b>-</b>	<b>738,953</b>	<b>763,970</b>	<b>300</b>	<b>6,081</b>	<b>740,595</b>	<b>770,051</b>



# Note 30. Business combinations

## PRIOR PERIOD ACQUISITION – FIRST GLOBAL LOGISTICS (“FG”)

Effective 1 November 2023, the Group acquired the business and assets of FG, an end-to-end international e-commerce logistics business in New Zealand for total consideration of \$5.9 million. The consideration comprises a \$3.9 million non-cash settlement of trade payables between the Group and the acquiree and a future earn-out of up to \$2 million payable at the end of the 2025 financial year. The acquired business expands the Group’s international e-commerce logistics know-how and operates within the Group’s express package division.

As at 30 June 2025, the estimated discounted future earn-out payment for the acquisition of FG was \$0.3 million (30 June 2024: \$1.9 million), with the change during the year predominantly arising from a decrease in the estimated future final payment for the acquisition by \$1.5 million (2024: nil). The Group has forecast several scenarios and probability-weighted each to determine an updated fair value for this contingent payment arrangement. The liability is presented within current trade and other payables in the balance sheet.

## PRIOR PERIOD ACQUISITION – PRODUCEPRONTO (“PP”)

Effective 1 November 2021, the Group acquired the business and assets of PP for an initial consideration of approximately \$12.1 million and future earn-out of up to \$3.8 million over 3 years. PP operates fourth party logistics (4PL) services with 365 days per year, same-day fresh and frozen delivery to convenience outlets in New Zealand and businesses across Auckland.

This acquired business operates within the Group’s express package & business mail operating segment.

As at 30 June 2024, the estimated discounted future earn-out payment for the acquisition of PP was \$3.7 million. The final earn-out amount was \$3.5 million and this was paid in September 2024.

## RECONCILIATION OF PAYMENTS FOR BUSINESSES ACQUIRED

	\$000
Cash paid for contingent consideration for the acquisition of ProducePronto	3,458
Cash paid for other acquisitions	1,355
Payments for businesses acquired, net of cash acquired	4,813

# Note 31. Significant Events After Balance Date

## DIVIDEND DECLARED

On 18 August 2025, the Directors declared a final dividend of 21 cents per share (approximately \$37.5 million) in respect of the year ended 30 June 2025 with the dividend being payable on 1 October 2025. The dividend will be fully imputed for New Zealand tax resident shareholders and will be franked to 46% for Australian tax resident shareholders. The record date for determination of entitlements to the dividend is 12 September 2025. The Freightways Dividend Reinvestment Plan will not be offered for this dividend.

## PARCELAIR LIMITED

Freightways and Airwork Holdings Limited (Airwork), each through a subsidiary, are 50/50 joint venture partners in Parcelair Limited, that provides services to the Freightways network.

Freightways is aware of the appointment of receivers to Airwork and certain Airwork subsidiaries. The receivers have announced an intention for Airwork to continue to trade as a going concern. Freightways will continue to closely monitor the situation with Airwork and, if necessary, has a contingency plan which can be implemented on short notice and with minimal operational impact.

At the date of this report, there have been no other significant events subsequent to the reporting date.

## ADDITIONAL DISCLOSURES

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## Shareholder Information

### STOCK EXCHANGE LISTING

The Company's fully paid ordinary shares are listed on NZX (the New Zealand Stock Exchange) and ASX (Australian Securities Exchange) as a foreign exempt listing. The Foreign Exempt Listing means that the Company is expected to comply primarily with the Listing Rules of the NZX Main Board (being the rules of its home exchange) and is exempt from complying with most of ASX's Listing Rules.

For the purpose of ASX Listing Rule 1.15.3, the Company confirms that it has complied with the NZX Listing Rules during the year ended 30 June 2025.

The Company has not been granted or relied on any waiver published by NZX during the year ended 30 June 2025. Neither NZX nor ASX has taken any disciplinary action against the Company during the financial year ended 30 June 2025. In particular, there was no other exercise of powers by NZX under NZX Listing Rule 9.9.3.

### Distribution of shareholders and shareholdings as at 31 July 2025

Size of shareholding	Number of holders	Number of shares held	% of issued capital
1 to 1,999	3,643	3,141,642	1.76
2,000 to 4,999	2,130	6,445,627	3.61
5,000 to 9,999	998	6,512,698	3.64
10,000 to 49,999	656	11,320,645	6.33
50,000 to 99,999	19	1,204,950	0.67
100,000 to 499,999	33	7,589,708	4.25
500,000 to 999,999	7	5,585,780	3.12
1,000,000 and over	23	136,988,306	76.62
<b>Total shareholders</b>	<b>7,509</b>	<b>178,789,356</b>	<b>100.00</b>
Geographic distribution			
New Zealand	7,143	145,967,985	81.64
Australia	295	32,573,386	18.22
Other	71	247,985	0.14
	<b>7,509</b>	<b>178,789,356</b>	<b>100.00</b>

### Substantial product holders as at 31 July 2025

Based upon notices received, the following persons are deemed to be substantial product holders in accordance with Section 293 of the Financial Markets Conduct Act 2013:

	Voting securities	
	Number	%
FirstCape Group Limited	15,955,190	8.92

The total number of issued voting securities of the Company as at 31 July 2025 was 178,789,356.

**Top twenty registered shareholders of listed shares** as at 31 July 2025

	Number of Shares held	% of issued capital
Custodial Services Limited <A/C 4>	24,410,946	13.65
BNP Paribas Nominees (NZ) Limited <BPSS40> *	15,913,397	8.90
HSBC Nominees (New Zealand) Limited <HKBN90> *	14,079,690	7.88
Citibank Nominees (New Zealand) Limited <CNOM90> *	9,095,162	5.09
TEA Custodians Limited <TEAC40> *	8,862,170	4.96
FNZ Custodians Limited	7,740,853	4.33
Forsyth Barr Custodians Limited <1-Custody>	7,690,971	4.30
JPMorgan Chase Bank <CHAM24> *	7,138,461	3.99
HSBC Nominees A/C NZ Superannuation Fund Nominees Limited <SUPR40> *	5,416,472	3.03
Accident Compensation Corporation <ACCI40> *	4,755,567	2.66
New Zealand Depository Nominee Limited <A/C 1 Cash Account>	4,215,038	2.36
ANZ Custodial Services New Zealand Limited <PBNK90> *	3,467,452	1.94
JBWere (NZ) Nominees Limited <NZ Resident A/C>	3,467,123	1.94
ANZ Wholesale Australasian Share Fund <PNAS90> *	3,107,561	1.74
Generate Kiwisaver Public Trust Nominees Limited <NZPT44> *	3,048,251	1.70
PTJR Pty Limited	2,923,062	1.63
HSBC Nominees (New Zealand) Limited <HKBN45> *	2,728,831	1.53
Simplicity Nominees Limited *	1,971,905	1.10
Dean John Bracewell & Phillipa Anne Bracewell & Bracewell Trustee Company Limited <Bracewell Family A/C>	1,753,733	0.98
PT (Booster Investments) Nominees Limited	1,434,659	0.80
	<b>133,221,304</b>	<b>74.51</b>

\* held through NZ Central Securities Depository Limited

## Corporate governance statement

This statement is an overview of the Group's main corporate governance policies, practices and processes adopted or followed by the Board of Directors of Freightways Group Limited (the Board). The Group's corporate governance processes do not materially differ from the principles set out in the NZX Corporate Governance Code, except as set out within this statement. In preparing this statement, Freightways has reported against the NZX Corporate Governance Code dated 31 January 2025.

This statement has been approved by the Board and is current as at 30 June 2025.

### THE ROLE OF THE BOARD OF DIRECTORS

The Board is committed to the highest standards of corporate governance and ethical behaviour, both in form and substance, amongst its Directors and the people of the Company and its subsidiaries (**Freightways**).

### BOARD RESPONSIBILITIES

The Board's corporate governance responsibilities include overseeing the management of Freightways to ensure proper direction and control of Freightways' activities.

In particular, the Board will establish corporate objectives and monitor management's implementation of strategies to achieve those objectives. It will approve budgets and monitor performance against budget (including Financial Reporting and any applicable Non-Financial Reporting). The Board will ensure adequate risk management strategies are in place and monitor the integrity of management

information and the timeliness of reporting to shareholders and other stakeholder groups.

The Board will follow the NZX Corporate Governance Code and Directors will act in accordance with their fiduciary duties in the best interests of the Company.

A formal Board Charter, which can be found at <https://www.freightways.co.nz/about/corporate-governance/>, has been adopted by the Board that elaborates on Directors' responsibilities. The Board will internally evaluate its performance and the performance of its committees annually. Any recommendations flowing from this review will be implemented promptly. The Board will review its Corporate Governance practice against current best practice and continue to develop company policies and procedures, as deemed necessary. The Board can seek internal and/or external advice to support its decision-making.

### BOARD COMPOSITION, APPOINTMENT AND PERFORMANCE

In accordance with the NZX Listing Rules, the Board will comprise not less than three Directors. The Board will be comprised of a mix of persons with complementary skills appropriate to the Company's objectives and strategies, having regard to the Diversity & Inclusion Policy and any measurable objectives set by the Board. The Board must include not less than two persons (or if there are eight or more Directors, three persons or one third rounded down to the nearest whole number of Directors) who are deemed to be independent. The majority of the Board must be independent Directors, including the Chair. The Chair and the CEO must be different people.

Freightways' Board currently comprises six Directors: the non-executive Chair and five non-executive Directors. All Freightways' Directors are independent. Key executives attend board meetings by invitation.

The procedures for the nomination and appointment of Directors are administered by the Board and detailed in the Board Charter. The Board is responsible for making Director nominations available in accordance with the procedure set out in the NZX Listing Rules, reviewing the suitability of a Director nominee in respect of that nominee's proposed appointment, procuring appropriate checks to confirm that a Director nominee is fit and proper to be appointed a Director, ensuring effective induction programmes are in place for the Directors and confirming the status of Directors' independence for external reporting purposes.

Each Director must enter into a written agreement with the Company on appointment that outlines the terms of the Director's appointment.

The Directors all undertake appropriate training to remain current on how to best perform their duties as Directors of the Company. The Board Charter requires an annual review of the Board and Committee composition, structure and succession to ensure its members are performing in line with their obligations and the Company's values and strategy. The Board assesses its own performance, and the Board Chair continually monitors the dynamic of the Directors to ensure it is always working optimally. An assessment by an external consultant intended for the 2025 financial year will take place in the 2026 financial year.

Please see Director's Report section of this Annual Report for further disclosures relating to the Board.

### DIVERSITY & INCLUSION

The Company has a formal diversity & inclusion policy which can be found at <https://www.freightways.co.nz/about/corporate-governance/>. The Company is committed to encouraging diversity throughout all



levels of its operations and by ensuring all employees have an equal opportunity to realise their career ambitions within Freightways. As required to be reported by the NZX Listing Rules, the Company advises that from a gender diversity perspective, as at 30 June 2025, the gender balance of the Company's Directors and Officers is as below:

	Officers		Directors	
	June 2025	June 2024	June 2025	June 2024
Female	1	1	2	2
Male	7	7	4	4
<b>Total</b>	<b>8</b>	<b>8</b>	<b>6</b>	<b>6</b>

The Company has committed to promoting diversity and inclusion in the workplace through the development and advancement of under-represented groups in the Group with career opportunities, professional development courses and training. The Company has set an objective of having 40% of the Executive, Leadership Teams and Freightways Board to be composed of representatives of currently under-represented groups (women, ethnic groups and employees under 43 years-old) by 2030. As at 30 June 2025, these under-represented groups make up 49% of the Executive, Leadership Teams and Freightways Board, exceeding the 40% objective.

## BOARD MEETINGS

The following table outlines the number of board meetings attended by Directors during the course of the 2025 financial year:

Director	Meetings Held	Meetings Attended
Mark Cairns	9	9
Abby Foote	9	9
David Gibson	9	9
Peter Kean	9	8
Fiona Oliver	9	9
Mark Rushworth (retired 23 October 2024)	4	4
Grant Devonport (appointed 25 November 2024)	4	4

## BOARD COMMITTEES

Standing committees have been established to assist in the execution of the Board's responsibilities. These committees utilise their access to management and external advisors at a suitably detailed level, as deemed necessary and report back to the full Board. Each of these committees has a charter outlining its composition, responsibilities and objectives. The committees are as follows:

**Audit & Risk Committee:** The Audit & Risk Committee is responsible for overseeing risk management, accounting and audit activities and reviewing the adequacy and effectiveness of internal controls, meeting with and reviewing the performance of external auditors, reviewing the Annual Report and

Half Year Results Release, making recommendations on financial and accounting policies, and, in relation to the Company's climate-related risks and opportunities, reviewing: their inclusion in the development of the Company's strategy, the proposed metrics and targets for their management and the climate-related disclosures for the Company. The Company's Audit & Risk Committee Charter can be found at <https://www.freightways.co.nz/about/corporate-governance/>.

The Audit & Risk Committee oversees the Company's engagement and communications with its external auditors, which includes meetings between members of the Audit & Risk Committee and the external auditors (both with and without management present). Services provided by the external audit firm to the Company outside of its statutory audit role are monitored by the Audit & Risk Committee to ensure that the independence of its auditors is maintained.

The external auditor is invited to attend meetings when it is considered appropriate by the Audit & Risk Committee. The Company's external auditor also attends the annual meetings and is available to answer shareholder questions relating to the audit.

The Company's current external auditor was reappointed for the FY25 audit following completion of a formal Request for Proposal process, as announced on the NZX and ASX on 24 April 2024. That reappointment involved a change in the Lead Audit Partner, with the FY25 audit being the first audit of the Company undertaken by that current Lead Audit Partner. The Audit & Risk Committee ensures that the Lead Audit Partner is changed at least every five years.

The Group has an established internal audit function for financial controls and draws on external expertise where required to perform complementary

internal audits of non-financial control related areas of the Group. The internal audit programme covers a broad spectrum of risks and findings are presented to the Audit & Risk Committee.

The members are Abby Foote (Chair), Mark Cairns, David Gibson and Grant Devonport. All members are independent non-executive Directors. Meetings were held and attended, as follows:

Director	Meetings Held	Meetings Attended
Abby Foote	7	7
Mark Cairns	7	7
David Gibson	7	7
Grant Devonport (appointed 28 November 2024)	4	4

**People & Safety Committee:** The People & Safety Committee (previously the People & Remuneration Committee) is responsible for overseeing the Freightways human resource practices, providing for a remuneration policy for Directors and executives, reviewing the remuneration and benefits of the senior management, reviewing and recommending the remuneration of Board members, making recommendations to the Board in respect of succession planning, and reviewing and making recommendations to the Board in respect of health & safety standards and practices. The Company's People & Safety Committee Charter and the Company's Remuneration Policy can be found at <https://www.freightways.co.nz/about/corporate-governance/>. The Company's Remuneration Policy does not prescribe specific relative weightings to remuneration and relevant performance criteria as the

Board has determined that it is more appropriate for the People & Safety Committee to consider and adopt relevant weightings and performance criteria on a case-by-case basis in respect of each applicable officer.

The members of the People & Safety Committee are Peter Kean (Chair), Mark Cairns, Fiona Oliver and Grant Devonport. All members are independent non-executive Directors and members of management attend only at the invitation of the People & Safety Committee. Meetings were held and attended, as follows:

Director	Meetings Held	Meetings Attended
Peter Kean	3	3
Mark Cairns	3	3
Fiona Oliver	3	3
Grant Devonport (appointed 28 November 2024)	1	1
Mark Rushworth (retired 23 October 2024)	1	1

**Disclosure Committee:** The Disclosure Committee is responsible for ensuring that adequate processes and controls are in place for the identification of material information and the release of material information when required, reviewing disclosure obligations (including reviewing announcements and assessing whether trading halts may be required) and engaging with the Board as required on such obligations and overseeing compliance with continuous and periodic disclosure requirements.

The members of the Disclosure Committee are Mark Cairns, Abby Foote, the Chief Executive Officer, the Chief Financial Officer and the General Counsel. Meetings are

held as required (rather than having standing scheduled meetings) to ensure that the Company's disclosure obligations are met in an accurate and timely manner.

## CODE OF ETHICS

Freightways expects its Directors and employees to maintain high ethical standards that are consistent with Freightways' core values, business objectives and legal and policy obligations. A formal Code of Ethics has been adopted by the Board and can be found at <https://www.freightways.co.nz/about/corporate-governance/>. Freightways' people are expected to continue to lead according to this Code. New and existing employees with access to the Freightways online learning management system (LMS) completed training on the Code of Ethics in FY25. Limited numbers of existing employees without LMS access such as depot staff (non-connected staff) completed an in-person version of the training. Freightways intends that remaining existing non-connected staff will complete in-person training on the Code in FY26 and that employees who join Freightways in or after FY26 will be trained appropriately. Employees will then subsequently be trained as required by the Code from time to time. The Code deals specifically with conflicts of interest, proper use of information, proper use of assets and property, conduct and compliance with applicable laws, regulations, rules and policies and the other matters set out in recommendation 1.1 of the NZX Corporate Governance Code.

Breaches of the Code of Ethics are required to be notified in accordance with the Company's Protected Disclosures (Whistleblower) Policy or via other channels made available from time to time.

## PROTECTED DISCLOSURES (WHISTLEBLOWER)

The Company is committed to encouraging, supporting and respecting open and honest accountable work practices. The Company believes all employees have a responsibility to eliminate serious wrongdoing in the workplace and has adopted a formal whistleblowing policy that provides employees with access to a confidential third-party agency. The Company's Protected Disclosures (Whistleblower) Policy can be found at <https://www.freightways.co.nz/about/corporate-governance/>.

## DELEGATION OF AUTHORITY

The Board delegates its authority where appropriate to the Chief Executive Officer for the day-to-day affairs of Freightways. Formal policies and procedures exist that detail the parameters that the Chief Executive Officer and in turn his direct reports are able to operate within.

## SHARE TRADING BY DIRECTORS AND MANAGEMENT

The Board has adopted a policy that ensures compliance with applicable securities trading laws. This policy requires prior consent by the Chief Financial Officer and General Counsel in relation to any trading by executive management, and in the case of Directors of the Company and its subsidiaries, prior consent by the Chairman of the Board, Chief Financial Officer and General Counsel. Any trading by the Chairman of the Board requires prior consent by the Chair of the Audit & Risk Committee, Chief Financial Officer and General Counsel. The Company's Securities Trading Policy can be found at <https://www.freightways.co.nz/about/corporate-governance/>.

## TREASURY POLICY

Exposure to foreign exchange and interest rate risks is managed in accordance with the Group's Treasury Policy that sets limits of management authority. Derivative financial instruments are used by the Group to manage its business risks; they are not used for speculative purposes.

## REPORTING AND DISCLOSURE

The Company is committed to promoting investor confidence by providing timely, accurate and full disclosure of information in accordance with the NZX Listing Rules and ASX Listing Rules applicable to the Company as a foreign-exempt entity. The Company has appointed its Chief Financial Officer as its Disclosure Officer. The Disclosure Officer is responsible for monitoring Freightways' business to ensure it complies with its disclosure obligations. The Disclosure Officer has access to all necessary information provided by the direct reports of Freightways' Chief Executive Officer in respect of their areas of responsibility. The Disclosure Officer will regularly request certification from the Chief Executive Officer's direct reports that all reasonable enquiries have been made to ensure all relevant material information has been disclosed to the Disclosure Officer. The Company's Disclosure & Communications Policy can be found at <https://www.freightways.co.nz/about/corporate-governance/>.

Copies of other key governance documents, including the Code of Ethics, Securities Trading Policy and Guidelines, Board and Committee Charters, Diversity and Inclusion Policy and Remuneration Policy, and are all available on the Company's website at <https://www.freightways.co.nz/about/corporate-governance/>.

Copies of the Company's Annual Report from prior years can be found at <https://www.freightways.co.nz/investor-relations/annual-reports/>.

In accordance with the Financial Sector (Climate-related Disclosures and Other Matters) Amendment Act 2021, the Company will be required to meet climate-related disclosure obligations set out in the External Reporting Board's reporting standards in respect of its financial reporting period commencing on 1 July 2024. The Company will release this report not later than Monday 22 September 2025 and once released it will be available on the Company's website at <https://www.freightways.co.nz/about-us/sustainability> and <https://www.freightways.co.nz/investor-relations/annual-reports/>

The Notice of Meeting for the FY24 ASM was circulated 13 working days ahead of the ASM which meets the applicable legal requirements. Freightways endeavours to meet the best practice recommendation of circulating the notice at least 20 working days in advance (Recommendation 8.5 of the NZX Governance Code), but this year did not achieve that given the meeting was being held earlier than is typical by over a week.

## RISK MANAGEMENT

The Company operates in an environment that contains a number of operational and strategic risks. It actively manages risk to ensure it operates a safe workplace and is able to sustain the achievement of its business objectives. Risk management techniques and capability assist managers to focus on uncertainties and vulnerabilities associated with the future, thereby improving the likelihood of meeting business objectives.

The management of risk is a core management responsibility. All managers and employees are accountable to employ risk management processes within their area of control to aid in the achievement of business objectives. A process to ensure risk has been adequately identified, considered and can be managed, is evident in all key decision-making processes. The Chief Executive Officer, Chief Financial Officer and subsidiary management ensure that risks to the business are identified, evaluated and, where necessary, reported to the Board, that effective responses and control activities are developed and that appropriate monitoring and timely re-evaluation is conducted. The Company reports externally on key risks which it considers are relevant to shareholders and other external stakeholders, including climate related risks and health and safety risks, but does not report generally on all material risks which may apply to the Group. All risks to the Group are included within a detailed internal risk reporting regime where risks relevant to specific business units are identified and mitigating actions are recorded.

The Board and its Audit & Risk Committee are responsible for setting policy, assessing and monitoring strategic risks and ensuring management maintains an effective risk management framework.

The Company draws on external expertise where required to perform internal audit on areas assessed to be highest risk for the business and these areas are reviewed on a regular basis, including IT project management, payroll processing and managing business continuity. The internal audit function reports to the Audit & Risk Committee. The internal audit function and external assurance personnel have unfettered access to the Board in undertaking their activities.

The Company's Risk Management Policy can be found at <https://www.freightways.co.nz/about/corporate-governance/>.

### DONATIONS

In accordance with section 211(1)(h) of the Companies Act 1993, the Freightways Group made donations totalling \$0.2 million during the year. No political contributions were made during the year.

### HEALTH, SAFETY & WELLBEING RISKS

Under the oversight of the Board and its People & Safety Committee, the Company's management team and Health & Safety Committee (comprised of representatives from each business and led by the General Manager of Safety) are responsible for managing the Company's health, safety and wellbeing risks. The Board monitor, support and complete their own due diligence on the health, safety and wellbeing practices of the Company. Health, safety and wellbeing is a standing Board agenda item that is discussed at all scheduled Board meetings, including reporting on key critical risk incidents and near misses, TRIFR and LTIFR metrics. The People & Safety Committee is responsible for undertaking detailed reviews of the Company's Health & Safety standards and its adherence to them in practice. The General Manager of Safety is responsible for providing reporting on Health & Safety risks to the Board and detailed information to the People & Safety Committee to enable the Committee to undertake its reviews.

The Company is committed to the prevention of accidents and injuries and no task is regarded to be so important that it may be done in an unsafe manner. The Company has developed and maintains a Health & Safety Manual that details procedures required of

managers, employees and contractors to maintain a healthy and safe working environment for parts of its New Zealand express package businesses.

Annual external assessments are undertaken by the Accident Compensation Corporation (ACC) in relation to the Company's New Zealand businesses that are part of the Accredited Employers Programme.

To support employee wellbeing all staff have access to the Employee Assistance Programme which is an external professional counselling helpline.

Manual handling injuries are the most common work-related injury occurring within the Company's businesses. In FY25 2,786 manual handling training sessions were conducted across the Company.

### TAKEOVER RESPONSE PLAN

The Board has a Takeover Response Plan to assist the Directors and management with the response to unexpected takeover activity. The Plan summarises key aspects of takeover preparation, and sets out, governance, conflict and communications protocols for takeover response. This Plan provides that in the event of a takeover offer, the Board would establish an Independent Takeover Response committee to manage its takeover response obligations.

## FREIGHTWAYS GROUP LIMITED AND ITS BRANDS'

# Directory

### MESSENGER SERVICES LIMITED

32 Botha Road  
Penrose  
DX EX10911  
Auckland  
Telephone: +64 9 526 3680  
[www.sub60.co.nz](http://www.sub60.co.nz)  
[www.kiwiexpress.co.nz](http://www.kiwiexpress.co.nz)  
[www.stuck.co.nz](http://www.stuck.co.nz)  
[www.securityexpress.co.nz](http://www.securityexpress.co.nz)

### NEW ZEALAND COURIERS LIMITED

32 Botha Road  
Penrose  
DX CX10119  
Auckland  
Telephone: +64 9 571 9600  
[www.nzcouriers.co.nz](http://www.nzcouriers.co.nz)

### POST HASTE LIMITED

32 Botha Road  
Penrose  
DX EX10978  
Auckland  
Telephone: +64 9 579 5650  
[www.posthaste.co.nz](http://www.posthaste.co.nz)  
[www.passtheparcel.co.nz](http://www.passtheparcel.co.nz)

### CASTLE PARCELS LIMITED

163 Station Road  
Penrose  
DX CX10245  
Auckland  
Telephone: +64 9 525 5999  
[www.castleparcels.co.nz](http://www.castleparcels.co.nz)

### NOW COURIERS LIMITED

161 Station Road  
Penrose  
Auckland  
Telephone: +64 9 526 9170  
[www.nowcouriers.co.nz](http://www.nowcouriers.co.nz)

### NEW ZEALAND DOCUMENT EXCHANGE LIMITED

20 Fairfax Avenue  
Penrose  
DX CR59901  
Auckland  
Telephone: +64 9 526 3150  
[www.dataprint.co.nz](http://www.dataprint.co.nz)

### THE INFORMATION MANAGEMENT GROUP (NZ) LIMITED

33 Botha Road  
Penrose  
DX EX10975  
Auckland  
Telephone: +64 9 580 4360  
[www.timg.co.nz](http://www.timg.co.nz)

### FIELDAIR HOLDINGS LIMITED

Palmerston North  
International Airport  
DX PX10029  
Palmerston North  
Telephone: +64 6 357 1149  
[www.fieldair.co.nz](http://www.fieldair.co.nz)

### BIG CHILL DISTRIBUTION LIMITED

28 Pukekiwiriki Place  
Highbrook, Auckland  
Telephone: +64 9 272 7440  
[www.bigchill.co.nz](http://www.bigchill.co.nz)  
[www.producepronto.co.nz](http://www.producepronto.co.nz)

### SHRED-X PTY LIMITED

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[www.med-xsolutions.com.au](http://www.med-xsolutions.com.au)

### ALLIED EXPRESS TRANSPORT PTY LIMITED

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[www.timg.com](http://www.timg.com)  
[www.filesaver.com.au](http://www.filesaver.com.au)  
[www.litsupport.com.au](http://www.litsupport.com.au)

FOR INQUIRIES IN RELATION TO FREIGHTWAYS' SERVICES AND PRODUCTS CONTACT THE OFFICES LISTED ABOVE OR REFER TO FREIGHTWAYS' WEBSITE AT: [WWW.FREIGHTWAYS.CO.NZ](http://WWW.FREIGHTWAYS.CO.NZ)





# Company particulars

## BOARD OF DIRECTORS

Mark Cairns (Chair)  
Grant Devonport  
(appointed 25 November 2024)  
Abby Foote  
David Gibson  
Peter Kean  
Fiona Oliver  
Mark Rushworth  
(retired 23 October 2024)

## REGISTERED OFFICE

32 Botha Road  
Penrose  
DX CX10120  
Auckland  
Telephone: (09) 571 9670  
[www.freightways.co.nz](http://www.freightways.co.nz)

## AUDITORS

PricewaterhouseCoopers  
15 Customs Street West  
Auckland

## SHARE REGISTRAR

Computershare Investor Services Limited  
159 Hurstmere Road  
Takapuna  
North Shore City 0622  
DX CX10247

## STOCK EXCHANGE

The fully paid ordinary shares of  
Freightways Group Limited are listed on  
the New Zealand Stock Exchange (NZX)  
and Australian Securities Exchange (ASX).

