

ANNUAL SHAREHOLDERS MEETING

A. CHAIRMAN'S INTRODUCTION

Slide 2. Freightways - 27 October 2022, Annual Shareholders Meeting

Slide 3. Mark Cairns, Chairman

Nau mai, haere mai. Tena tatou katoa.

Good morning Ladies and Gentlemen and fellow shareholders. I am Mark Cairns, the Chairman of Freightways.

Welcome to our Annual Shareholders Meeting. It's great to be able to meet again in person, and a very warm welcome to the people joining us online also.

With us today are my fellow directors; Mark Rushworth, Peter Kean, Abby Foote, Fiona Oliver, and David Gibson. David Gibson joined the Board in April earlier this year and will address the meeting a little later today on his election.

We will shortly be hearing from our Chief Executive, Mark Troughear. Up on the stage, we also have our Chief Financial Officer, Stephan Deschamps and our General Counsel and Company Secretary, Nicola Silke. Other members of our Executive are also present in the room today, keen for a chat with you over a cup of tea after the Annual Meeting.

A welcome to the Company's Auditors, PricewaterhouseCoopers and the Company's external legal advisors, Russell McVeagh, who are also with us today.

We have a quorum of shareholders, so I declare the meeting open.

Firstly a few housekeeping matters: The bathrooms are located in the western foyer area – near where you entered. In the unlikely event of an emergency, you will be required to evacuate and gather at the nominated assembly point over on Reimer's Avenue. Should this occur please exit the room through the rear doors and follow the directions of Eden Park staff or security. Please also take this opportunity to switch your mobile phones to silent.

Slide 4. How to ask questions

As set out in your meeting guide, any shareholder or proxy attending the meeting or participating online, is eligible to ask a question.

Can I ask please that shareholders give their name when speaking asking questions, and to confirm if they are a shareholder or proxy holder. As usual, during question time, roving microphones will be available to ensure that your questions are conveyed to everyone present and online. Please wait for the microphone prior to asking your question.

If you are attending online, please select the Q&A tab on the right half of your screen anytime, then type your question into the field and press 'Send'. Please note that while you can submit questions from now on, I will not address them until the relevant time in the meeting.

Please also note that your questions may be moderated or amalgamated if we receive multiple questions on the same topic. Finally, due to time constraints we may run out of time to answer all your questions. If this happens, we will answer them in due course via email. Should you require any assistance using the Computershare Online Platform, you can type your query and one of the Computershare team will assist with the chat function and reply to your query. Alternatively, you can call Computershare on 0800-650-034.

All of the resolutions put to shareholders today will be decided by way of a poll.

The polls will be administered by our share registry and the results of the polls will be announced via the stock exchange after the close of the meeting.

Slide 5. How to vote

If you are attending the meeting virtually, when asked at the relevant time that resolutions are put, if you are eligible to vote at this meeting, you will be able to cast your vote under the Vote tab. Once the voting has opened, the resolutions will allow votes to be submitted. To vote, simply select your voting direction from the options shown on screen. You can vote for all resolutions at once or by each resolution. Your vote

has been cast when the tick appears. To change your vote, simply select 'Change Your Vote'. You have the ability to change your vote, up until the time I declare voting closed. In order to provide you with enough time to vote, I will shortly open the voting for all resolutions.

Persons attending the meeting, who are not shareholders, proxy holders or corporate representatives of a shareholder, may not vote.

I now declare voting open on all items of business. The resolutions will now be open in the vote tab, please submit your votes at any time. I will give you a warning before I move to close voting.

I will remind everyone again of these two processes when we come to vote on the resolutions later in the meeting.

Slide 6. Meeting Order

I would now like to run through the structure of the meeting:

The Notice of Meeting, which includes the explanatory notes, was circulated to all shareholders and I intend to take this as read.

I will begin with procedural matters, and then summarise some of the Company's highlights over the last Financial Year. I will then ask Mark Troughar, your Chief Executive to provide an overview of the Company, an update on current trading performance, and a commentary on our outlook for the rest of the financial year.

Following the CEO's presentation and questions relating to the management of the company, I will then introduce the formal resolutions as outlined in the Notice of Meeting.

Proxies have been appointed for the purpose of this meeting in respect of approximately 67 million ordinary shares. As was indicated on the proxy form, where proxy discretion has been given, as Chairman, I intend to vote those proxies in favour of the two resolutions set out in the Notice of Meeting. I also note that as set out in the proxy form, the director standing for election will abstain from voting discretionary proxies in respect of his appointment. As requested by the New Zealand Shareholders Association, we will not disclose the voting of valid proxies received for each resolution before shareholders vote today, and as usual we will declare the outcome of the polls after the meeting on the NZX.

The Financial Statements for the year ended 30 June 2022 are set out in the Company's Annual Report, released to shareholders in August.

Covid19 remained a significant factor during the year, both in NZ and in Australia. In the Annual Report, we provide information on how the Company was impacted and how we continue to respond. I would like to convey the Board's immense gratitude for the commitment of each and every employee and contractor of Freightways, who went above and beyond to ensure our staff, customers, communities and shareholders were all well looked after.

We were pleased to complete the acquisition of Allied Express in Australia in late September, which gives Freightways its first Express Package footprint outside of NZ. We welcome the McDowell's into the Freightways family.

I would now like to speak briefly to some of the financial highlights of Freightways' 2022 year. I will then ask your Chief Executive, Mark Troughear to address the meeting.

Slide 7. General highlights – Financials 2022

The financial year has continued to be disrupted by Covid-19, and I will come back to that in a moment. Despite this, I am proud to report that the business still managed to generate a significant revenue increase, reflecting both organic growth with existing customers and on-going market share gains on the back of our superior service levels.

Overall, revenue increased by 9%, across our Express Package business. Outside of Express Package, we experienced very significant growth in our Waste Renewal business in Australia, mostly thanks to very strong medical waste activity in the context of Covid.

Our earnings growth was slightly lower, at 4%, impacted by a number of additional costs in the second half of the year. I want to highlight a few of the cost headwinds facing the business:

Firstly fuel: fuel prices increased significantly throughout the year. We do have a mechanism to pass this cost increase on to customers, but there is a 2 month lag to implement the fuel escalation. The impact of this lag was approximately 5 million dollars.

Secondly staff costs. With the Omicron wave significantly impacting our workforce, we increasingly had to use temporary labour and also paid Covid premiums to our teams, in order to maintain our levels of service.

Finally network capacity: the growth that we have experienced over the last two years did stretch our network in our main centres. We have subsequently invested in new depots, which will position us well, to manage both the current and growing volumes into the future.

We are focused on restoring Express Package margins to pre-Covid levels over the next two years.

Slide 8. Divisional highlights - 2022

In addition to the financials, there were a number of achievements I would like to call out.

With Business to Customer or B2C volumes now at a higher level than pre-covid, our Pricing for Effort has now reached our target of \$1.52 per item. This has allowed us to make sure that B2C delivery provided a comparable return to our Business to Business deliveries, but importantly this has allowed us to reward drivers commensurately, with contractors' earning 7% higher than the previous year.

Amongst the Express Package businesses, our recent acquisition of Big Chill Distribution is also continuing exceed expectations, with strong revenue growth and reasonable margins.

Finally we are seeing a number of new initiatives growing across the businesses, with strong digital growth in our Information Management businesses, continued growth in our Waste Renewal businesses, as well as investments to improve productivity in our Business Mail operations.

Slides 9. – Covid impact

I mentioned earlier that this year had continued to be impacted by Covid19. We started the financial year with an alert level 4 lockdown of 4 weeks in Auckland, and slightly less in the rest of the country. At alert level 4, our activity is significantly impacted.

The largest impact was related to the Omicron wave of the virus. With almost a third of our staff in depots unable to work, we had to rely extensively on temporary workers to maintain service levels that our customers are accustomed to, and this came at a cost. This additional cost is now unwinding, but remains impacted by the scarcity of workers in New Zealand.

Slides 10. – Dividend

Whilst many New Zealand Companies were forced to recapitalise and suspend dividend payments throughout Covid, Freightways were pleased to announce a 10% increase in Total Dividends from the previous year, with a Final Dividend of 19 cents per share, bringing the total annual dividend to 37 cents per share.

I will now hand over to our Chief Executive, Mark Troghear, to give his address.

Slide 11. Freightways – Mark Troghear, Chief Executive Officer

B. CHIEF EXECUTIVE OFFICER'S REVIEW AND TRADING UPDATE

Thankyou Mark.

Welcome to all shareholders joining us for our 2022 ASM.

Also welcome those from the FRE team in the room, i would like to express my thanks to you and your teams for the outstanding work you have done over the past year.

I'll talk to a brief summary of;

- FRE Growth Strategy
- Our high level ESG goals, and

- Provide a trading update for Q1 along with some comments on the outlook for the year ahead

Slide 12. Freightways Growth Strategy

FRE operates a number of specialist logistics businesses which at their core: pick-up, process and deliver collectively over 100m items per annum

These operations span express package & business mail, temperature-controlled distribution, information management and waste renewal.

The core capabilities that underpin our success in these markets are;

- A focus on striving for efficiency: (100m items, 500m individual movements)
- Delivering reliably for our customers – where accuracy is paramount
- Loving our customers – retaining their loyalty, understanding their needs – both now and in the future, and
- Acting like entrepreneurs across all of our businesses activities, investing money as if it were our own, constantly searching for new horizons of growth

We consider each of these activities has 3 horizons of growth as depicted in the diagram.

- The first horizon, in green, is the base from which we established our operations. It provides the infrastructure, customer base and resources for our networks.

- The second, in light blue, represents the activities we are rapidly scaling, leveraging the base established in horizon 1
- Horizon 3, in dark blue, responses future revenue streams which we are currently developing now, and that we expect to be material in 5 years' time.

Slide 13. Strategy – Express Package and Business Mail

Horizon One: B2B

EXTEND AND DEFEND

- Expansion of facilities in main metro cities
- Contractor earnings up 7.2% v the prior comparative period (pcp)
- Strong service performance throughout the year despite COVID enforced absenteeism

Horizon Two: B2C

GROW SCALE

- Pricing for Effort (PFE) hit \$1.52 in July FY23
- B2C volumes are more than double 2019 due to organic growth and market share gains
- Opportunity for further gains as this market grows and as we attract niches of B2C who value a superior service proposition

Horizon Three: Oversize

ESTABLISH NEW LINES OF BUSINESS

- Launch of Kiwi Express Oversize service in 2022
- Allied Express joins FRE in October 2022 with a focus on 22kg+
- Allied moves into larger premises in NSW and WA with automated sortation commissioned for NSW in 2023

Slide 14. Strategy – Temperature Controlled

Horizon One: National Delivery

EXTEND AND DEFEND

- Growth in core national transport through organic and market share gains
- Expansion of facilities in Wellington, Hawkes Bay

Horizon Two: 3PL

GROW SCALE

- Utilisation of 95% in Auckland
- Commissioning of new 3PL site in Ruakura, Hamilton capable of storing 16,000 pallets

Horizon Three: Same Day

ESTABLISH NEW LINES OF BUSINESS

- Acquisition of ProducePronto in 2021
- Roll out of national delivery for convenience stores
- Leverage the Big Chill Distribution network for storage, linehaul and depots

Slide 15 Strategy – Information Management

Horizon One: Storage

EXTEND AND DEFEND

- Improvement in utilisation of existing warehouses through market share gains

Horizon Two: Digitisation

GROW SCALE

- Leverage TIMG's credibility to win new contracts in digitalisation

Horizon Three: eCommerce 3PL

ESTABLISH NEW LINES OF BUSINESS

- Establish STOCKA – an offering for SME's who require eCommerce fulfilment by leveraging existing facilities, systems and teams

Slide 16 Strategy – Waste Renewal

Horizon One: Secure Destruction

EXTEND AND DEFEND

- Build density using existing networks to maintain the lowest activity cost in the market
- Focus on market share gains
- Refine paper grades to optimise returns

Horizon Two: Medical Waste

GROW SCALE

- Build out the processing footprint in VIC and QLD
- Gain new customers in Eastern-seaboard markets
- Differentiate our product offering

Horizon Three: High Value Waste

ESTABLISH NEW LINES OF BUSINESS

- Expand SaveBoard from NZ only to establish plants in Australia over the next 2 years
- Continue to grow other niche high value waste streams where our assets and capabilities support pick up, processing and delivery to final markets of recycled products

Slide 17 ESG Update

FRE approach to ESG has us target our work on those areas where we and our stakeholders feel we can move the dial. As a result the 5 SDG's presented on this slide are our primary areas of focus.

3. GOOD HEALTH AND WELLBEING

Health and safety in employment – injury reduction. LTIFR reduced from 12 to 11 in FY22

- Deployment of advanced in cab road safety technology in linehaul vehicles
- Employee wellness programme and mental health awareness training rolled out to all management staff
- Commissioned NZ's first virtual forklift simulator

8. DECENT WORK AND ECONOMIC GROWTH

- Introduction of literacy and numeracy training to operational teams
- Professional development and management/leadership training implemented
- Rewarding contractors for their efforts through PFE

9. INDUSTRY, INNOVATION AND INFRASTRUCTURE

- Continual strengthening of reliable operations through expanded network infrastructure
- Horizon 2 and 3 opportunities developed through The Startery

13. CLIMATE ACTION

- GHG Emissions reduction with a target to reduce scope 1, 2 & 3 emissions by 50% by 2035
- Reducing plastic usage and waste by 75% through our EP Brands
- Introduced our Enviro 360 pack to enable recycling of soft plastics into SaveBoard

16. PEACE, JUSTICE AND STRONG INSTITUTIONS

- Ethics and integrity
- Transparency – early disclosure of FRE TCFD report in 2021

Slide 18 Carbon Reduction

INITIATIVE	TIMELINE	COMMENT
100% of company cars are PHEV or EV	2029	Charging infrastructure and increasing supply + operating costs are currently barriers to progress. Expect this to improve by 2025.
Light commercial fleet (vans) transitions to alternate fuel cell	2028-2035	Charging infrastructure, limited-supply and high operating costs are still barriers to progress. Funding options to bridge additional cost of ownership being explored. Close monitoring of new van models to assess for time/weight/range capabilities – current available options are very limited. Contractor incomes well-aligned to be able to transition.
Metro truck fleet are EV or alternate fuel	2030	Charging infrastructure, limited-supply and high operating costs are still barriers to progress. Funding options to bridge additional cost of ownership being explored. <ul style="list-style-type: none"> • Fuso E-Canter has the most suitable vehicle offering in this space currently, but cost per unit is \$294k vs \$95k for the ICE equivalent. Range is also an issue with the E-Canter struggling to achieve 100km per charge when under load and driving up hills.
Linehaul truck fleet begins to transition to alternate fuel cell	2030	Hydrogen fuelling infrastructure, limited-supply and high operating costs are still barriers to progress. Funding options to bridge additional cost of ownership being explored. Close monitoring of new technologies in terms of: capability, safety, commerciality
Rollover current aircraft fleet to new jets that achieve greater fuel efficiency	2027	Currently exploring newer jet options that are more fuel efficient. A potential hurdle is a number of late-model jets burn more fuel on take off and landing, but are very efficient when cruising, meaning fuel savings are limited in shorter routes.. A number of potential aircraft types being explored currently.
Green building specification for new buildings	2023	Discovery being completed on specification standards for all new buildings, including: <ul style="list-style-type: none"> • Solar Panels • EV charging stations • Reticulating storm water • Recycled building materials

Slide 19. Q1 Trading Update (cover)

Slide 20. Consolidated Trading Performance - Q1 Unaudited and includes lease accounting

- The 1st quarter of FY23 saw revenue up 17%, EBITDA up 9% and EBITA up 8% on the pcp

The key features of the trading result were:

- Higher revenue – driven by market share gains in most businesses and the impact of fuel surcharges which were materially higher than in the pcp, but also significant price increases implemented in July
- Labour costs were also higher reflecting the tight labour conditions that exist on both sides of the Tasman as well as additional sick leave provisions
- An additional public holiday in September
- This result does not include any contribution from Allied Express, which was acquired on Oct 1. In the first few weeks of October, has tracked to expectation.

Slide 21 Q1 Express Package & Business Mail Unaudited and excludes lease accounting

- The 1st quarter of FY23 saw revenue up 15%, EBITDA and EBITA up 11% on the pcp
- The 1st quarter overlapped a portion of the Auckland lockdown in the previous period where volume were subdued for 3 weeks in 2021
- While fuel prices briefly fell, they have risen again providing little margin relief
- Labour costs are higher than the pcp, this gap will reduce as the year goes on with many of the wage increases given in the pcp taking effect around the end of the first half. The labour market remains tight for

employees (less so for contractors), particularly our waged truck drivers and freight sorters.

- MSL's performance through the quarter was strong despite the commencement of a large dedicated contract transitioning away in July.

Slide 22 Q1 Information Management - Unaudited and excludes lease accounting

- The 1st quarter of FY23 saw revenue up 25%, EBITDA up 8% and EBITA up 6% on the pcp
- While revenue benefitted from a bounce back in NZ in particular, with more people working from offices, margins were compressed in Medical Waste as we signalled at the full year, as the higher rates we enjoyed in the first half of FY22 returned to normal
- In addition, the cost to serve – particularly the cost of drivers - is significantly higher this year due to the shortage of labour in AU.
- TIMGAU experienced a slight decline in margins, reflecting the mix of work won, as well as an increase in its cost base through wage increases and a higher headcount to support digitisation projects.

Slide 23 EP Item Growth YOY (Network Couriers Only)

The graph illustrates the growth in items for our network Express Package businesses (consistent with previous presentations) over the first 15 weeks of FY23.

The two lines show FY23 growth on FY22 and also on FY20 (pre covid). This period spans the lockdowns that began mid-August

In the first graph, volumes have largely tracked last year with the obvious exception of last years' 3-week lockdown.

- From week 12 last year volumes increased dramatically as NZ came out of lockdown and eCommerce sales boomed. We expect we will track around 7% below this 15-week period.

The second graph show the first 15 weeks of this year v pre-Covid FY20 to illustrate the volume trend excluding covid disruptions;

- With the exception of the one-off public holiday in week 13 volumes are on average 12% above FY20 levels

Slide 24. Outlook (cover)

Slide 25. Outlook

- We expect item count v the pcp for H1 to be slightly negative due to a strong comparative period in the last 15 weeks of FY22;
- While we are mindful of the economic environment and a possible recession we have yet to see any material impact on our customers;
- The labour market remains tight and the cost of labour continues to be a source of pressure;
- The General Rate Increase levied from July 1 has generated an estimated net return of 6.2% in EP;
- We have a platform for growth and profitability in FY23, both through existing businesses and new initiatives and the ability to flex our cost base if volumes decline;
- We are excited to welcome Allied Express to the Freightways family. We see growth opportunities resulting from this on both sides of the Tasman.

- I'd like to once again thank our teams of staff and contractors who have contributed to a successful year for FRE.