

MOVE LOGISTICS GROUP LIMITED

2026 ANNUAL MEETING

29 October 2026

CHAIR JULIA RAUE



/ VOTING AND ASKING QUESTIONS



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Notice of Meeting

Annual Report

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/ AGENDA

Welcome and Introductions

Chair and CEO Presentations

Shareholder Discussion

Resolutions

General Business

Close of the Meeting

/ YOUR BOARD



Julia Raue

Independent Chair
Appointed Chair June 2024



Lachie Johnstone

Independent Director
Elected October 2024



Greg Whitham

Non-independent Director
Elected October 2024



Graham Stuart

Independent Director
Appointed 1 August 2026

/ LEADERSHIP TEAM



Paul Millward
CEO



Lee Banks
CFO



Steph Rigter
GM People & Culture



Ricky Clark
GM Freight



Austin Laurenson
GM Strategy and
Commercial Performance



Hayden Garing
GM Fuel Operations



Hayley Hamilton
Interim GM Warehousing



Marc Blackburn
GM Sales



Mike Brough
GM Oceans &
International



Warwick Bell
GM Specialist Lifting

/ FY26 OVERVIEW

Return to profit as Re-set Phase completed and Step Up underway

Revenue \$290.6m +1.5% FY25: \$286.3m	Normalised EBT¹ \$1.6m +\$11.6m FY25: \$(10.0)m	NPAT⁴ \$0.3m +\$15.9m FY25: \$(15.6)m
Free Cashflow \$6.3m +194% FY25: \$2.1m	EBT \$1.5m +\$15.7m FY25: \$(14.2)m	Net Debt \$10.4m Improved by 38% FY25: \$16.7m
Gross Margin \$² \$85.5m +2.5% FY25: \$83.5m	Gross Margin %² 29.4% +0.2pp FY25: 29.2%	ROIC³ 10.6% FY25: (11.6)%

1. Normalised EBT(NEBT) excludes non-trading adjustments.
2. Adjusted Gross Margin excluding asset sales
3. Excluding leases
4. Attributable to owners

- PP: Percentage Points
- Due to rounding, numbers presented throughout this presentation may not add up precisely to the financial statements
- See Appendix for glossary and non-GAAP reconciliation

NEW HORIZONS 4-YEAR ROADMAP: FY25 TO FY28

RE-SET FY25 - FY26 COMPLETED		STEP UP FY26 – FY27		STAND OUT FY28	
A strong foundational platform		Customer value and operational excellence; smart business growth		Preferred logistics provider; scaling up; a market leader	
Completed the Accelerate transformation programme ✓ Customer focused team and offering ✓ Rightsized cost base ✓ Network optimisation ✓ Relentless focus on cashflow and revenue ✓ Improved balance sheet strength ✓ Winning with customers, existing and new		• Win with customers, existing and new • Strategic partnerships • Increase customer sector diversity • Customer service excellence • High performing network • Operational & commercial excellence • Leverage digital & data • Robust financial performance • Strengthen culture, talent and capability		• Enduring customer partnerships • Strong competitive position • Market reputation & brand strength • Accelerate market share • Material revenue and earnings growth • Maximise new opportunities	
FOUNDATIONS	Passionate & Capable People	Valuable Customer Partnerships	Operational Excellence	Strong Financial Performance	



/ OUR VISION

To be the preferred
freight and logistics
company in Aotearoa
New Zealand

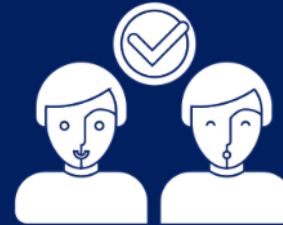
OUR MISSION:

To keep our customers
moving

OUR GOALS



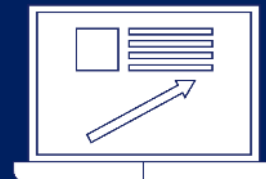
A STRONG TEAM
THAT DELIVERS



DELIGHT OUR
CUSTOMERS



EFFECTIVE USE
OF ASSETS



FINANCIAL
STRENGTH AND
VALUE CREATION

CEO PAUL MILLWARD



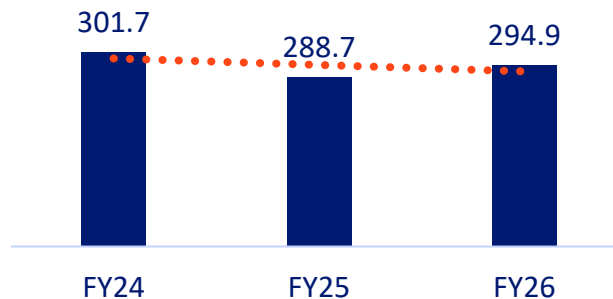
RE-SET PHASE COMPLETED

Meaningful improvement since June 2024

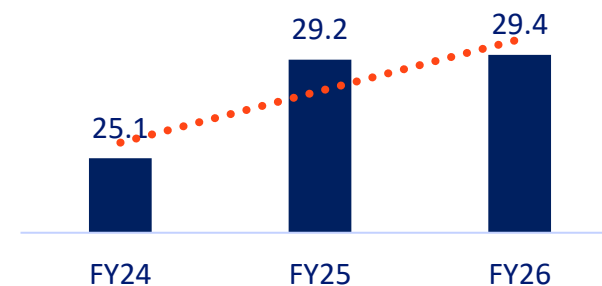
Outcomes

- ✓ Improved financial position
- ✓ Right-sized network and team
- ✓ \$27m cost-focused transformation completed
- ✓ Stronger pricing discipline
- ✓ Improved gross margins
- ✓ Improved earnings conversion
- Ongoing turnaround of Freight business
- Warehousing under-performing, priority focus on turnaround
- ✓ Increased team capability
- ✓ Improved customer service
- ✓ Competitively positioned

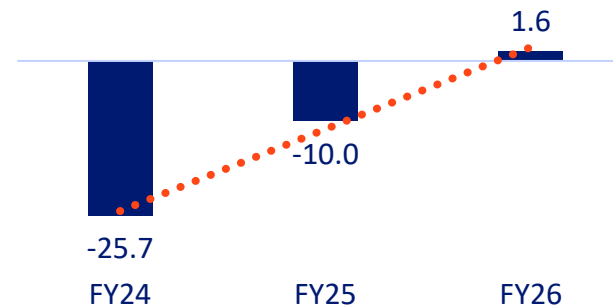
Total Income



Gross Margin %

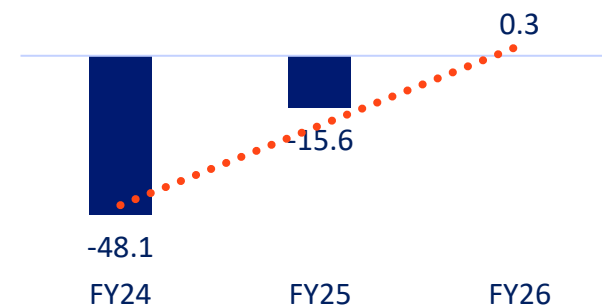


Normalised Earnings Before Tax (NEBT)



Net Profit After Tax

Attributable to owners



FY26 LOOKBACK

Delivered on financial target: Positive full year normalised earnings

Positive free cashflow, return to profit after tax

Improved performance from all businesses, three of four divisions delivering profit, Warehousing remains sub-par

Re-set phase complete → Step Up underway

/ BUILDING A STRONGER BASE

Division		Revenue	YOY	NEBT	YOY
	Freight & Fuel	\$198.6m	↑ 5.2 %	\$3.2m	↑\$4.9m
	Warehousing	\$41.3m	↓23.0%	\$(5.1)m	↑\$0.7m
	Specialist	\$19.9m	↑9.4%	\$3.0m	↑\$0.6m
	International	\$30.7m	↑19.8%	\$4.4m	↑\$4.0m

NEBT – normalised earnings before tax

Due to rounding, numbers may not add up precisely to the financial statements

/ WAREHOUSING TURNAROUND

Clear plan and priorities in place

Focus	Current	FY27 Action
Sales and customer experience	Insufficient scale	• Win customers in targeted sectors and locations • Strengthen customer experience – people, technology (new portal), DIFOT
Customer mix	Concentrated	• Improve sector diversity
Footprint	Being managed	• Increase utilisation
Earnings	Loss making	• Improve site productivity • Pricing and revenue management • Control operating costs • Deliver significant earnings improvement

WINNING WITH CUSTOMERS



/ FROM RE-SET TO STEP UP

- Win in market – grow scale profitably
- Accelerate Warehouse turnaround
- Strengthen core and unlock value in Freight business
- Margin expansion through operational and commercial excellence
- Increase positive normalised earnings
- Positive cashflow
- Balance sheet strengthening

FY27 OUTLOOK

Broader market recovery expected but pace and timing remain uncertain

Targeting year on year improvement in earnings and cashflow

Key Drivers

Resilient baseline growth:

Positive normalised earnings momentum alongside cost-base stability despite extended soft trading conditions

Controlling the controllables:

Pricing discipline, operational excellence and efficiency, and profitable revenue

DISCUSSION

/ RESOLUTIONS

RESOLUTION 1: To record the re-appointment of PricewaterhouseCoopers as the Company's auditor and to authorise the Directors to fix the auditor's remuneration for the ensuing year.

RESOLUTION 2: That Julia Raue, who retires by rotation in accordance with Listing Rule 2.7.1 and is eligible for re-election, be re-elected as a Director of the Company.

RESOLUTION 3: That Graham Stuart, who was appointed as a Director by the Board during the year, be elected as a Director of the Company.

OTHER BUSINESS

**CLOSE OF THE
MEETING**

APPENDICES

SOUND BUSINESS FUNDAMENTALS

One of the largest providers in the NZ market

Multi-modal, end to end supply chain solutions

Customer focused, culture of service excellence

Experienced and passionate team

Competitive, value for money, reliable and resilient provider

Strong long term market dynamics and growth drivers

Clear four year roadmap in place

Significant opportunity to build share of multi-billion dollar market

/ Financial Measures

MOVE Logistics Group uses several non-GAAP measures when discussing financial performance including EBITDA, Normalised EBITDA and normalised EBT. The company believes these provide a better reflection of the company's underlying performance. These measures may not be comparable to similar financial information provided by other entities.

Glossary:

- EBITDA: Earnings before interest, tax, depreciation and amortisation
- Normalised EBITDA: EBITDA before non-trading costs
- Normalised EBT (NEBT): Earnings before tax and non-trading adjustments
- Free Cashflow: Net Operating Cashflow - Capital Expenditure – Lease payments + Asset Sale and Insurance Proceeds
- Gross Margin: Revenue less direct operating costs
- Gross Margin %: Gross margin/revenue
- Net debt: interest bearing liabilities less cash and cash equivalents (excludes IFRS-16 Liabilities)
- Return on Invested Capital (ROIC): Net Operating Profit After Tax/Average Invested Capital

\$Millions	FY26	FY25
Net profit/(loss) before income tax (GAAP measure)	1.5	(14.2)
Add back:		
Restructuring and settlement costs	-	3.3
Asset impairment	0.1	0.9
Normalised EBT (excluding non-trading items, non-GAAP measure)	1.6	(10.0)
Finance costs (net)	9.5	11.3
Depreciation & Amortisation	36.6	40.8
Normalised EBITDA (excluding non-trading items, non-GAAP measure)	47.7	42.1

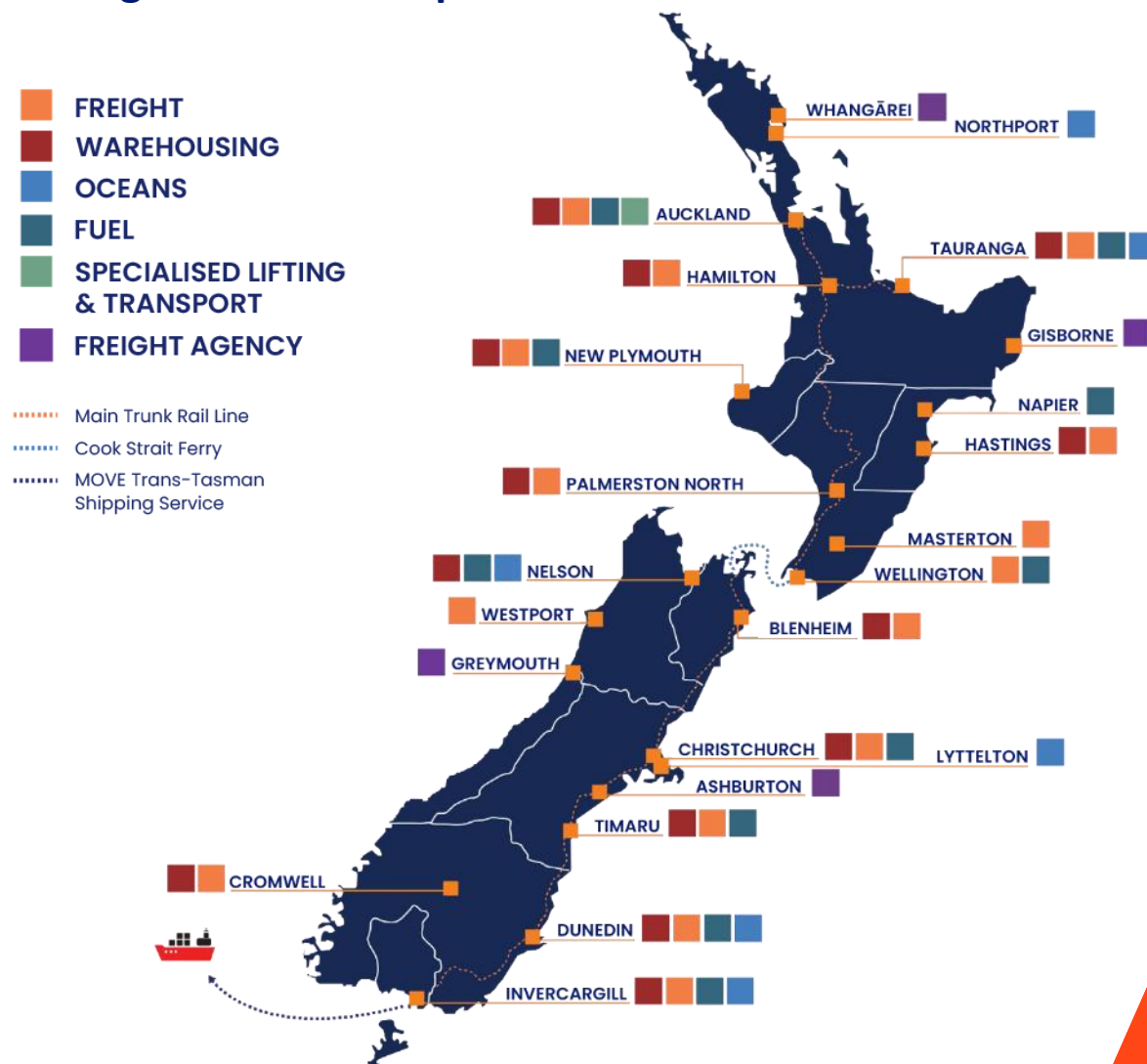
Our vision:

To be the preferred
freight and logistics
company in Aotearoa
New Zealand

Our mission:

To keep our customers
moving

MOVE is one of the largest domestic freight, warehousing and logistics solutions providers in New Zealand



/ MOVE makes logistics easy for customers

3PL PROVIDER			MARKET LEADER IN SPECIALISED SERVICES	
FREIGHT 	WAREHOUSING 	INTERNATIONAL 	FUEL 	SPECIALIST 
One of the largest domestic freight providers in New Zealand. Our services include general freight, primary produce, project cargo and full truck loads.	Contracted solutions for customer including Warehousing and supply chain capability. Our warehouses are central to main routes and easy for port access.	Global logistics specialists, providing international freight forwarding and shipping agency services. Our trans-Tasman shipping service adds another valued service to our offer.	Our specialist road tanker division is one of the largest operators in the New Zealand fuel delivery market.	We move oversized and large items that require specialist haulage. From heavy haulage, and machinery transports to oversized freight movements.

OUR MISSION: To keep our customers moving

2026 Annual Meeting

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