

Kordia Group Annual Report

FOR THE YEAR ENDED 30 JUNE 2025



Securing the future.

Trusted to connect New Zealand, 24/7 x 365

Maritime Network

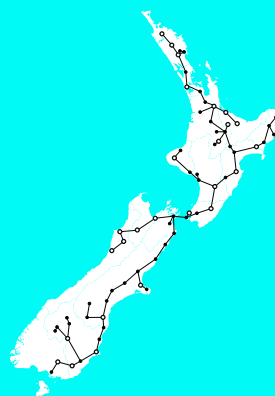
TRUSTED TO MANAGE AND OPERATE
THE NETWORK PROVIDING VITAL
COMMUNICATION SERVICES COVERING
ALMOST A 1/4 OF THE WORLD'S OCEANS

Over 90 million km²



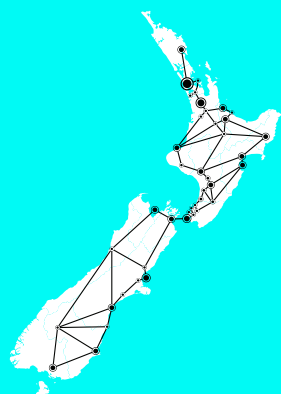
Digital Microwave Radio Network (DMR)

PROVIDING UNPARALLELED ACCESS AND
DIVERSITY FOR OUR CUSTOMERS



More than 200 sites across NZ

INCLUDING 50 LARGE LATTICE TOWERS



Four critical operations centres

NETWORK OPERATIONS CENTRE
(NOC), SECURITY OPERATIONS
CENTRE (SOC) AND 2 X MARITIME
OPERATIONS CENTRES (MOC)



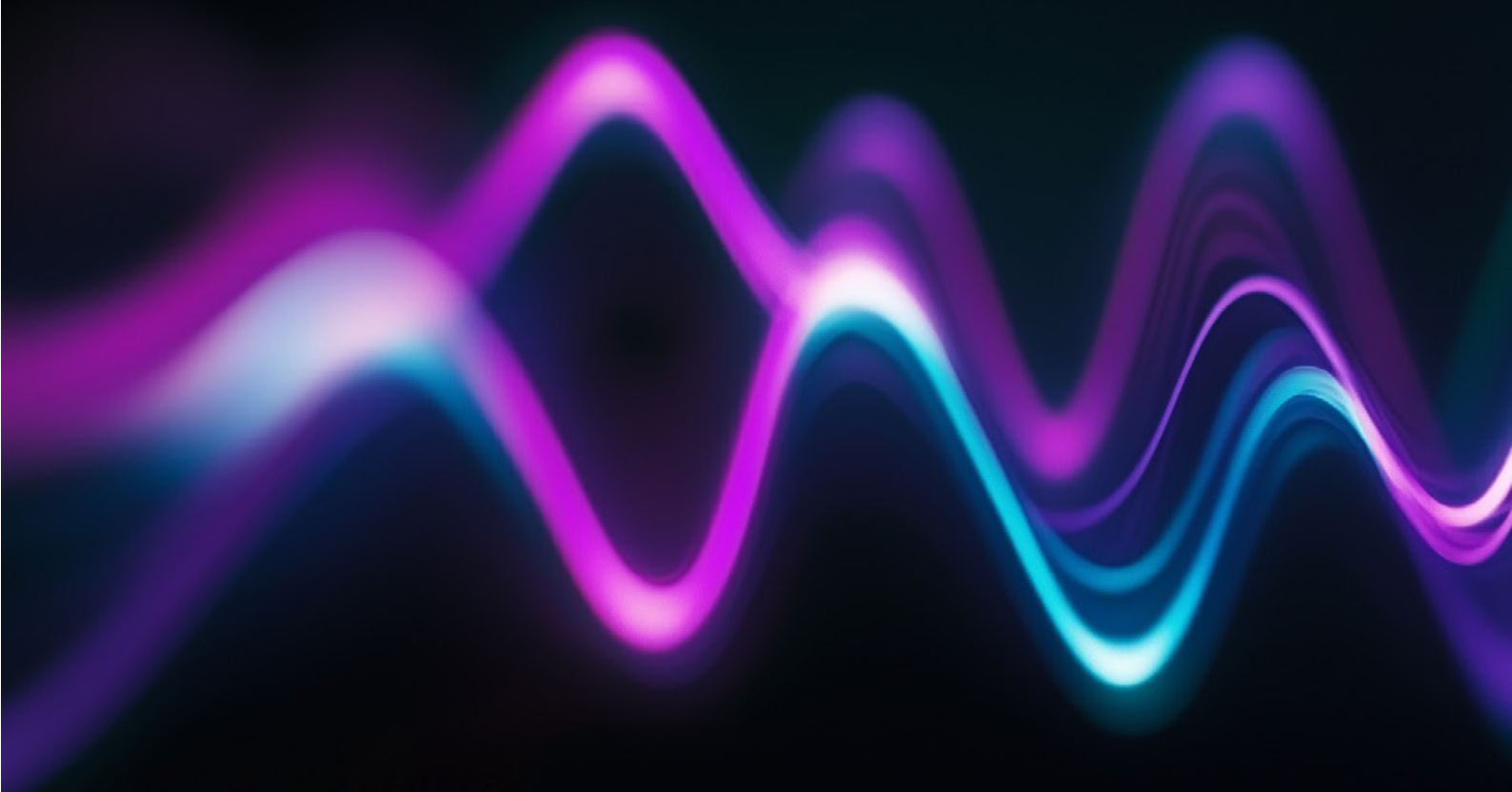
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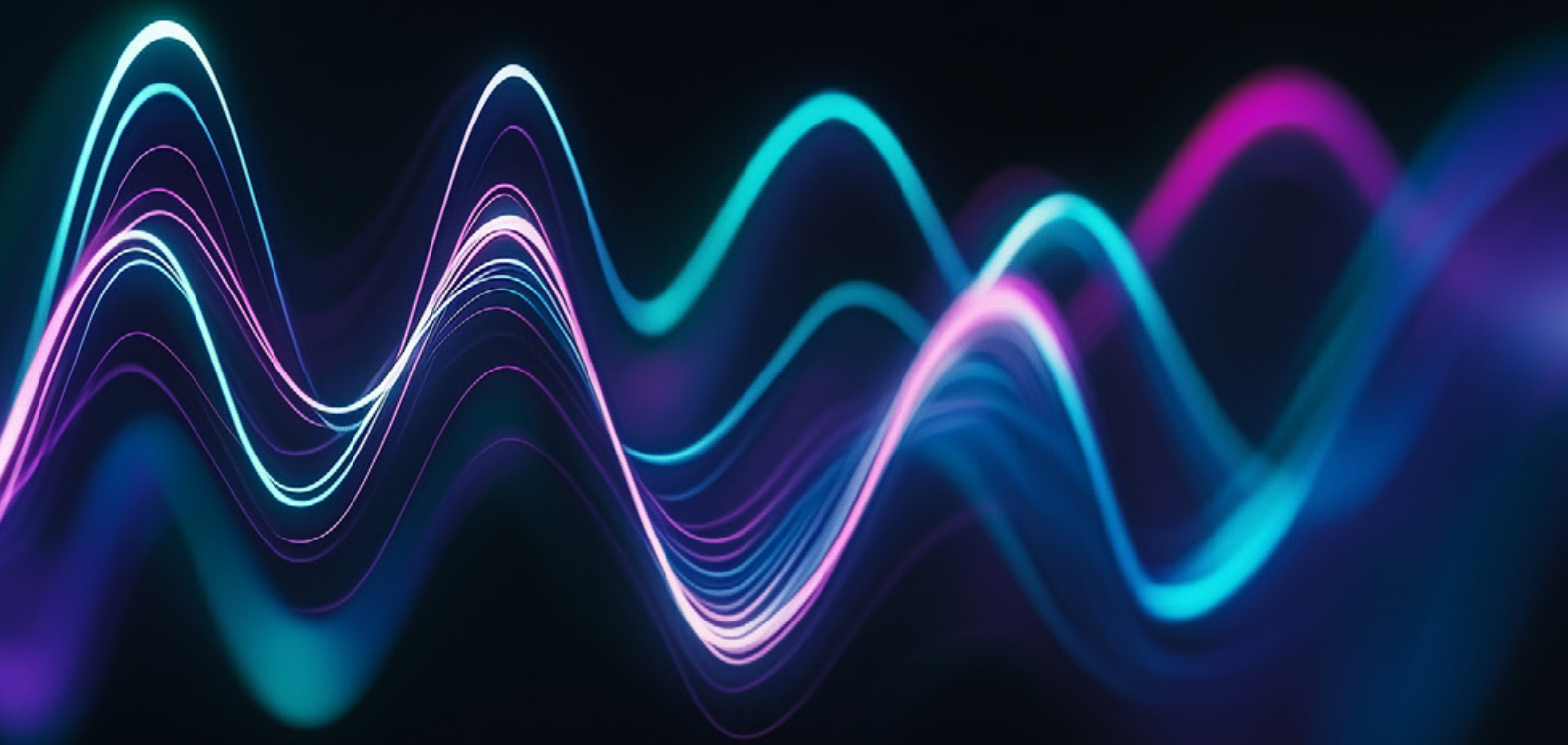
WHAT WE DO:

**We design, build
and manage secure
networks and critical
infrastructure**



WHY WE DO IT:

**to keep New Zealand
and our customers safe
and connected.**



Performance at a glance

FOR THE YEAR ENDED 30 JUNE 2025



\$146m

REVENUE



\$5m

NPAT



1279

CALLS FOR ASSISTANCE AT SEA
RESPONDED TO BY OUR MARITIME
OPERATIONS CENTRES



TRIFR

1.05

GOAL < 5.00



99.97%

DIGITAL TERRESTRIAL TV (DTT)
NETWORK AVAILABILITY



+60

NET PROMOTER SCORE



456

EMPLOYEES



78%

STAFF ENGAGEMENT

**Kordia keeps New Zealanders connected.
We've been doing it for more than 65 years.**

**From broadcast services to cloud
infrastructure, our networks and solutions
are built to endure. We're problem solvers;
we get things done.**

**We're proud engineers, technologists,
media specialists, and cyber security
experts. We blend technical expertise with
thoughtful consulting.**

**We don't overcomplicate the tasks. Our
clients trust us to get on with the work
quickly and to budget.**

**Our unmatched legacy of solving complex
and consequential problems means our
clients can face the future with confidence.**



Chair's Report

FOR KORDIA GROUP AS AT 30 JUNE 2025

The 2024/25 year represented a turning point for the Kordia Group. With a refreshed strategy, improved operational efficiency, and a stronger financial position, the business is now on a positive trajectory. We believe Kordia is in a much-improved position to create long-term value for customers, our shareholder, and for New Zealanders.

The Group has delivered a solid performance this year, despite an increasingly competitive market. Group revenue has remained stable at \$146 million, while EBITDA increased 32.8 percent to \$23 million, and we achieved a net profit after tax of \$5 million.

These results reflect strong contributions from our Maritime division, stability in our Media business, important contract wins for our field engineering team, and positive growth in cloud services.

The results are particularly pleasing following the challenges of last year. They reflect the hard work of the Board, management and entire Kordia team to transform the business, and improve operations, efficiency, and financial sustainability. That work is ensuring Kordia remains an innovative technology leader in future years.

Given our improved performance, we have been able to declare a dividend to the Crown of \$2,484,000.

PERFORMANCE HIGHLIGHTS

The Maritime division delivered a particularly strong performance, underpinned by the successful renewal of key contracts. A highlight was securing a new agreement with the Australian Maritime Safety Authority to support its Aids to Navigation network. This agreement underscores the vital role Kordia plays in providing critical communications across an area covering nearly a quarter of the world's oceans.

Kordia also re-signed a major contract with Maritime New Zealand to deliver safety-of-life-at-sea radio communications for another decade, ensuring the continued operation of the Maritime Operations Centre and the maintenance of the VHF radio network, together with upgrades to infrastructure and technology.

We are proud that Kordia has provided this essential service for more than 30 years, enhancing the safety of people at sea.

Our Media business continues to deliver consistent revenues. It plays an important role in ensuring equity of access to free-to-air television and radio through robust and reliable broadcast services.

This year our technical media specialists played a critical role supporting Freeview broadcasters with the successful migration to a new satellite solution. In addition, our Mobile Media division enjoyed a highly active year, providing linking services to both local and international broadcasters for events including Te Matatini and the Summer of Cricket.

Our field engineering team also performed strongly, securing important contracts to design, build and maintain critical infrastructure across New Zealand and the Pacific.

Notably, the team won a highly competitive contract to design and build a Distributed Antenna System for Christchurch's One NZ Stadium at Te Kaha, enhancing mobile connectivity for this major new venue.

Critical work was also completed in the Pacific Islands, including the build of an essential new fibre connection in Fiji for Telecom Fiji, and support to reinstate broadcasting services in Vanuatu following December's devastating earthquake affecting Port Vila.

FY25 saw Kordia further strengthen our reputation in cyber security, cloud and connectivity.

Winning the iSANZ 'Cyber Security Company of the Year' award reflected the Group's leadership in this sector. While revenues from cyber managed services were flat in a competitive market, the better integration of consulting teams delivered stronger profitability in the latter part of the year.



SOPHIE HASLEM, CHAIR AND NEIL LIVINGSTON, GROUP CEO

Cloud services gained excellent momentum, with revenues increasing by 21 percent year-on-year. Connectivity profits remained tight, but our teams continued to deliver for customers despite difficult trading conditions.

In August 2024 Kordia completed the divestment of our joint venture with Tait Communications. Kordia continues to contribute to the Public Safety Network in our new role as a subcontractor, delivering several key sites for the project during the year.

OUR PEOPLE

Kordia's reputation as a leading provider of innovative technology solutions is, above all, built on the strength, dedication, and expertise of our people. Over 450 employees form the backbone of our organisation, and their commitment underpins everything we do, from delivering critical national infrastructure to pioneering new services.

We are pleased to see that our staff engagement score of 78 percent remains well above the New Zealand company average of 64 percent. This strong level of engagement reflects both the calibre of our people and the culture of collaboration and innovation that continues to be fostered across the Group.

This year Kordia also achieved the Gender Tick accreditation, testament to the emphasis placed on cultivating an inclusive workplace for all employees.

The health, safety and wellbeing of our people remains of paramount importance. This year we again exceeded our health and safety objectives, with both total recordable (TRIFR) and lost time (LTIFR) injury rates comfortably below our goals of under five and under two respectively. This reflects the embedding of zero harm throughout the business and our unwavering commitment to ensuring that every member of our team goes home safe and well each day.

MANAGEMENT

A significant development during the year was the appointment of Neil Livingston as Chief Executive Officer in January 2025. Neil had served as CEO for nine months in an acting capacity, and his time on Kordia's Board prior to his appointment provided him with valuable insight into the business.

Neil brings more than thirty years of international experience in the technology industry, including senior leadership roles at Ericsson, Vend, Endace, and Provenco Cadmus, as well as previous CEO experience at Pingar.

Under Neil's leadership, Kordia has undergone a substantial strategic realignment and transformation, with a strong focus on improving profitability and enhancing operational efficiency.

TRANSFORMATION AND OUTLOOK

With the transformation programme nearing completion, Kordia is in an excellent position to build on our track record while harnessing innovative expertise to grow across all areas of the business.

Over the coming year, the Group will continue to pursue opportunities within our core network and infrastructure services, while also developing AI- and cloud-driven solutions that integrate cyber security, cloud and emerging technologies.

On behalf of the Board,

Sophie Haslem

CHAIR · KORDIA GROUP



Board Members

FOR KORDIA GROUP AS AT 30 JUNE 2025



Sophie Haslem

CHAIR OF THE BOARD

Sophie is a chartered member of the NZ Institute of Directors and has a BCom and Post-Graduate Diploma in Management from The University of Melbourne. Over her executive career, Sophie has worked with a diverse range of companies across New Zealand and Australia developing extensive M&A, innovation and growth strategy experience.

She held senior positions at Citibank NA, ANZ Investment Bank, Ernst & Young and New Zealand Post. Sophie is also Deputy Chair of CentrePort and an Independent Director of Livestock Improvement Corporation (NZX:LIC), Rangatira Investments, nib NZ and Payments NZ. Sophie is a member of Kordia's Audit, Risk & Environment and the People, Wellbeing and Safety Committees.



Ben Kepes

DEPUTY CHAIR OF THE BOARD

Ben is a globally recognised expert in cloud computing, enterprise technology and digital transformation.

Ben has consulted to many large technology vendors internationally and been called upon as a technology and business adviser to a variety of organisations. A recipient of the Sir Peter Blake leadership award, Ben currently sits on the boards of a number of organisations in New Zealand including Pegasus Health, Paenga Kupenga, Cactus Outdoor and Corde. In addition, he is Deputy Chair of Unimed and Chair of Smartco Metering Solutions. Ben is a member of Kordia's Audit, Risk & Environment and the People, Wellbeing & Safety Committees.



Linda Robertson

BOARD MEMBER

Linda is a professional company director with over 25 years governance experience, combined with 30 years senior financial management experience having worked in both the banking and energy sectors in New Zealand. Linda has been a full-time company director since 2015. Linda's governance experience spans many industries such as banking, funds management, electricity generation retail and distribution, broadcasting services, co-operatives, local authority owned and state-owned entities and charities. She has a Bachelor of Commerce Degree and a Diploma in Banking. Linda also holds a Sustainability and ESG Designation; and a Climate and Biodiversity Certificate. Linda is a Distinguished Fellow of the Institute of Finance Professionals New Zealand (INFINZ), a Graduate Member of the Australian Institute of Company Directors, a Chartered Governance Professional and a Certified Fellow of the Institute of Directors in New Zealand. Linda is the Chair of Kordia's Audit, Risk & Environment Committee.



Nicola Riordan

BOARD MEMBER

Nicola is a Chartered Member of the New Zealand Institute of Directors and the Australian Institute of Company Directors. She holds an M.A. in Strategic Marketing Management and a BBS in Business and IT.

Over her executive career, Nicola has worked with high-growth technology companies across New Zealand and globally, including Xero, Skype, and TweetDeck, developing deep expertise in innovation, customer strategy, and commercial leadership.

She is a Director of the Real Estate Institute of New Zealand (REINZ), Realestate.co.nz, NZ Financial Services Group, and LMG (Australia), and is a Council Member at the University of Otago. Nicola is Chair of Kordia's People, Wellbeing and Safety Committee.



Kent Pohio

BOARD MEMBER

Kent is an executive and independent director with over 15 years' experience across the energy and agriculture sectors working with a wide range of multinational companies. He is currently the General Manager at WSG Energy Services. Kent brings strategic focus and expertise in asset and risk management to the Kordia Board. He is an authentic and strategic leader focused on developing high performing teams and boards. Kent is of Ngāi Tahu Ngāti Pūkiao and Ngāti Kahungunu descent. He holds a Bachelor of Chemical and Process Engineering as well as a Master of Engineering Management from the University of Canterbury. Kent is a member of Kordia's People, Wellbeing and Safety Committee.



Martin Matthews

BOARD MEMBER

Martin is Chair of the boards for MetService and Experience Wellington. He is also Chair of Greater Wellington Regional Council's Finance, Risk and Assurance Committee and a member of the Audit and Risk Committee's for Auckland Council and Whaikaha. Martin has previously held executive roles as Controller and Auditor-General, Secretary for Transport and CEO of the Ministry for Culture and Heritage. He has a B.A (hons) in Economics, is a Fellow of Chartered Accountants Australia and New Zealand and a member of the Institute of Directors. Martin is a member of Kordia's Audit, Risk and Environment Committee.



Dhaya Sivakumar

BOARD MEMBER

Dhaya is a recognised technology leader in New Zealand with over 25 years management experience across a variety of industries including travel, hospitality, telco, payments, healthcare, financial services and agricultural technology. He is currently Chief Information Officer at dairy genetics company LIC. Dhaya has significant experience in high growth start-up businesses as well as in large corporate transformations. He currently advises early stage companies and is Chair of charitable trust Hau Tutu, aiming to increase the participation rates of Māori and Pasifika in the technology sector. Dhaya has a Bachelor of Business and brings a specific technology and product focus to the Kordia Board. He is a member of Kordia's Audit, Risk & Environment Committee.



Governance Overview

The directors are pleased to present an overview of the main governance practices of Kordia.

SHAREHOLDERS

Kordia was established under the State-Owned Enterprises Act 1986 (SOE Act) and incorporated under the Companies Act 1993. As a State-Owned Enterprise (SOE), Kordia is wholly owned by the Crown, which is represented by two Shareholding Ministers – the Minister of Finance and the Minister for State-Owned Enterprises. The Treasury, through the Commercial Operations Group, provides administrative support to the Shareholding Ministers. The Kordia Board is responsible to the Shareholding Ministers for ensuring effective corporate governance across the group. The Ministers' expectations are stated in the Owner's Expectations Manual (published on the Treasury's website) and in the letters of expectations sent to every SOE each year.

Kordia provides the Shareholding Ministers with quarterly reports outlining performance against the objectives set out in the Statement of Corporate Intent (SCI), half-yearly financial statements, annual business plan and annual report including audited annual accounts. The SCI, half-year report and annual report are tabled in Parliament annually. Shareholding Ministers are also kept up to date on a regular basis by management and the Board as part of a "no surprises" policy.

As a SOE, Kordia's principal objective is to operate as a successful business. Kordia intends to:

- Provide high quality services and products at market-competitive prices;
- Manage its financial assets and liabilities on a prudent basis;
- Make investment and business decisions that protect and add Shareholder value;
- Operate an efficient, effective and profitable business and provide to the owners a commercial return on the capital employed;
- Be a great employer and procurer enabling safe workplaces and supply chains, and creating an environment where people can thrive.

THE BOARD

The Board is appointed by the Shareholding Ministers and is currently comprised of seven non-executive directors. Each director is independent, in that each is independent of Kordia's management and free of any Kordia business or other Kordia relationship that could materially interfere with, or could reasonably be perceived to materially interfere with, the exercise of the directors' unfettered and independent judgement. In accordance with the Board Charter, the Chair takes the leadership role in the conduct of the Board and its relationship with the Shareholding Ministers and other stakeholders. The Chair also has a strong working relationship with the Chief Executive.

The only change to the Board composition of Kordia during the 2024/25 financial year was the appointment of Dhaya Sivakumar as a director effective from 9 September 2024.

The Board is responsible to the Shareholding Ministers for guiding and overseeing Kordia's operations. The Shareholding Ministers and The Treasury advise the Board on expectations and performance, with the Board Charter setting out how the Board discharges its responsibilities and powers.

The Board plays a critical role in helping to guide and test company strategy, by engaging in an ongoing conversation with the Executive around key strategic decisions. These decisions are in relation to the long-term strategic planning and direction of the business, including non-financial performance and our ability to create value in the medium and long term. The Board has oversight of Kordia's financials and the annual and three-year planning processes. Board members engage in robust discussions with management around the strategic direction of the business to test and ensure investment is going towards the things that will deliver the best outcomes for the company and shareholders. The Board has delegated day-to-day management to the Chief Executive.

CONSTITUTION, CHARTER, REFERENCE AND POLICIES

On Kordia's website kordia.co.nz/shareholder you will find the following corporate governance document:

- Constitution of Kordia Group Limited

In addition to the Company's Constitution, Kordia has a number of supporting governance documents which are available to our staff. These include:

- Kordia Group Board Charter
- Audit, Risk & Environment Committee - Terms of Reference
- People, Wellbeing & Safety Committee - Terms of Reference
- Code of Conduct Policy
- Remuneration Policy
- Gender Transitioning Gender Affirmation Policy
- Environmental Policy
- Whistleblower Policy
- Modern Slavery Policy
- Code of Conduct Policy
- Procurement Policy
- Tax Policy
- Treasury Policy
- Fraud and Corruption Prevention Policy
- Quality Policy
- Health and Safety Policy
- Rainbow (LGBTQIA) Policy
- Delegation of Authority Policy
- Enterprise Risk Management Framework

CODE OF CONDUCT AND ETHICS

Kordia's Code of Conduct is a framework of principles which aims to ensure Kordia's compliance with relevant legal and workplace behaviour as well as ethical standards in work related matters. The Code of Conduct is reviewed biennially (or as required) to keep it up to date with employee, shareholder and other stakeholder expectations. Directors and employees are also expected to uphold Kordia's values.

AVOIDING CONFLICTS OF INTEREST

The Code of Conduct includes direction on disclosing and managing conflicts of interest. The Board updates any change in interests and any potential conflicts at each meeting. A Directors' interests register is maintained, and the Board reviews the register at each meeting. The register records relevant transactions and disclosures of interests.

WHISTLEBLOWING

The Whistleblower Policy provides for a safe, confidential, and effective process for individuals to report concerns about serious wrongdoing within Kordia. It sets out the process by which suspected serious wrongdoing can be reported, including within the framework of protection provided by the Protected Disclosures (Protection of Whistleblowers) Act 2022 (Act).



Governance Overview cont.

HEALTH & SAFETY

The health, safety, and wellbeing of Kordia's people—including staff, contractors, and anyone interacting with the business—is a top priority across all sites and operations. Kordia is committed to fostering a proactive safety culture supported by best-practice systems and continuous improvement initiatives. Regular reporting to the Executive Leadership Team and the People, Wellbeing & Safety Committee provides assurance that health and safety practices are effective. Executive leaders and directors also conduct site visits to verify that critical controls are in place and functioning as intended. Kordia has identified critical health and safety risks with potential for serious impact, including operational hazards, working at heights, vehicle-related activities, lone work, interactions with third parties, and psychosocial risks. Controls for these critical risks are

regularly reviewed to ensure they remain effective, and each business unit maintains a tailored health and safety plan. Performance is tracked using key safety metrics, including the Lost Time Injury Frequency Rate, alongside other leading and lagging indicators. All incidents and near misses are investigated thoroughly, with corrective actions implemented promptly.

During the year, Kordia focused on improving lone worker safety, enhancing operational hazard controls, strengthening risk management for third-party interactions, and refining health monitoring processes. These measures support the organisation's ongoing commitment to a strong safety culture, effective risk management, and the wellbeing of all who work with or for Kordia.

SKILLS MATRIX SUMMARY

	Sophie Haslem	Ben Kepes	Linda Robertson	Nicola Riordan	Martin Matthews	Kent Pohio	Dhaya Sivakumar	
CRITICAL								EXPERTS
Strategy oversight	EXP	EXP	EXP	EXP	EXP	ADV	ADV	5
Risk management oversight	EXP	GEN	EXP	ADV	EXP	EXP	GEN	4
Innovation and disruption oversight	ADV	EXP	GEN	EXP	ADV	ADV	EXP	3
Digital, cloud and cybersecurity oversight	ADV	EXP	ADV	EXP	GEN	GEN	EXP	3
Enterprise technology (customer facing) oversight	EXP	ADV	GEN	EXP	GEN	ADV	EXP	3
Corporate governance experience	EXP	EXP	EXP	ADV	ADV	GEN	GEN	3
Major projects oversight	ADV	GEN	ADV	GEN	ADV	EXP	EXP	2
Physical technology infrastructure oversight	GEN	GEN	ADV	GEN	GEN	EXP	ADV	1
GENERAL								
Talent and leadership oversight	EXP	GEN	GEN	EXP	EXP	ADV	ADV	3
Accounting and financial reporting oversight	EXP	GEN	EXP	ADV	EXP	ADV	GEN	3
Mergers, acquisitions and divestments oversight	EXP	EXP	EXP	ADV	GEN	GEN	GEN	3
Safety oversight	ADV	GEN	ADV	ADV	ADV	EXP	GEN	1
Sustainability oversight	ADV	GEN	EXP	GEN	ADV	ADV	GEN	1
Government engagement oversight	ADV	LIM	ADV	GEN	EXP	GEN	LIM	1
Culture, diversity and inclusion oversight	GEN	GEN	ADV	GEN	ADV	ADV	LIM	0

UNDERLYING SKILL DETAILS

Physical technology infrastructure oversight - Network, media and broadcast technology, critical communications and infrastructure connectivity, maritime communications and monitoring technology and asset maintenance and planning (including for climate change, sustainability and resilience).

Digital, cloud and cyber security oversight - Digital strategy and transformation, cyber security risks, mitigations and emerging trends and cloud infrastructure and transformation.

Enterprise technology (customer facing) oversight - Leadership roles within medium to large corporates, buying key CIO/CTO/CISO technology or selling to CIO/CTO/CISO buyers and working with significant to large enterprises.

Strategy oversight - The strategic process, broad portfolio-based capital allocation, business planning and budgeting and implementation of strategic measurement / accountability.

Corporate governance experience - Relevant board experience, board / committee leadership, understanding of board processes and procedures and Health and Safety governance.

Risk management oversight - Risk management systems, risk reporting to the board, contract governance and risk management, regulatory risk management and HR, people and safety risks.

Major projects oversight - Substantial and relevant major projects, project based governance, project based risk governance and project-based stakeholder management (including government).

Innovation and disruption oversight - Substantial and relevant disruption / industry transformation, emerging technology and skill implications, leading new venture development and changes to value models and industry structure.

Government engagement oversight - Government relations, understanding of the political, policy and regulatory process, communication of policy positions and key government relationships.

Safety oversight - Safety reporting oversight, safety culture oversight, root cause analysis and linkage of safety to KPIs.

Talent and leadership oversight - Leadership development, succession and talent management, organisational culture and diversity initiatives.

Accounting and financial reporting oversight - External and internal audit, the process and preparation of financial statements, the mechanics of financial control and scale appropriate financial systems / processes.

Mergers, acquisitions and divestments oversight - Substantial mergers, acquisitions, and divestments, transaction structuring and deal execution and integration.

Sustainability oversight - Sustainability governance, including strategy, risk and oversight mechanisms, climate change and emissions, human rights and modern slavery and community and social responsibility.

Culture, diversity and inclusion oversight - Organisational culture, early-stage cultural interventions, establishing positive organisational culture, substantial and relevant diversity and inclusion initiatives, diversity and inclusion measurement, reporting, intervention and advocacy and building a culturally safe workspace.

DIRECTOR DEVELOPMENT AND EDUCATION

Kordia's Directors engage in ongoing professional development to ensure they remain informed about best practices in governance and their responsibilities on the Board. Directors maintain memberships with relevant organisations, such as the Institute of Directors, and receive targeted information from management on matters relating to Kordia, its operating markets, and the various sectors in which Kordia operates in. In addition, Directors undertake site visits and meet with stakeholders to gain direct insight into operational and market activities.

BOARD, COMMITTEE, AND DIRECTOR PERFORMANCE

The Board regularly assesses its own performance, that of its Committees, and individual Directors with the assistance of an external consultant. In 2025, Board Outlook conducted a pulse check evaluation of the Board which helped with its continual improvement.



Governance Overview cont.

BOARD COMMITTEES

Kordia's Board committees review and consider in detail the policies and proposals developed by management and make recommendations to the Board. They do not take action or make decisions on behalf of the Board unless specifically mandated to do so. Under the Charter, the Board may establish committees from time-to-time to help the Board focus on specific governance responsibilities in more detail, assist with reporting and make recommendations as appropriate. The Board currently has two committees:

1. The Audit, Risk & Environment Committee ensures Kordia complies with its audit, financial and risk management responsibilities. The Committee is chaired by Appointed Director **Linda Robertson**, with the other members being **Sophie Haslem, Ben Kepes, Martin Matthews and Dhaya Sivakumar**.

Key responsibilities of the Committee are:

- Financial reporting, appointment of auditors, compliance process and controls;
- The risk management framework, and assessing its effectiveness;
- Enterprise risk management, and an assessment of risks and risk appetite;
- Disaster recovery and business contingency plans;
- Environmental impact strategy including reporting of carbon-reduction initiatives and achievement.

2. The People, Wellbeing & Safety Committee supports the Board in fulfilling its responsibilities as an employer, with a particular focus on performance, wellbeing, and organisational safety. It oversees strategy, CEO performance, and employment practices; monitors health and safety performance; and advises on strategic workforce matters including resourcing and culture. The Committee is chaired by Appointed Director **Nicola Riordan**, with the other members being **Sophie Haslem, Ben Kepes, and Kent Pohio**.

Key responsibilities of the Committee are:

- The health, safety and wellbeing of people, and the health and safety strategy;
- The people and culture strategy, including the employee value proposition and organisational culture;
- The employment conditions, remuneration and performance assessment of the Chief Executive.

MEETINGS

In the last financial year, the Board met on nine occasions as scheduled. The Chief Executive attends all Board meetings. Other managers may attend Board meetings in relation to matters specific to their areas of responsibility. Directors have other opportunities, including site visits, for contact with employees. The board also met an additional nine times during the year for strategy sessions, special approvals, and risk framework reviews.

Scheduled board and Committee meetings and attendees for the year ending 30 June 2025, are set out in the following table.

	Board meetings	People, Wellbeing & Safety Committee	Audit, Risk & Environment Committee
NUMBER OF MEETINGS	9	4	4
Sophie Haslem	8	3	4
Ben Kepes	9	4	4
Linda Robertson	9	-	4
Nicola Riordan	9	4	1
Martin Matthews	9	-	4
Kent Pohio	9	4	-
Dhaya Sivakumar (appointed from 9 Sept 2024)	8	-	3

RISK MANAGEMENT

Kordia has embedded an **Enterprise Risk Management Framework (ERMF)**. The framework ensures risks are identified, assessed, and managed consistently across the business, with clear ownership and regular reporting to the Executive Leadership Team and the Board Audit, Risk & Environment Committee.

The ERMF is aligned with international best practice:

- AS/NZS ISO 31000:2018 Risk Management – Principles and Guidelines
- COSO Enterprise Risk Management Framework – Integrating with Strategy and Performance

A Risk & Control Self-Assessment (RCSA) process is used to evaluate how effectively risks are being managed across the business. Risk levels are reported regularly to the Executive Leadership Team and the Audit, Risk & Environment Committee. Each risk category, together with its causes and controls, is periodically reviewed to ensure risks are being managed appropriately and the internal controls remain fit for purpose. Key Risk Indicators (KRIs) are also used to monitor performance against Board-approved risk appetite.

Kordia's Risk Categories are aligned to the following Business Objectives:

1. Health & Safety - To ensure the physical health & safety and mental wellbeing of our people
2. Legal & Compliance - To maintain our licence to operate
3. Financial Control- To ensure accurate financial reporting and processes
4. Data Management - To ensure the integrity, confidentiality, and availability of data.
5. Information Security - To ensure cyber security of Kordia's data and information. To ensure cyber security of Kordia's information systems
6. Asset Management - To maintain all critical assets to prevent mission-critical outages or failures.
7. Ethical Business Practices - To uphold the highest ethical standards across Kordia by protecting company funds, assets, and reputation from fraud and misconduct, and by fostering a culture of integrity in the behaviours of all our people.
8. Capital and Funding - To ensure capital adequacy and funding availability to support strategic growth
9. Supply Chain and Third Party - To build and maintain a resilient, high-performing supply chain and third-party ecosystem that supports business continuity and enhances organisational capability.
10. Sustainability / ESG - To drive sustainability and ESG leadership within the industry
11. People - To build a highly talented, diverse and capable workforce to deliver The Kordia Experience (TKE)
12. Customer Growth - To build and maintain key customer relationships through delivering effective outcomes for all our customers. To ensure identification of the best opportunities for customer growth, innovation and expansion.
13. Transformation - To embrace change to drive innovation and business evolution
14. Investment / Divestment - To adapt to external factors, technological change and evolving customer preferences with agility.

EMPLOYEE REMUNERATION

Kordia has a transparent Remuneration Policy for all employees, approved by the People, Wellbeing & Safety Committee and applied across the Group. This internal policy is available to employees on Kordia's intranet.

Kordia's remuneration framework is designed to attract, retain, and motivate talented people. Employees are remunerated fairly, with total remuneration reflecting the value of their role, performance, and market benchmarks. Remuneration includes salary, short-term incentives, project payments, motor vehicle allowances, superannuation and health contributions, and other employment benefits. For employees in overseas operations, remuneration is converted to New Zealand dollars using the year-end exchange rate.

Remuneration levels are reviewed annually following performance development reviews, considering market data, internal relativities, and individual performance. Short-term incentives are awarded to certain management and executive roles based on the achievement of agreed objectives. All increases are reviewed and approved by relevant executives, the CEO, EGM Finance & Corporate Services, and, where applicable, the People, Wellbeing & Safety Committee.



Directors' Report

FOR THE YEAR ENDED 30 JUNE 2025

The Directors have pleasure in presenting their report, together with the audited Financial Statements of the Group for the year ended 30 June 2025.

PRINCIPAL ACTIVITIES

The Group's principal activity during the year was the provision of telecommunications services (transmission, linking of telecommunications and broadcasting signals as well as design, build, operations and maintenance of transmission networks), cyber security, cloud solutions and maritime safety services.

The Directors regard the state of the Group's affairs as satisfactory.

SHAREHOLDING

The Group is wholly owned by His Majesty the King in right of New Zealand (the 'Crown').

The Shareholding Ministers (being Ministers of the Crown who hold the shares in Kordia Group Limited on behalf of the Crown) at balance date were:

Minister of Finance	Hon Nicola Willis
Minister for State-Owned Enterprises	Hon Simeon Brown

RESULTS FOR THE YEAR

The Group's consolidated net profit after taxation from continuing operations for the year was \$4,968,000 (2024: \$339,000).

DIVIDEND

The Directors recommend a final dividend of \$2,484,000 be declared for the year ended 30 June 2025 (2024: nil). Taking into account no interim dividend (2024: nil), the total dividend for the year will be \$2,484,000 (2024: nil).

AUDITOR

The Controller and Auditor-General is the auditor of the Group in accordance with Section 19 of the State-Owned Enterprises Act 1986 and has appointed Geoff Lewis of KPMG to act for and on behalf of the Auditor-General, as auditor in respect of the year ended 30 June 2025.

On behalf of the Board



S Haslem
Chair



L M Robertson
Director

28th August 2025

Statement of Responsibility

FOR THE YEAR ENDED 30 JUNE 2025

The Board and management of Kordia Group Limited are responsible for:

- The preparation of these financial statements and the judgments used in them.
- Establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In the opinion of the Board and management these financial statements fairly reflect the financial position, performance and cashflows of Kordia Group Limited for the year ended 30 June 2025.



S Haslem
Chair



L M Robertson
Director

28th August 2025



Delivering excellence – enabling the future

Kordia provides critical infrastructure, networks and safety of life communication solutions for some of New Zealand's most significant organisations, from national broadcasters to frontline emergency service providers.

With over 65 years of experience, we have developed unique expertise in designing, building, maintaining and operating critical networks. We utilise this knowledge to provide managed service solutions and consulting services for other media and infrastructure providers in New Zealand and the wider Asia Pacific.

We are a key provider of maritime safety of life services for New Zealand and Australia, supporting the operation of distress communication systems for an area encompassing almost a quarter of the world's oceans.

Finally, we leverage our expertise in emerging technology and innovation to advise and support businesses with their cyber security, cloud, managed IT and connectivity needs.

Under the State-Owned Enterprises Act, Kordia Group Limited is required to operate as a successful business, and specifically, to achieve the following objectives:

- **to be as profitable and efficient as comparable businesses that are not owned by the Crown;**
- **to be a good employer; and**
- **to exhibit a sense of social responsibility by having regard to the interests of the community in which it operates.**

In pursuing its objectives, Kordia will take a medium to long-term view appropriate to the nature of the business and its assets whilst maximising its enterprise value. Kordia will also ensure the interests of all stakeholders in its ecosystem are considered as part of its process.

Our specialist capabilities:



**Maritime
Communications
& Safety Of Life**



**Media &
Broadcast
Solutions**



**Managed
Cyber Security
Services**



**Cyber Security
Advisory
& Testing**



**Connectivity
Solutions**



**Cloud &
Digital
Transformation**



**Infrastructure
Design, Build &
Maintain**



**Managed IT
& Modern
Workplace**



**24/7 X 365
Network
Operations**



Transforming Kordia's legacy into the future

Kordia began as a broadcasting company more than 65 years ago. These roots remain present in the current organisation, with strong capability in areas such as infrastructure, media, maritime and network operations.

Over the past two decades, we have diversified our offerings while continuing to be a trusted partner to our customers.

With the pace of technological change, increasing competition in our markets and shifting customer demand, Kordia needs to continue to transform in response to the rapidly evolving external environment.

This year we have undertaken a strategic review of the organisation. This highlighted where we can lift performance, opportunities to deliver further on our reputation for excellence, and increase growth.

The first phases of transformation – refining our organisation structure, financial re-baselining and refining our strategy – were successfully completed this financial year, setting us up for a bright future.

We're excited for the next era of Kordia, where we can build on our legacy of designing, building and managing secure networks and critical infrastructure and continue keeping New Zealanders and our customers safe and connected.





Enabling the next decade of maritime safety in New Zealand

The Kordia Maritime Operations Centres (MOC) in Wellington and Canberra monitor an area of ocean stretching from the equator to the South Pole, halfway across the Tasman Sea and halfway towards South America.

Kordia is proud to operate and maintain this network on behalf of Maritime NZ and the Australian Maritime Safety Authority, supporting safety of life at sea. The people and technology that underpin this service are world class, enabling reliable monitoring and rapid response to incidents on the water.

The MOC acts as the first point of call for emergency communication received via internationally designated call and reply distress frequencies. It also provides meteorological information, navigational warnings and ionospheric predictions.

Monitoring both HF and VHF bands in a Safety of Life at Sea (SOLAS) capacity, the MOC relays information to Search and Rescue authorities, ensuring accuracy in communication and speed of response.

This year, Kordia renewed its contract with Maritime NZ to deliver critical safety of life radio communications at sea, a contract worth \$55 million over a ten-year period.

As part of the provisions within the contract, Kordia implemented a new technology platform to replace the legacy system used by radio operators in the Wellington MOC, as well as essential upgrades to the radio sites and infrastructure within Maritime NZ's network.

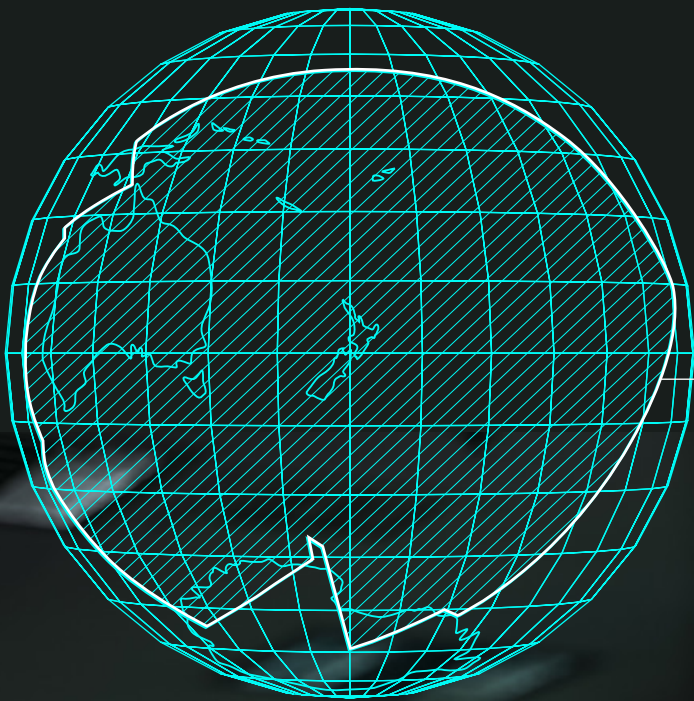
“Kordia has been a long-term partner for Maritime NZ, and this agreement is pivotal in our ability to provide lifesaving services.”

JUSTIN ALLAN, GENERAL MANAGER RESCUE COORDINATION CENTRE AND SAFETY SYSTEMS – MARITIME NZ



Calls for assistance: 1279

Distress incidents responded to: 264



TRUSTED TO MANAGE AND OPERATE
THE NETWORK PROVIDING VITAL
COMMUNICATION SERVICES OVER

90
million km²

THAT'S ALMOST 1/4 OF THE
WORLD'S OCEANS



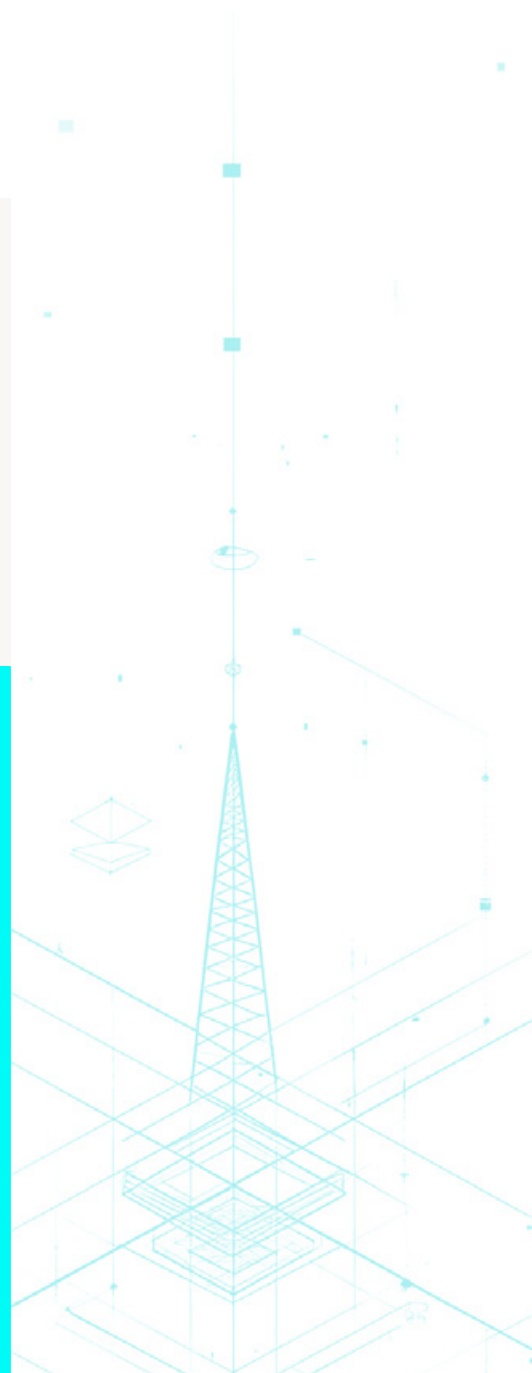
Upgrading Coastguard's communications network

Kordia was selected by Maritime NZ to lead an upgrade of the critical communications platform used by Coastguard Tautiaki Moana, providing best in class technology to support their work saving lives and keeping Kiwis safe on the water.

With enhancements such as better information and workflow support and a more intuitive graphical interface, the new platform will help Coastguard's radio operators make decisions rapidly and efficiently.

“With the new platform, Kordia’s expertise will strengthen Coastguard's ability to safeguard lives on the water, improve interoperability with our search and rescue partners and keep operations aligned with industry best practice.”

CARL McONIE, CEO - COASTGUARD TAUTIAKI MOANA





KEEPING THE PACIFIC SAFE

How Kordia helped restore Vanuatu's broadcast communications after a devastating earthquake

When a 7.3 magnitude earthquake devastated Port Vila on the 17th December 2024, broadcast networks were amongst the many services taken offline. As Vanuatu grappled with recovery and response, Kordia's broadcast infrastructure team was quickly enlisted to assist.

Vanuatu's national broadcaster, Vanuatu Broadcasting and Television Corporation (VBTC), needed assistance to restore critical radio services, so it could deliver important information to affected citizens quickly and efficiently.

Given Kordia's ongoing relationship with VBTC and our extensive experience in designing, building and maintaining critical networks across New Zealand and the Pacific, our broadcast infrastructure team was a logical choice to assist.

Working over Christmas, an assembled team worked continuously to map out logistics, equipment and people resources. The team worked closely with the New Zealand and Vanuatu governments to deploy Kordia engineers on the ground to assess the damage and fix the network.

Over the next few days, with the assistance of the VBTC team, Kordia was able to install an operational radio broadcast link between the studio and a key broadcast site, offering greater resilience in the face of ongoing aftershocks.

An initial assessment of the infrastructure at the studio, repeater site at Watertank Hill and transmitter site at Emten Lagoon was undertaken by the team. Our structural engineering team returned a few weeks later to inspect the damaged broadcasting facilities and provided advice on recovery.

Kordia continues to deliver critical communications expertise and advice to support VBTC's recovery and strengthen resilience for future events.



KEEPING NZ SAFE

Critical communications infrastructure – built to last

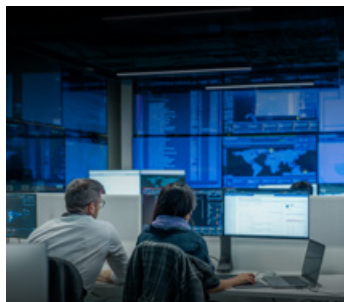
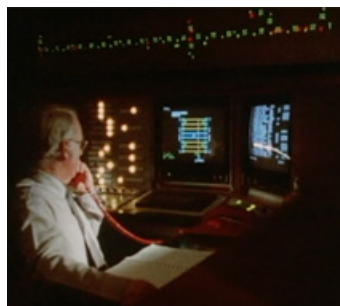
2025 marks the 60th anniversary of some of Kordia's iconic television towers, including the towers at Mt Kaukau in Wellington, Auckland's Waiaatarua and Christchurch's Sugarloaf in the Port Hills.

Built as a part of a national strategy to bring network television to New Zealand, these iconic pieces of infrastructure have served communities for over six decades.

Today Kordia's towers and sites continue to play an important role in delivering not only digital terrestrial TV (DTT), but also other mission-critical services such as FM radio, Digital Microwave Radio (DMR), emergency service radio communications and more.

Over 60 years, Kordia has built up an unrivalled knowledge of how to design, build and maintain critical infrastructure – as well as develop networks and deliver 24/7 x 365 services.

While our business looks quite different today, our sites are the backbone of the modern Kordia – and a symbolic reminder that providing trusted connections, mission-critical services and unparalleled expertise is our legacy.



LEADING EDGE CRITICAL SERVICE EXPERTISE FROM THE 60'S TO TODAY




60
years
SINCE 1965



Leveraging automation and AI to fight cybercrime

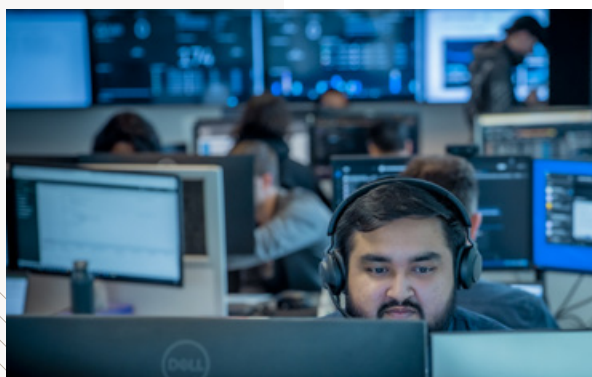
AI is reshaping the cyber security landscape. With a cyber-attack occurring globally every 39 seconds (approximately 2,244 incidents per day), detecting and responding to cyber threats has become increasingly complex and time-intensive.

Over the past 12 months Kordia has been focused on enhancing the delivery of our Managed Detection and Response (MDR) services, ensuring our cyber security customers remain protected around the clock, 365 days a year.

Our Security Operations Centre (SOC) is deploying an automation platform and generative AI to boost malicious activity detection, with a controlled roadmap to automated agentic AI. This enables our security analysts to identify threats up to six times faster and deliver better security outcomes and insights for our customers.

Following extensive testing, comprehensive risk assessments, and in-house trials, this technology is now ready to be deployed to the first tranche of customers. This marks a pivotal step forward in transforming our security operations for an AI-driven future.

**Protecting our customers
24/7x365 through
our leading
edge Security
Operations Centre**





PHYSICAL ACCESS
CONTROLS



NETWORK ENVIRONMENT
AIRGAPPED & RESILIENT



BUSINESS CONTINUITY
PLANS



NETWORK CONTROLS



MANAGED DETECTION
& RESPONSE



REGULAR EMPLOYEE
TRAINING



ISO 27001:2022
CERTIFIED

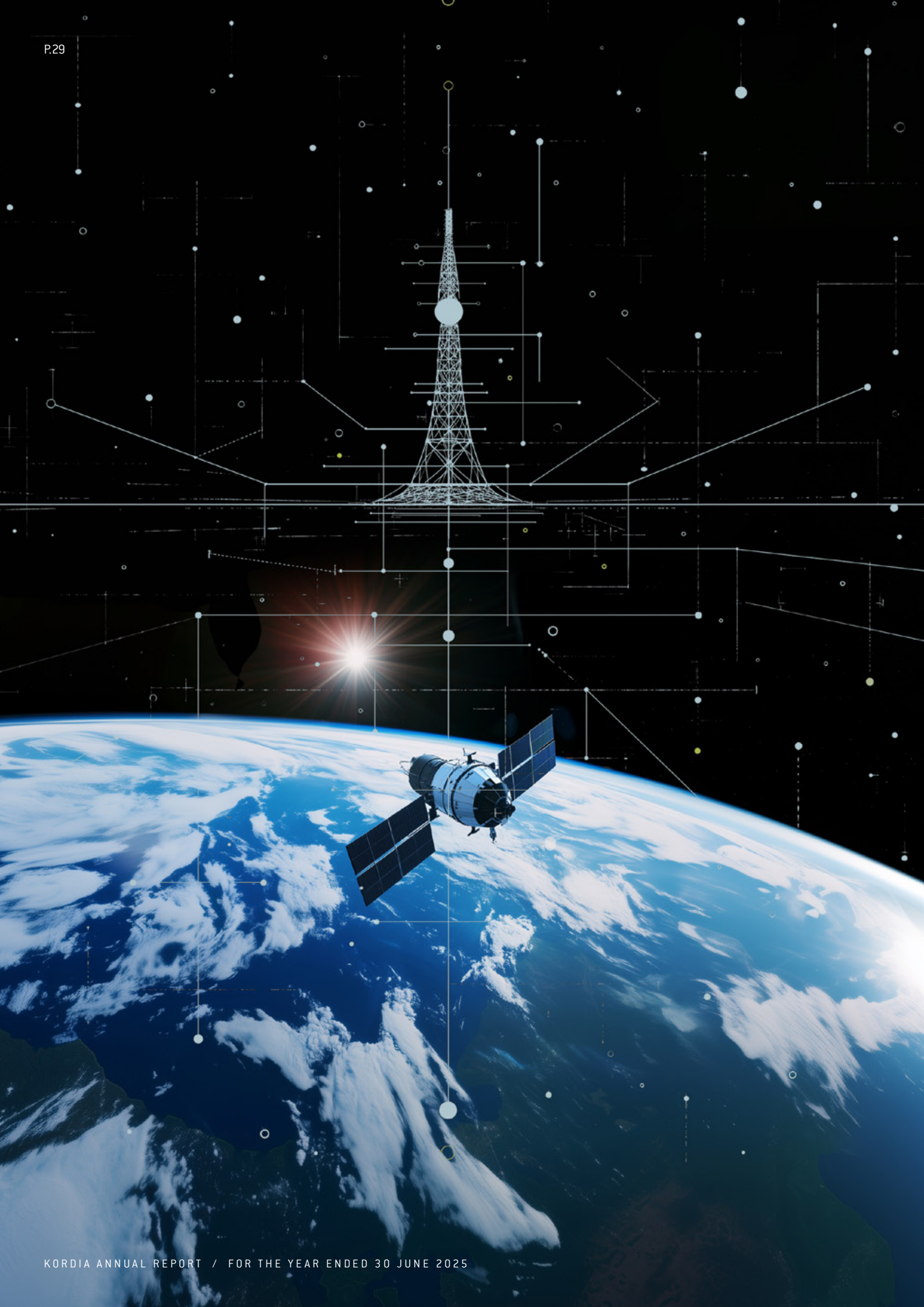


DIGITAL FORENSIC &
INCIDENT RESPONSE PRACTICE



CONTINUOUS THREAT
EXPOSURE MANAGEMENT





KEEPING CUSTOMERS CONNECTED

Reliable media connectivity for NZ

For the millions of New Zealanders tuning into free to air TV and radio every day, Kordia plays an important role behind the scenes helping broadcasters deliver news, entertainment and community connection.

Our infrastructure assets and technical expertise in media broadcasting are unparalleled in New Zealand – and maybe the world. Since the 1960s, we've maintained the network that reliably delivers free to air TV to 87% of the country, providing equity of access and unmatched resiliency, even in rural areas.

Today, Kordia offers a wide range of services from FM radio, to satellite TV transmission, Parliament TV and even linking for live events and sport. From the studio to the stadium, we provide the technology and expertise to connect audiences with their favourite content.

This year, we helped our customers with several critical technical projects. In April we supported Freeview to migrate to a new satellite, ensuring continuity of service of free to air satellite TV and enabling an upgrade to high definition for several channels.

Our Mobile Media division has also provided live broadcast linking services for some of New Zealand's biggest cultural and sporting events this year. We were in the field in New Plymouth for the country's biggest celebration of Te ao Māori at Te Matatini, which was broadcast live on Whakaata Māori, and proudly supported NZ's first ever 4K live sports broadcast, achieved by Sky Sport.

DTT availability:
99.97%

Satellite TV availability:
99.99%

DTT coverage:
87% of the population



Creating a best-in-class Network Operations Centre for NZ

Our Network Operations Centre (NOC) is the central nervous system for our network. Operating 24/7 x 365, the NOC is where all our assets are monitored around the clock – including over 5,000 devices within our network.

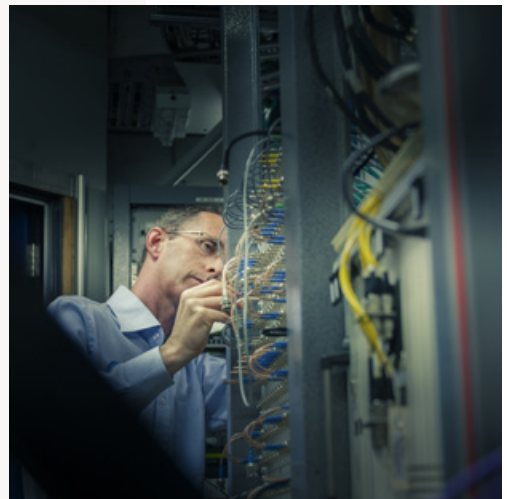
Kordia's skilled NOC engineers are the first port of call when a network fault appears, working swiftly to identify and address issues using technical expertise and in-depth understanding of networks. This is critically important, especially for safety of life and media networks, where reliability and continuity of service is a necessity.

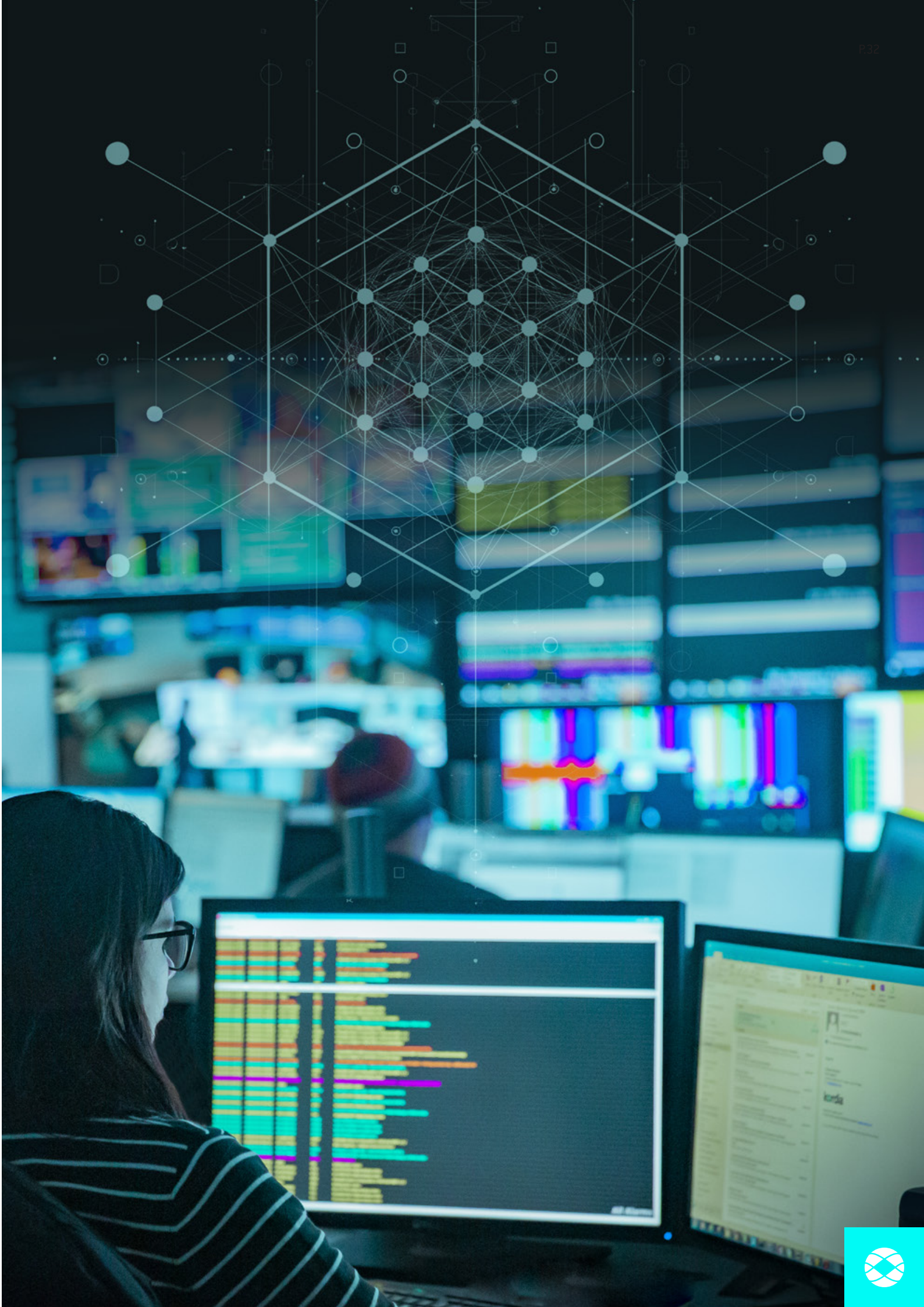
This year, Kordia completed a successful digital transformation project to modernise and future-proof the way our NOC operates, harnessing new technologies such as AI insights and automation to speed up responsiveness and decision making. Our NOC engineers can now access better visuals of our key mission-critical systems that allow us to monitor and control remote elements, and enhance monitoring of faults and issues.

By creating a best in class NOC, Kordia is well equipped to support our customers, and New Zealand, with critical asset management and monitoring – now and in the future.

**Operating:
24/7 x 365**

**Monitoring:
Over 5,000 devices
and more than 200
network sites**





Connecting customers to the future

In today's digital-first environment, secure and reliable connectivity is no longer a luxury – it's a strategic necessity.

Networks are still the foundation for optimised cloud and security, underpinning everyone connection in the business - between branches, clouds, users, business transactions, voice minutes and applications. It's the network fabric that brings on-premise, third-party colocation facilities, private cloud and public cloud connectivity together. This is why Kordia has invested so heavily into our 'best-connected' strategy – where we aim to deliver the most secure, reliable, lowest latency links into public and private clouds as well as into business premises and end users, wherever they might be.

As Kiwi businesses increasingly adopt cloud services, SD-Wan, Zero Trust models, AI-driven tools and data analytics, the demand for secure, high-performance connectivity will only grow.





KEEPING CUSTOMERS CONNECTED

Seamless in-building coverage for a world class stadium

Kordia is proud to be delivering a bespoke in-building mobile coverage solution for Christchurch's highly anticipated One New Zealand Stadium at Te Kaha, currently being delivered by BESIX Watpac. Scheduled to open in April 2026, the \$683 million stadium will accommodate up to 30,000 spectators for sporting events and more than 37,000 for major music performances.

Reliable connectivity is a cornerstone of modern stadium infrastructure, supporting everything from the IoT that enhances the fan experience to personal device usage. BESIX Watpac engaged Kordia to design and construct a comprehensive Distributed Antenna System (DAS) coverage solution that will bring mobile networks seamlessly into the new stadium complex.

This integrates Wi-Fi, private networks, and public 5G mobile services to deliver ubiquitous coverage and robust capacity across the entire venue, even during peak crowd volumes. Drawing on our proven expertise in delivering DAS solutions for other major New Zealand infrastructure projects, Kordia's tailored approach will ensure the stadium is equipped with scalable, resilient technology now and into the future.



Kordia – an employer of choice

At Kordia, our people are key to our success. Our leadership is committed to cultivating a workplace that champions both high performance and inclusivity.

Kordia Achieves Gender Tick Accreditation

This year Kordia proudly achieved GenderTick, a formal accreditation programme acknowledging organisations who have successfully demonstrated their compliance and leadership in gender equality. Kordia’s accreditation is underpinned by several key initiatives to improve diversity and inclusion in our workplace.

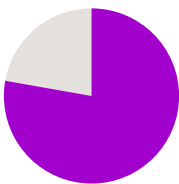
These include;

- Analysing and measuring Kordia’s gender pay gap and implementing a plan to reduce the gap. This financial year, Kordia’s pay gap was 15%, down from 20% the previous year.
- Setting a target of 40:40:20 gender representation in leadership roles, including the board and executive team.
- Introducing enhanced parental leave benefits, such as topping up salaries to 100% for primary carers for 26 weeks, continuing KiwiSaver employer contributions while on leave and allowing annual leave to accrue.
- Promoting a more diverse and inclusive culture through a Diversity and Inclusion Champions employee group, unconscious bias training for people managers and celebrating and supporting events such as International Women’s Day and Pride Month.
- Inclusive hiring practices.
- Implementing stringent policies around bullying and harassment that take into account gender-related harassment.



Total number of staff as of 30 June 2025:

456 employees across AU & NZ



Employee engagement score:

78%
[overall engagement score as at last survey in Nov 2024]



Gender split of employees:

77% Male
22% Female
1% Other

Health and Safety

Ensuring our people return home safe and well every day is deeply important to Kordia. We recognise that sustaining progress means challenging ourselves to think differently about safety.

In FY25, we strengthened our capabilities by appointing a dedicated General Manager focused on quality, health and safety and establishing a new Risk & Assurance function. This has enabled a refreshed, integrated approach - one that prioritises simplification, accountability, and frontline relevance.

We've also advanced the development of Kordia's Critical Risk Framework, which will remain a priority in FY26. Our focus is to agree and embed minimum expectations for managing life-altering and fatal exposures, ensuring our controls are fit for purpose and consistently applied where they matter most.

TRIFR: 1.05
Goal <5.00



Environmental Impact

Kordia is taking steps to measure and reduce our impact on the environment.

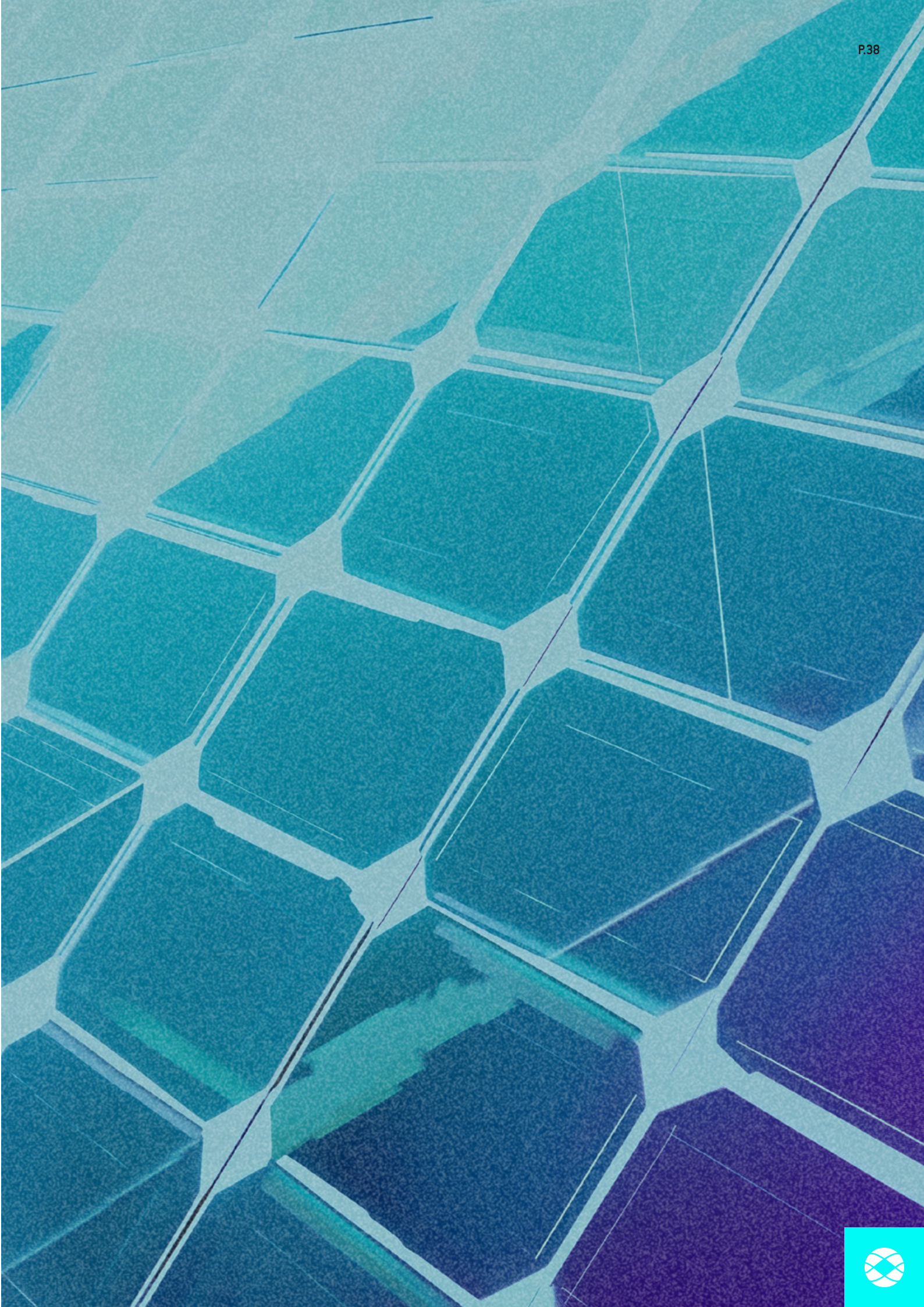
As part of efforts to reduce our carbon footprint, we saw our emissions for scope 1 and 2 decrease from 2,026 tCO₂e in FY21 to 658 tCO₂e in FY25. Kordia will continue to focus on the full spectrum of environmental risks, considering both Kordia's impact on the environment and the changing environment's impact on our operations, to ensure a sustainable approach to our environmental goals.

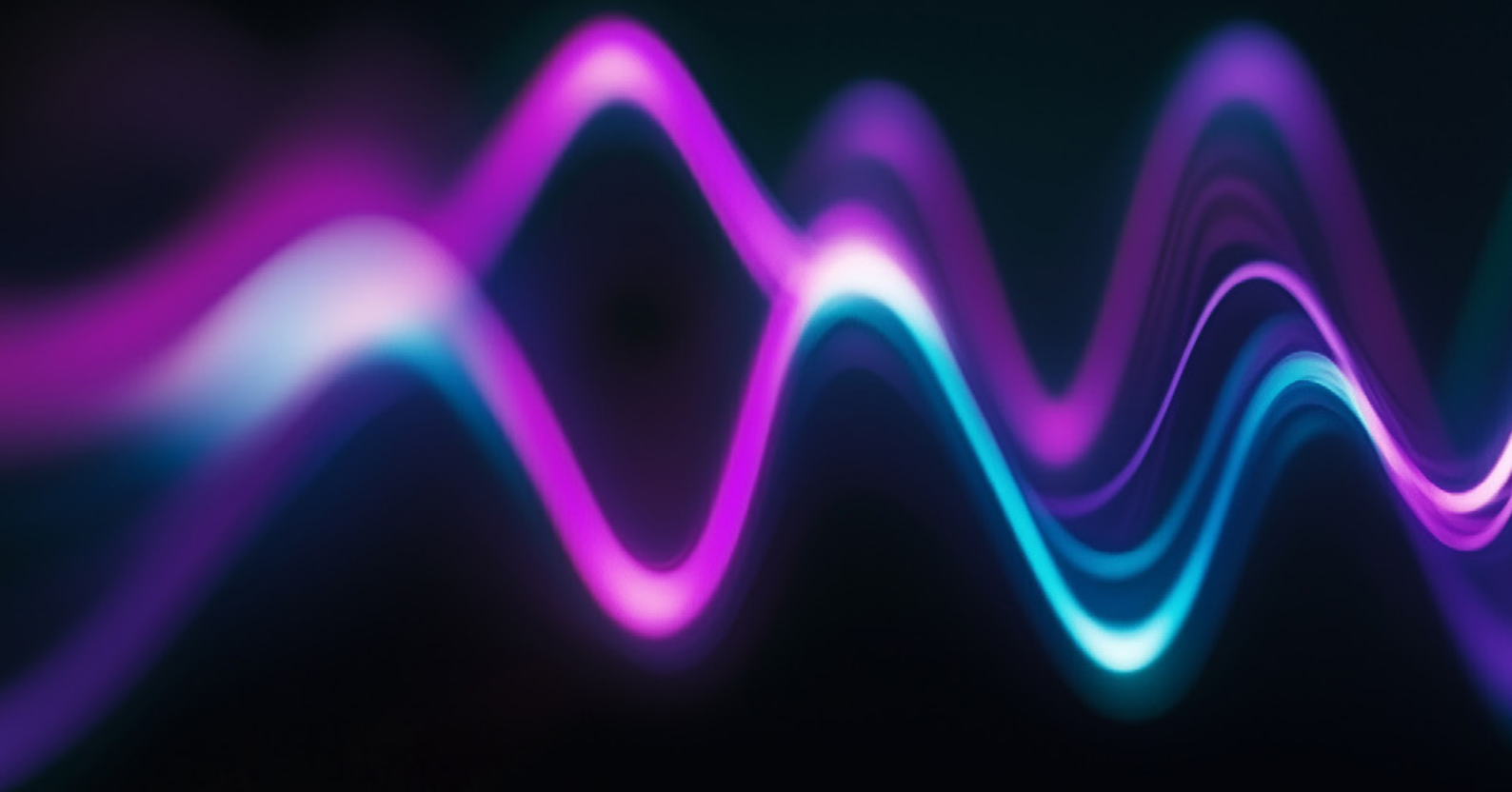


Greener power options for Kordia sites

Blenheim, Nelson and the Marlborough regions are known as some of the sunniest places in New Zealand - receiving almost 2,500 hours of bright sunshine per annum. It's the perfect location to implement solar panels, as a way to use more sustainable forms of energy – as introduced at Kordia's Wither Hills site last year.

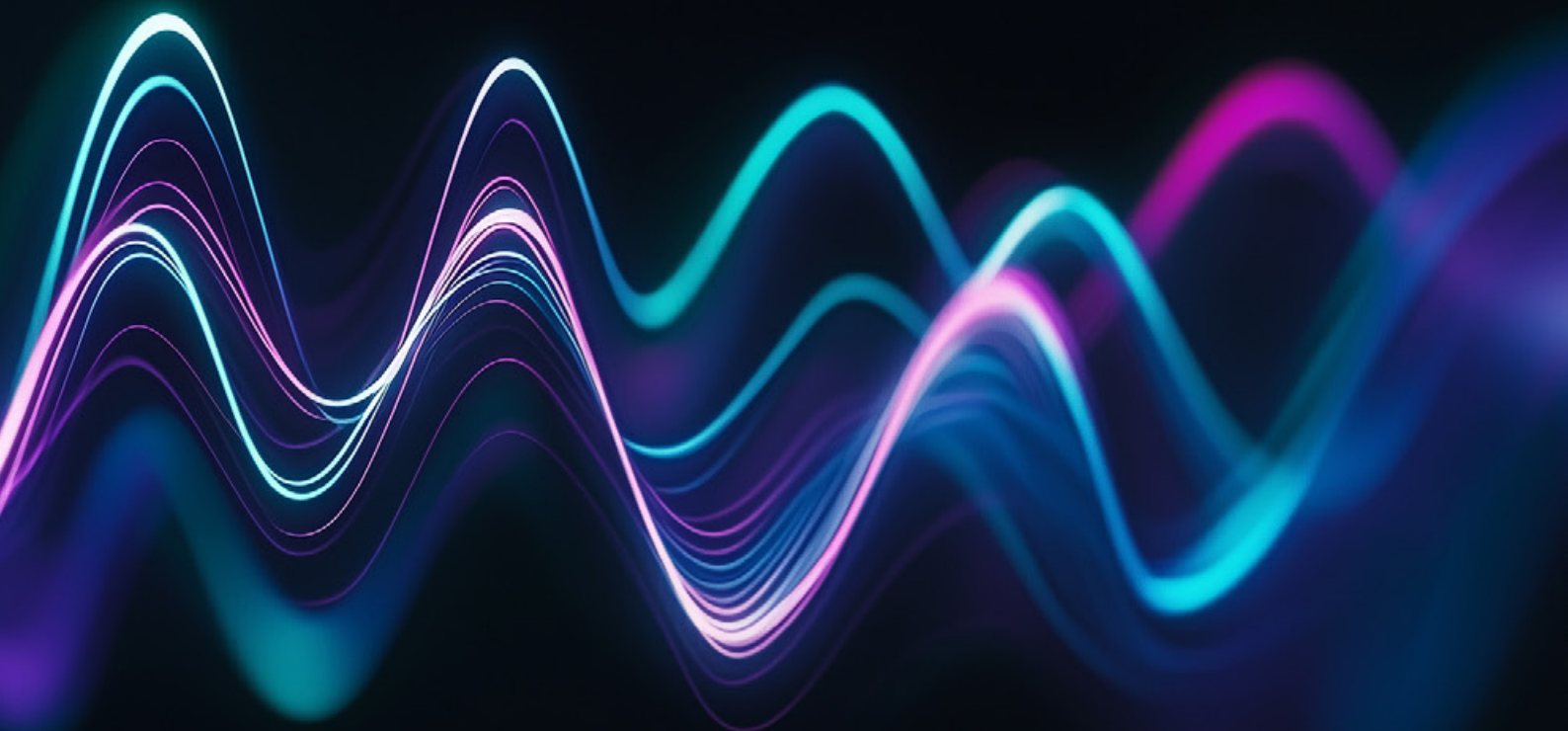
Wither Hills is the second Kordia site to implement solar power, alongside the Cloud Hill site near Twizel. Panels were erected on top of the building, where they generate power during the day to offset mains power. The site is currently offsetting around 20% of the mains energy through solar.





Kordia Group Financial Statements

FOR THE YEAR ENDED 30 JUNE 2025



Statement of Financial Performance

FOR THE YEAR ENDED 30 JUNE 2025

In thousands of New Zealand dollars	Notes	2025	2024
Continuing operations			
Revenue - New Zealand		135,239	138,767
Revenue - Australia		11,148	8,873
Other income		-	1,410
Total revenue	3	146,387	149,050
Direct costs and overheads	4	(54,541)	(63,430)
Employee and contractor costs	5	(68,996)	(68,408)
Earnings before interest, tax, depreciation and amortisation (EBITDA)	29	22,850	17,212
Finance income	6	270	339
Finance expense	6	(3,273)	(3,751)
Depreciation of property, plant and equipment	9	(9,398)	(9,067)
Depreciation and impairment losses of right of use assets	10	(3,798)	(4,079)
Amortisation of intangibles	12	(1,218)	(861)
Share of net profit / (loss) of associates and joint ventures accounted for using the equity method	22	7	(191)
Profit / (Loss) before income tax		5,440	(398)
Income tax (expense) / benefit	7	(472)	737
Profit for the year attributable to the equity holder		4,968	339
Other Comprehensive Income			
Foreign currency translation differences		(95)	(25)
Effective portion of changes in the fair value of cashflow hedges		33	(121)
Tax effect of the effective portion of changes in the fair value of cash flow hedges		(9)	34
Other comprehensive (loss) for the period		(71)	(112)
Total comprehensive income for the period attributable to the equity holder		4,897	227

The accompanying notes set out on pages 47 - 77 are to be read as part of these financial statements.



Statement of Changes in Equity

FOR THE YEAR ENDED 30 JUNE 2025

In thousands of New Zealand dollars	Share Capital	Retained Earnings	Foreign Currency Translation Reserve	Cashflow Hedge Reserve	Total Attributable to Owners
Balance 1 July 2023	87,696	(30,064)	4,925	53	62,610
Net profit for the year	-	339	-	-	339
Other comprehensive income					
Foreign currency translation differences	-	-	(25)	-	(25)
Fair value of cashflow hedges transferred to statement of financial performance, net of tax	-	-	-	(87)	(87)
Total other comprehensive income	-	-	(25)	(87)	(112)
Total comprehensive income	-	339	(25)	(87)	227
Transactions with owners					
Dividends	-	(1,000)	-	-	(1,000)
Balance 30 June 2024	87,696	(30,725)	4,900	(34)	61,837
Net profit for the year	-	4,968	-	-	4,968
Other comprehensive income					
Foreign currency translation differences	-	-	(95)	-	(95)
Fair value of cashflow hedges transferred to statement of financial performance, net of tax	-	-	-	24	24
Total other comprehensive income	-	-	(95)	24	(71)
Total comprehensive income / (loss)	-	4,968	(95)	24	4,897
Balance 30 June 2025	87,696	(25,757)	4,805	(10)	66,734

The accompanying notes set out on pages 47 - 77 are to be read as part of these financial statements.

Statement of Financial Position

AS AT 30 JUNE 2025

In thousands of New Zealand dollars	Notes	2025	2024
Assets			
Property, plant and equipment	9	59,464	58,183
Right of use assets	10	14,597	16,670
Intangible assets and goodwill	12	26,778	26,863
Deferred tax asset	13	6,466	6,640
Trade and other receivables	15	797	884
Total non-current assets		108,102	109,240
Cash		10,051	5,274
Inventories	14	1,611	1,542
Trade and other receivables	15	26,824	32,371
Finance lease receivable	11	-	362
Taxation receivable		615	1,398
Derivative assets		43	3
		39,144	40,950
Assets held for sale	23	-	12,538
Total current assets		39,144	53,488
Total assets		147,246	162,728
Equity and Liabilities			
Share capital	8	87,696	87,696
Foreign currency translation reserve		4,805	4,900
Cashflow hedge reserve		[10]	[34]
Retained earnings		[25,757]	[30,725]
Total equity attributable to the equity holder		66,734	61,837
Trade and other payables	16	1,855	1,235
Loans and advances	17	28,200	43,199
Derivative liabilities		67	3
Provisions	19	7,558	7,731
Lease liabilities	18	12,147	14,016
Total non-current liabilities		49,827	66,184
Trade and other payables	16	26,116	29,831
Derivative liabilities		56	48
Provisions	19	566	569
Lease liabilities	18	3,947	4,259
Total current liabilities		30,685	34,707
Total liabilities		80,512	100,891
Total equity and liabilities		147,246	162,728

The accompanying notes set out on pages 47 - 77 are to be read as part of these financial statements.

On behalf of the Board

S Haslem
Chair

L M Robertson
Director

28 August 2025





Statement of Cash Flows

FOR THE YEAR ENDED 30 JUNE 2025

In thousands of New Zealand dollars	Notes	2025	2024
Cash flows from operating activities			
Receipts from customers		155,819	139,947
Payments to suppliers and employees		(130,837)	(137,186)
		24,982	2,761
Interest received		132	105
Interest paid		(2,859)	(3,454)
Taxes refunded / (paid)		783	(460)
Proceeds from sale of assets held for sale	23	12,332	-
Net cash from / (used in) operating activities	28	35,370	(1,048)
Cash flows from investing activities			
Proceeds from the sale of property, plant and equipment		13	589
Proceeds from the sale of land rights		-	1,410
Acquisition of property, plant and equipment	9	(11,245)	(11,455)
Acquisition of intangibles	12	(840)	(722)
Acquisition of a business		-	(1,250)
Advance to joint venture		-	(600)
Net cash (used in)/from investing activities		(12,072)	(12,028)
Cash flows from financing activities			
(Repayment)/Proceeds of loans and advances		(14,999)	15,445
Proceeds from finance lease assets		362	341
Repayment of finance lease liabilities	18	(3,866)	(3,871)
Dividends paid		-	(1,000)
Net cash (used in)/from financing activities		(18,503)	10,915
Net increase/(decrease) in cash and cash equivalents		4,795	(2,161)
Cash and cash equivalents at beginning of year		5,274	7,432
Effect of exchange rate fluctuations on cash		(18)	3
Cash and cash equivalents at end of year		10,051	5,274

The accompanying notes set out on pages 47 - 77 are to be read as part of these financial statements.



Statement of Accounting Policies

FOR THE YEAR ENDED 30 JUNE 2025

1. ABOUT THIS REPORT

(A) REPORTING ENTITY

Kordia Group Limited (the 'Company') is a limited liability company incorporated and domiciled in New Zealand under the Companies Act 1993 and is wholly owned by the Crown. The registered office of the Company is Level 3, 162 Victoria Street, Auckland Central, Auckland 1010, New Zealand.

The financial statements presented here are for the consolidated financial statements of the Group ("the Group"), comprising the Company and its subsidiaries.

The financial statements of the Group have been prepared in accordance with the requirements of the Companies Act 1993, the Financial Reporting Act 2013 and the State Owned Enterprises Act 1986.

For the purposes of financial reporting, the Group is a for-profit public sector entity.

(B) STATEMENT OF COMPLIANCE

The financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice ("NZ GAAP"). They comply with New Zealand equivalents to International Financial Reporting Standards ("NZ IFRS"), and other applicable Financial Reporting Standards, as appropriate for profit-oriented public sector entities. These financial statements also comply with International Financial Reporting Standards (IFRS).

The financial statements were authorised for issue by the directors on 28th August 2025.

The financial statements have been prepared on the basis of historical cost unless otherwise noted within the specific accounting policies below.

These financial statements are presented in New Zealand dollars (\$), which is the Group's reporting currency and is also the Company's functional currency. All financial information presented in New Zealand dollars has been rounded to the nearest thousand.

(C) ESTIMATES AND JUDGEMENTS

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

In particular, information about areas of estimation of uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amount recognised in the financial statements are described in the notes relating to:

- Measurement of the recoverable amounts of cash-generating units requires judgement in regard to future growth and WACC rates – Notes 9 and 12.
- Provisions are dependent on discount rates used and estimate of future costs – Note 19.
- Deferred tax assets, management applies judgement in assessing the likelihood of future taxable profits and hence the recoverability of deferred tax assets. – Note 13.
- Useful life of property, plant, equipment and intangibles – Notes 9 and 12.
- Values of Lease liabilities and right of use assets are determined using a discount rates and term of lease, a decision on likelihood of renewal is based on judgement – Notes 10 and 18.

In the opinion of management, all adjustments necessary for a fair presentation of the results of operations, financial position and cash flows have been reflected.

2.1 STATEMENT OF ACCOUNTING POLICIES

(A) BASIS OF PREPARING GROUP FINANCIAL STATEMENTS

Subsidiaries

Subsidiaries are those entities controlled, directly or indirectly, by the Group. Control exists when the Group has the power over investees, exposure or rights to variable returns and ability to use power to affect returns. All intercompany transactions, balances and unrealised surpluses and deficits on transactions between Group companies are eliminated on consolidation. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date control ceases.

Joint Ventures

During the year ended 30 June 2023, the Group formed Tait Kordia JV CO Ltd (JV) in which it has a 50% interest. The contractual arrangement in place did not provide the Group with control but gave all parties collective control of the entity and all decisions regarding activities of the JV required unanimous consent, the rights to the assets and liabilities remained with the JV. The JV was classified as a joint venture and was equity accounted by the Group until the sale of the shares was completed on 31st October 2024.

(B) REVENUE

Revenue is recognised when a customer obtains control of the goods or services. Determining the timing of the transfer of control – at a point or over time – requires judgement.

Sale of Goods

Revenue is recognised when the customer obtains control of the goods and services. This occurs at a point in time.

Rendering of Services

Services revenue is primarily generated from maintenance and other services supplied to infrastructure assets. Typically, under the performance obligations of service contract, the customer consumes and receives the benefit of the service as it is provided. As such, service revenue is recognised over time as the services are provided.

Revenue from variations and claims is recognised to the extent they are approved or enforceable under the contract. The amount of revenue is then recognised to the extent it is highly probable that a significant reversal of revenue will not occur.

Construction Revenue

The contractual terms and the way the Group operates its construction contracts is predominantly derived from projects containing multiple performance obligation. Under these performance obligations, our performance creates or enhances an asset that the customer controls as the asset is created or enhanced. Therefore, contracted revenue is recognised over time based on stage of completion of a contract.

Variations, claims and incentives are only recognised to the extent they are approved and enforceable under the contract. The amount of revenue is then recognised to the extent that it is highly probable that a significant reversal of revenue will not occur.

Contract Modifications

Revenue in relation to modifications, such as a change in the scope of the contract, is included in the transaction price, when it is approved by the parties to the contract, the modification is enforceable, and the amount becomes highly probable.

Revenue in relation to claims and variations, where the Group has an approved enforceable right to payment is only included in the transaction price when the amount claimable becomes highly probable. In making this assessment, the Group considers a number of factors including nature of the claim, formal or informal acceptance by the customer of the validity of the claim and stage of negotiations to determine whether the enforceable and “highly probable” threshold has been met.



CONTINUED

Statement of Accounting Policies

FOR THE YEAR ENDED 30 JUNE 2025

2.1 STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

Performance Obligations and Contract Duration

Revenue is allocated to each performance obligation and recognised as the performance obligation is satisfied which may be at a point in time or over time.

NZ IFRS 15 requires a granular approach to identify the different revenue streams in a contract by identifying the different activities that are being undertaken and then aggregating only those where the different activities are significantly integrated or highly interdependent. Revenue will continue to be recognised, on certain contracts over time, as a single performance obligation when the services are part of a series of distinct goods and services that are substantially integrated with the same pattern of transfer.

NZ IFRS 15 provides guidance in respect of the term over which revenue may be recognised and is limited to the period for which the parties have enforceable rights and obligations. When the customer can terminate a contract for convenience, the contract term and related revenue is limited to the termination period.

The Group has elected to apply the practical expedient to not adjust the total consideration over the contract term for the effect of a financing component in the period between the transfer of services to the customer and the customer's payment for these services if expected to be one year or less.

Measure of Progress

The Group measures revenue using the measure of progress that best reflects the Group's performance in satisfying the performance obligation within the contracts over time. The different methods of measuring progress include an input method (e.g. costs incurred) or an output method (e.g. milestones reached). The same method of measuring progress is consistently applied to similar performance obligations.

Loss Making Contracts

Loss making contracts are recognised under NZ IAS 37 Provisions, Contingent Liabilities and Contingent Assets as onerous contracts.

Costs to Obtain a Contract

For some contracts, commission is paid to employees for signing new contracts. Where the contract signed is for services to be provided by the Group over a period of time, the commissions are spread over the term of the contract which is usually 36 months.

(C) LEASES

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group uses the definition of a lease in NZ IFRS 16.

As a Lessee

At commencement, the Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the Group's incremental borrowing rate. The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

Lease payments included in the measurement of the lease liability comprise fixed payments, including in-substance fixed payments and variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or if the Group changes its assessment of whether it will exercise an extension or termination option. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

(D) FINANCE INCOME AND EXPENSES

Finance Income and Expenses

Finance income comprises interest income on funds invested, loans receivable, finance leases, dividend income, foreign currency gains and gains on hedging instruments that are recognised in the Statement of Financial Performance. Interest income is recognised as it accrues, using the effective interest method. Dividend income is recognised on the date that the Company's right to receive payment is established.

Finance expenses comprise interest expense on borrowings and leases, unwinding of the discount on provisions, foreign currency losses and losses on hedging instruments that are recognised in the Statement of Financial Performance. All borrowing costs are recognised in the Statement of Financial Performance using the effective interest method.

(E) TAXATION

Income tax expense comprises current and deferred tax. Income tax expense is recognised in the Statement of Financial Performance except to the extent it relates to items recognised directly in other comprehensive income or equity, in which case it is recognised in other comprehensive income or equity.

Current tax is the expected tax payable on the taxable income for the year, using the tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised using the balance sheet method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the following temporary differences: the initial recognition of goodwill, the initial recognition of assets and liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit and differences relating to investments in subsidiaries to the extent that they probably will not reverse in the foreseeable future. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting dates.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Additional income taxes that arise from the distribution of dividends are recognised at the same time as the liability to pay the related dividend is recognised.



CONTINUED

Statement of Accounting Policies

FOR THE YEAR ENDED 30 JUNE 2025

2.1 STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

(F) PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment is recorded at cost less accumulated depreciation and impairment losses. Cost includes the cost to acquire the asset and other directly attributable costs incurred to bring the asset to the location and condition for its intended use. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

Where an item of property, plant and equipment is disposed of, the gain or loss recognised in the Statement of Financial Performance is calculated as the difference between the sale price and the carrying value of the item of property, plant and equipment.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items.

Items of property, plant and equipment that are expected to be recovered primarily through sale rather than through continuing use are classified as held for sale. Immediately before reclassification as held for sale, the assets are remeasured in accordance with the Group's accounting policies. Thereafter, the assets are measured at the lower of their carrying amount and fair value less costs to sell. Impairment losses on initial classification as held for sale and subsequent gains and losses on remeasurement are recognised in the Statement of Financial Performance. Gains are not recognised in excess of cumulative impairment losses.

The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group and its cost can be reliably measured. The costs of day-to-day servicing of property, plant and equipment are recognised in the Statement of Financial Performance as incurred.

Depreciation is provided for on a straight-line basis on all tangible items of property, plant and equipment other than freehold land and work in progress, over their estimated useful lives as follows:

Freehold buildings	10 - 40 years
Leasehold improvements	2 - 10 years
Masts and aerials	4 - 25 years
Transmission equipment	3 - 25 years
Furniture and fittings	5 - 10 years
Office equipment	4 - 10 years
Information systems	2.5 - 5 years
Leased information systems	3 - 5 years
Motor vehicles	7 years

(G) INTANGIBLES

Goodwill

Goodwill arises on the acquisition of subsidiaries and businesses and represents the excess of the purchase consideration over the net fair value of the identifiable assets, liabilities and contingent liabilities acquired. When the excess is negative (negative goodwill), it is recognised in the Statement of Financial Performance. Subsequently, goodwill is measured at cost less accumulated impairment losses. In respect of equity accounted associates, goodwill is included in the carrying amount of the investment.

Software

Costs associated with maintaining software programs are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the group are recognised as intangible assets and are amortised from the point at which the asset is ready for use.

Other Intangible Assets

Other intangible assets are measured at cost less accumulated amortisation and accumulated impairment losses. Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the asset to which it relates. All other expenditure is recognised in the Statement of Financial Performance as incurred.

Amortisation is recognised in the Statement of Financial Performance on a straight line basis over the estimated useful lives of the intangible assets, from the date they are available for use. The estimated useful lives for the current and comparative periods are as follows:

Frequency licences	5-20 years
Software	3-5 years
Trademarks	5 years

(H) LOANS

Borrowings are classified as current liabilities unless the Group has a right to defer settlement of the liability for at least 12 months after the balance date pursuant to Amendment to NZ IAS 1 (Classification of liabilities as current or non-current).

(I) FINANCIAL INSTRUMENTS

Non-derivative financial instruments comprise trade and other receivables, cash and cash equivalents, loans and advances and trade and other payables. These are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost using the effective interest method, less any impairment losses.

A financial instrument is recognised if the Group becomes a party to the contractual provisions of the instrument. Financial assets are derecognised if the Group's contractual rights to the cash flows from the financial assets expire or if the Group transfers the financial asset to another party without retaining control or substantively all risks and rewards of the asset. Financial liabilities are derecognised if the Group's obligations specified in the contract expire or are discharged or cancelled.

Cash and cash equivalents comprise cash balances and 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.

The Group uses derivative financial instruments within predetermined policies and limits in order to reduce its exposure to fluctuations in foreign currency exchange rates and interest rates. The Group does not engage in speculative transactions or hold derivative financial instruments for trading purposes.

(J) INVENTORIES

Inventories comprise technical stores and customer premises equipment. All inventories are measured at the lower of cost and net realisable value. Cost is based on the weighted average principle and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

(K) CONTRACTS WORK IN PROGRESS

Contracts work in progress represents the gross unbilled amount expected to be collected from customers for contract work performed to date. It is measured at cost plus profit recognised to date less progress billings and recognised losses. Cost includes all expenditure related directly to specific projects and an allocation of fixed and variable overheads incurred in the Group's contract activities based on normal operating capacity.

Contracts work in progress is presented as part of trade and other receivables in the balance sheet. If payments received from customers exceed the income recognised, then the difference is presented as deferred income in the balance sheet.



CONTINUED

Statement of Accounting Policies

FOR THE YEAR ENDED 30 JUNE 2025

2.1 STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

(L) IMPAIRMENT

The carrying amounts of the Group's assets are reviewed at each balance sheet date to determine whether there is any objective evidence of impairment. If any such indication exists, then the asset's recoverable amount is estimated. For goodwill, the recoverable amount is estimated at each reporting date. An impairment loss is recognised whenever the carrying amount of an asset exceeds its recoverable amount. Impairment losses reduce the carrying amount of assets and are recognised in the Statement of Financial Performance.

The recoverable amount of receivables carried at amortised cost is calculated with a forward looking "expected credit loss" (ECL) method. Impairment losses on an individual basis are determined by an evaluation of the exposures on an instrument by instrument basis. All individual instruments that are considered significant are subject to this approach. For trade receivables which are not significant on an individual basis, collective impairment is assessed on a portfolio basis based on number of days overdue, and taking into account the historical loss experience in portfolios with a similar amount of days overdue.

The recoverable amount of a non-financial asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. A cash-generating unit is the smallest identifiable asset group that generates cash flows that are largely independent from other assets and groups. In assessing value in use, the estimated future cash flows are discounted to their present value using a post-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

Impairment losses are recognised in the Statement of Financial Performance. Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the units and then to reduce the carrying amount of the other assets in the unit (group of units) on a pro rata basis.

An impairment loss in respect of goodwill is not reversed. In respect of other assets, impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount.

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

(M) PROVISIONS

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. 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 the risks specific to the liability.

A provision for warranties is recognised when the underlying products or services are sold. The provision is based on historical warranty data and a weighting of all possible outcomes against their associated probabilities. A make-good provision is recognised for the Group's obligation on making-good the leased premises on expiration of the contract. The provision is measured at the present value of the expected cost to be incurred.

(N) EMPLOYEE BENEFITS

A liability for annual leave, long service leave and retirement leave accruing to employees is recognised in the Statement of Financial Position. The Group's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine its present value. The liability for annual leave is measured on an undiscounted basis and expensed as the related service is provided.

(O) FOREIGN CURRENCIES

Transactions

Transactions in foreign currencies are translated to the respective functional currencies of the Group at the exchange rate ruling at the date of the transaction.

Monetary assets and liabilities in foreign currencies at balance date are re-translated to the functional currency at the exchange rates ruling at balance date. The foreign currency gain or loss on monetary items is the difference between amortised cost in the functional currency at the beginning of the period, adjusted for effective interest and payments during the period, and the amortised cost in foreign currency translated at the exchange rate at the end of the period. Exchange differences arising on the translation of monetary assets and liabilities in foreign currencies are recognised in the Statement of Financial Performance, except as detailed below.

Translation of Foreign Group Entities

The assets and liabilities of foreign entities with functional currencies other than New Zealand dollars, including goodwill and fair value adjustments arising on acquisition, are translated at the rates of exchange ruling at the reporting date. The revenues and expenses of these entities are translated at rates approximating the exchange rates ruling at the date of transactions. Exchange differences arising on translation are taken directly to the foreign currency translation reserve (FCTR). When such an entity is disposed of in part or in full, the relevant amount in the FCTR is transferred to the Statement of Financial Performance.

(P) CONTINGENCIES

Where it is yet to be confirmed whether a present obligation exists, but the likelihood is possible, unless an outflow is deemed remote, a contingent liability is disclosed. Where an inflow of economic benefits is probable, a contingent asset is disclosed. Disclosure includes management's best estimate of the economic effect of the contingent asset or liability.

(Q) DETERMINATION OF FAIR VALUES

Fair values have been determined for measurement and/or disclosure purposes in Note 21 based on the following methods. Where applicable, further information about the assumptions made in determining fair values is disclosed in the notes specific to that asset or liability.

Trade and other receivables

The fair value of trade and other receivables, excluding contracts work in progress and trade prepayments, is estimated as the present value of future cash flows, at a rate that reflects the credit risk associated with the asset. Trade and other receivables are financial assets categorised at amortised cost.

Trade payables and accruals

The fair value of trade payables and accruals is estimated as the present value of future cash flows, discounted at the market rate of interest at the reporting date. Payables are categorised as financial liabilities measured at amortised cost.

Derivatives

The fair value of forward exchange contracts is based on their listed market price, if available. If a listed market price is not available, then fair value is estimated by discounting the difference between the contractual forward price and the current forward price for the residual maturity of the contract using a risk-free interest rate (based on government bonds).

Non-derivative financial liabilities

Fair value, which is determined for disclosure purposes, is calculated based on the present value of future principal and interest cash flows, discounted at the market rate of interest at the reporting date. For finance leases the market rate of interest is determined by reference to similar lease agreements.



CONTINUED

Statement of Accounting Policies

FOR THE YEAR ENDED 30 JUNE 2025

2.1 STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

(R) ASSETS HELD FOR SALE

Assets of disposal groups are classified as held for sale if it is highly probable, they will be recovered through sale rather than continuing use.

Assets held for sale are measured at lower of their carrying amount and fair value less costs to sell. Classification as held for sale occurs at the earlier of disposal or when the operation meets the criteria to be classified as held for sale.

2.2 IMPACT OF STANDARDS ISSUED NOT YET ADOPTED

The International Accounting Standards board has issued a new standard NZ IFRS 18, Presentation and Disclosure in Financial Statements which is effective from 1 January 2027 and has not been adopted in these financial statements. The Group is currently assessing the impact of the new standard.

There are no other new or amendments to the standards that are expected to impact the Group.

Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2025

In thousands of New Zealand dollars

Notes

2025

2024

3. REVENUE:

Cyber Security and cloud solutions	25,873	22,718
Infrastructure build and maintenance	17,018	22,113
Telecommunications and broadcast services	89,353	91,337
Maritime services	14,143	11,472
Other income	-	1,410
	146,387	149,050

4. DIRECT COSTS AND OVERHEADS INCLUDE:

Fees incurred for services provided by audit firm		
- audit of financial statements	457	256
- other assurance services		
- reasonable assurance on Telecommunications Development Levy return	15	15
- reasonable assurance on Broadcasting Levy return	12	12
Internal audit fees	12	-
Directors' fees	331	288
(Gain)/loss on disposal of property, plant and equipment	(4)	(455)
(Gain) on surrender of leases	(2)	(134)
Impairment of inventory	182	473
Reversal of provision for doubtful debts	(390)	(103)
Rental costs	2,453	2,114
Derivatives at fair value through the profit and loss	64	-
Project material and subcontractor costs	31,094	38,001
Direct network costs	12,163	12,483

5. EMPLOYEE AND CONTRACTOR COSTS INCLUDE:

Severance payments	1,061	898
Defined contribution plan	2,751	2,612

6. FINANCE INCOME AND EXPENSE

Interest income on bank deposits and loan receivable	118	73
Interest income on finance leases	12	32
Realised foreign exchange gain	36	144
Unrealised foreign exchange gain	102	90
Dividend income	2	-
Finance income	270	339

Interest expense on loans and borrowings	1,895	2,382
Interest expense on lease liabilities	964	1,072
Unwind the discount on provisions	19	297
Finance expense	3,273	3,751

Net finance expense	3,003	3,412
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CONTINUED

Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2025

In thousands of New Zealand dollars	Notes	2025	2024
7. INCOME TAX EXPENSE			
Current tax expense		249	124
Adjustment from prior periods		49	(119)
Deferred tax expense/(benefit)		174	(742)
Total income tax expense/(benefit)		472	(737)
Reconciliation of effective tax rate			
Net profit/(loss) before taxation		5,440	(398)
Taxation at 28%		1,523	(111)
Adjusted for the tax effect of:			
Difference in subsidiary income tax rates		94	(3)
Non-deductible expenses		(438)	656
Non assessable income		(2)	(395)
Under/(over) provided in prior periods		49	(119)
Utilisation tax losses	13	(754)	(765)
Taxation expense/(benefit)		472	(737)
Imputation Credit Account			
Imputation credits available to shareholders in future periods		30,822	31,607

The Kordia Group Limited consolidated tax group was formed on 1 July 2003 in New Zealand.

8. CAPITAL AND RESERVES

Foreign Currency Translation Reserve

The foreign currency translation reserve comprises all foreign currency differences from the translation of the financial statements of foreign operations.

Share Capital	2025	2024
On issue at beginning and end of the year (number of shares)	1,000	1,000

All issued shares are fully paid.

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company.

Cashflow Hedge Reserve

The cashflow hedge reserve comprises the effective portion of the cumulative net change in the fair value of cash flow hedging instruments related to hedging transactions that have not yet occurred.

Dividends

For the year ended 30 June 2025 the Group did not pay an interim dividend (2024: nil) and there was no final dividend declared for the prior year so no payment was paid (2024: \$1m).

9. PROPERTY, PLANT AND EQUIPMENT

Work in Progress

Work in progress represents property, plant and equipment which is not yet in service as it is under construction. Property, plant and equipment takes, on average, 1-12 months to construct. The movement in work in progress between June 2024 and June 2025 is due to the capitalisation of transmission equipment which were under construction at June 2024.

Impairment of a Cash-Generating Unit

Given the structural changes that continue to occur in broadcast and media markets, the Directors continue to assess the recoverable amount of the Networks cash-generating unit on an annual basis using a value in use calculation based on a discounted cashflow model for five years from 2025. The cashflow projections are based on the financial budgets approved by management and considered reasonable in the current market. The assumptions regarding revenue growth and cost increases are based on past experiences and management's expectations of changes in the market and performance of new products. The budgets also incorporate cost savings and strategic initiatives that have been set in motion as the business aims to achieve its transformation goals. The budgeted EBITDA margin percentage growth over the 5 year forecast period is 7% (2024: 0%). Beyond year five, a nominal growth rate of 2% (2024: real rate of 0%) was assumed. A nominal post tax discount rate of 8.4% (2024: real discount rate 7.0%) was applied. Bancorp Corporate Finance Limited worked with the Group in determining the weighted average cost of capital.

Based on the assessment at 30 June 2025, the carrying amount of the Network property, plant and equipment was determined to be below the recoverable amount indicating that no impairment is required. The discounted cashflow model is sensitive to achievement of the forecast EBITDA growth. If the EBITDA margin percentage growth is lower than 5% over the 5 year forecast period, this would result in a recoverable amount being lower than the carrying amount.

Negative Pledge

A negative pledge in the Group's banking facility restricts the disposal of assets, other than in the ordinary course of business or within certain materiality thresholds.



CONTINUED

Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2025

9. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

In thousands of New Zealand dollars	Land & buildings	Leasehold improvements	Mast and aerals	Transmission equipment
Cost				
Balance at 1 July 2023	35,108	6,012	74,630	268,256
Additions	49	7	998	6,736
Transfers	95	-	97	1,840
Disposals/adjustments	(482)	(330)	(682)	(22,743)
Effect of movements in exchange rates	4	3	6	59
Balance at 30 June 2024	34,774	5,692	75,049	254,148
Additions	1,140	37	1,510	4,070
Transfers	352	-	373	1,694
Disposals/adjustments	100	(1,083)	-	(4,430)
Effect of movements in exchange rates	(14)	(16)	(23)	(254)
Balance at 30 June 2025	36,352	4,630	76,909	255,228
Depreciation and Impairment Losses				
Balance at 1 July 2023	(28,470)	(4,118)	(66,002)	(239,338)
Depreciation for the year	(540)	(121)	(904)	(6,373)
Disposals / adjustments	422	188	673	22,707
Effect of movements in exchange rates	(4)	(4)	(6)	(57)
Balance as at 30 June 2024	(28,592)	(4,055)	(66,239)	(223,061)
Depreciation for the year	(637)	(113)	(863)	(6,533)
Disposals / adjustments	5	841	-	4,429
Effect of movements in exchange rates	14	17	23	240
Balance as at 30 June 2025	(29,210)	(3,310)	(67,079)	(224,925)
Carrying amounts				
At 30 June 2024	6,182	1,637	8,810	31,087
At 30 June 2025	7,142	1,320	9,830	30,303

Furniture & fittings	Office equipment	Motor vehicles	Information systems	Work in progress	Total
1,276	1,888	2,500	18,352	6,262	414,284
177	10	368	965	2,145	11,455
28	110	45	52	(2,466)	(199)
(31)	(15)	(152)	(289)	-	(24,724)
-	-	1	27	-	100
1,450	1,993	2,762	19,107	5,941	400,916
28	6	356	550	3,548	11,245
14	17	-	264	(3,007)	(293)
(43)	(118)	(51)	(995)	-	(6,620)
(2)	(1)	(2)	(124)	(1)	(437)
1,447	1,897	3,065	18,802	6,481	404,811
(1,046)	(1,237)	(1,426)	(16,391)	-	(358,028)
(94)	(164)	(272)	(599)	-	(9,067)
30	14	135	290	-	24,459
-	-	(1)	(25)	-	(97)
(1,110)	(1,387)	(1,564)	(16,725)	-	(342,733)
(62)	(131)	(338)	(721)	-	(9,398)
43	14	51	995	-	6,378
2	1	2	107	-	406
(1,127)	(1,503)	(1,849)	(16,344)	-	(345,347)
340	606	1,198	2,382	5,941	58,183
320	394	1,216	2,458	6,481	59,464



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Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2025

10. RIGHT OF USE ASSETS

In thousands of New Zealand dollars	Property	Motor Vehicles	Total
Cost			
Balance at 1 July 2023	57,125	199	57,324
Additions	5,386	202	5,588
Disposals	(1,590)	(185)	(1,775)
Effects of movements in exchange rates	3	-	3
Balance at 30 June 2024	60,924	216	61,140
Additions	1,733	-	1,733
Effects of movements in exchange rates	(10)	-	(10)
Balance at 30 June 2025	62,647	216	62,863
Depreciation and Impairment losses			
Balance at 1 July 2023	(40,767)	(158)	(40,925)
Deprecation for the year	(4,004)	(75)	(4,079)
Disposals	349	185	534
Balance at 30 June 2024	(44,422)	(48)	(44,470)
Deprecation and impairment for the year	(3,749)	(49)	(3,798)
Effects of movements in exchange rates	2	-	2
Balance at 30 June 2025	(48,169)	(97)	(48,266)
Carrying amounts			
At 30 June 2024	16,502	168	16,670
At 30 June 2025	14,478	119	14,597

Kordia leases approximately 207 properties or parts of properties for the development of telecommunications infrastructure (e.g. telecommunications towers), office and warehouse space. The duration of such lease agreements is typically five to ten years and often has an option of automatic extension for a further term. The rent of the leases vary according to each location however most are indexed annually in line with the consumer price index.

The Group also leases approximately 14 motor vehicles with lease terms of up to five years.

Leased assets are capitalised at the commencement date of the lease and comprise the initial lease liability amount less any lease incentives received. The lease term determined by the Group generally comprises the non-cancellable period and option to extend if the Group is reasonably certain to exercise that option.

An impairment review is undertaken for any right of use lease asset that shows indicators of impairment, and an impairment loss is recognised against the right of use assets that is impaired.

Depreciation of lease assets is calculated using the straight-line method to allocate their cost, net of their residual values over their estimated useful lives being the lesser of the remaining lease term and the life of the asset.

During the prior financial year Kordia sold its land rights in the Otago Base for \$1.4m, at the same time we exited the building and surrendered the lease. A gain of \$124k was realised on the exit of the lease.

11. FINANCE LEASES

Finance lease receivables are as follows:

In thousands of New Zealand dollars	2025			2024		
	Minimum lease payments	Interest	Present value of minimum lease payments	Minimum lease payments	Interest	Present value of minimum lease payments
Less than one year	-	-	-	374	12	362
Between one and five years	-	-	-	-	-	-
	-	-	-	374	12	362

The future lease receivable for the prior year was at an interest rate of 6% and related to lease of network equipment. The lease was for a 132 month period.



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Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2025

12. INTANGIBLE ASSETS

In thousands of New Zealand dollars	Trademarks	Frequency Licences	Software	Goodwill	Total
Cost					
Balance at 1 July 2023	125	9,637	29,659	23,441	62,862
Additions	-	-	722	-	722
Transfers	-	-	199	-	199
Disposals	-	-	(348)	-	(348)
Balance at 30 June 2024	125	9,637	30,232	23,441	63,435
Additions	-	-	840	-	840
Transfers	-	-	293	-	293
Balance at 30 June 2025	125	9,637	31,365	23,441	64,568
Amortisation and Impairment losses					
Balance at 1 July 2023	(125)	(8,151)	(27,783)	-	(36,059)
Amortisation for the year	-	(143)	(718)	-	(861)
Disposals	-	-	348	-	348
Balance at 30 June 2024	(125)	(8,294)	(28,153)	-	(36,572)
Amortisation for the year	-	(143)	(1,075)	-	(1,218)
Balance at 30 June 2025	(125)	(8,437)	(29,228)	-	(37,790)
Carrying amounts					
At 30 June 2024	-	1,343	2,079	23,441	26,863
At 30 June 2025	-	1,200	2,137	23,441	26,778

Impairment

Goodwill is tested for impairment annually at the reporting date and whenever there is an indication of impairment. An impairment loss is recognised whenever the carrying amount exceeds the recoverable amount. The recoverable amount is assessed at the level of the cash-generating unit, which is the smallest group of assets generating cash flows independent of other cash-generating units that benefit from the use of the intangible asset.

For the purpose of impairment testing, goodwill is allocated to the Group's relevant subsidiaries or businesses. The aggregate carrying amounts of goodwill of \$18,041 (2024: \$18,041) has been allocated to the Cyber business unit and \$5,400 (2024: \$5,400) has been allocated to the Networks business unit.

The recoverable amount of the Cyber business unit was based on a value-in-use calculation. The key assumptions used in the value in use calculations include revenue growth, cost increases and discount rates. A nominal discount rate of 10.5% (2024: real discount rate 8.0%) was applied to Cyber and was derived from the post tax weighted average cost of capital. Bancorp Corporate Finance Limited worked with the Group in determining the weighted average costs of capital.

The recoverable amount of the Cyber business unit was calculated using cash flow projections for the five years from 2025 using the financial budgets approved by management. The budgets also incorporate cost savings and strategic initiatives that have been set in motion as the business aims to achieve its transformation goals. The budgeted EBITDA margin percentage growth over the 5 year forecast period is 17% (2024: 7%). Beyond year five a nominal growth rate of 2% (2024: real rate of 0%) was assumed. The assumptions regarding revenue growth and cost increases are based on past experiences and management's expectations of changes in the market. Management considers the budgets to be reasonable in the current trading environment.

Based on the assessment at 30 June 2025, the carrying amount of the Cyber intangible was below the recoverable amount indicating that no impairment is required.

Refer to note 9 for the impairment of the Networks cash generating unit.

13. DEFERRED TAX ASSETS AND LIABILITIES

Deferred tax assets and liabilities are attributable to the following:

In thousands of New Zealand dollars	ASSETS		LIABILITIES		NET	
	2025	2024	2025	2024	2025	2024
Property, plant and equipment	3,659	3,800	-	-	3,659	3,800
Right of use assets	-	-	(4,101)	(4,679)	(4,101)	(4,679)
Intangible assets	-	-	(305)	(305)	(305)	(305)
Derivatives	22	13	-	-	22	13
Trade and other receivables	-	-	(1,429)	(2,842)	(1,429)	(2,842)
Inventories	32	29	-	-	32	29
Employee entitlements	842	848	-	-	842	848
Other payables	-	-	(16)	(111)	(16)	(111)
Provisions	2,267	2,320	-	-	2,267	2,320
Lease liabilities	4,522	5,131	-	-	4,522	5,131
Tax losses	973	2,436	-	-	973	2,436
Net tax assets/(liabilities)	12,317	14,577	(5,851)	(7,937)	6,466	6,640

The deferred tax assets/(liabilities) are attributable to the following jurisdictions:

New Zealand	5,913	6,063
Australia	553	577
Net tax asset	6,466	6,640

All movements in deferred tax have been recognised in the Statement of Financial Performance except for \$9 (2024: [\$87]) relating to derivatives which have been recognised in the cash flow hedge reserve and \$8 (2024: [\$5]) that have been recognised in the foreign currency translation reserve.

In the current financial year tax losses were utilised of \$754 (2024: \$765) leaving tax losses of \$20,403 (2024: \$21,460) available.

14. INVENTORIES

In thousands of New Zealand dollars	2025	2024
Inventory	2,035	1,793
Provision for write down	(424)	(251)
Total inventories	1,611	1,542



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Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2025

15. TRADE AND OTHER RECEIVABLES

In thousands of New Zealand dollars	2025	2024
<i>Current</i>		
Trade receivables	13,418	14,696
Provision for doubtful debts	(688)	(1,096)
Trade prepayments	6,214	5,108
Costs to obtain a contract	1,126	1,250
Contract asset – contract work in progress	6,607	11,952
Other receivables	147	461
	26,824	32,371
<i>Non-current</i>		
Costs to obtain a contract	797	884
	797	884

During the year, the Group utilised (\$17) [2024: (\$14)] of the provision for doubtful debts and decreased the provision by \$390 [2024: \$103].

During the year, the Group released \$1,250 [2024: \$1,222] of costs incurred to obtain a contract to the statement of financial performance.

Contract work in progress represents the gross unbilled amount expected to be collected from customers for contract work performed to date. It is measured at cost plus profit recognised to date less progress billings and recognised losses. Cost includes all expenditure related directly to specific projects and an allocation of fixed and variable overheads incurred in the Group's contract activities based on normal operating capacity. At June 2025, contract work in progress was \$6,607 [2024: \$11,952].

Contract asset movements were as follows:

Opening balance	11,952	6,509
Amount billed for work performed	(11,584)	(3,857)
Increase in work unbilled at year end	6,239	9,300
	6,607	11,952

Deferred income, where billing exceeds recognised revenue, is disclosed in note 16 and amounts to \$8,922 [2024: \$6,075].

Trade receivables are financial assets categorised at amortised cost.



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Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2025

16. TRADE AND OTHER PAYABLES

In thousands of New Zealand dollars	2025	2024
<i>Current</i>		
Trade payables and accruals	15,674	21,487
Contract liability - deferred income	7,127	4,963
Employee entitlements	3,315	3,381
	26,116	29,831
<i>Non-current</i>		
Contract liability - deferred income	1,795	1,112
Employee entitlements	60	123
	1,855	1,235
Contract liability movements were as follows:		
Opening balance	6,075	4,627
Released to income during the year	(5,590)	(571)
Contract work billed in advance	8,437	2,019
	8,922	6,075

Payables are categorised as financial liabilities measured at amortised cost.

17. LOANS AND ADVANCES

In thousands of New Zealand dollars	2025	2024
Bank loans (unsecured)	28,200	43,199

Loan facilities are repayable as follows:

Within one year	-	-
One to two years	28,200	-
Two to five years	-	43,199
	28,200	43,199

Weighted average interest rates:

Bank loans	4.23%	6.6%
Bank loans amended for derivatives, line fees and margin	3.31%	6.6%

The loan facilities comprise a syndicated revolving cash advance facility, dated 29 June 2017 and amended and restated from time to time (2024: 29 June 2017), the latest amendment was in June 2023. The facility commits to a maximum amount of NZD50 million (2024: NZD50 million). The syndicated loan is a term facility that is subject to continued compliance with the terms of the loan agreement. Based on the Group's assessed continued compliance with the terms of the loan agreement, the Group has classified the loan as a non-current liability as at balance date. The loans drawn and facility available is analysed as follows:

In thousands of New Zealand dollars	2025				2024			
	Balance Drawn		Available Facility		Balance Drawn		Available Facility	
	Current	Non-current	Current	Non-current	Current	Non-current	Current	Non-current
Tranche A	-	8,200	-	30,000	-	23,199	-	30,000
Tranche B	-	20,000	-	20,000	-	20,000	-	20,000
	-	28,200	-	50,000	-	43,199	-	50,000

On 29 June 2017 a facility agreement was entered into between Kordia and the members of the banking syndicate. The facility is split into two tranches with different fee and margin structures. Tranche A is a cash advance facility and tranche B is a term loan facility. There is a right of set off between the tranches of the loan facility. The facility expires on 1 July 2026.

The facility is supported by a negative pledge by the Company and its guaranteeing subsidiaries over their assets and undertakings. The negative pledge restricts the disposal of assets other than in the ordinary course of business or within certain materiality thresholds. Under the negative pledge, each guaranteeing subsidiary may be liable for indebtedness incurred by the Company and other guaranteeing subsidiaries.

The facility is subject to various covenants such as limitations on gearing, interest cover, and coverage (the proportion of the consolidated group that forms the guaranteeing group under the negative pledge). During the year a temporary lift in covenants was obtained from the lenders to May 2025 while working capital associated with the PSN contract was elevated. The Group was in compliance with all covenants for the 2024 and 2025 financial years.

Covenants as at 30 June		2025	2024
Gearing ratio	Net debt to EBITDA <3:1 (2024: <5.25:1)	1.5:1	3.54:1
Interest cover	EBITDA to net interest >3 times (2024: >2.5 times)	7.6:1	4.3:1
Coverage ratios	Total assets of guaranteeing group to total assets of the consolidated group >95%	100%	100%
	Total EBIT of guaranteeing group to total EBIT of the consolidated group >95%	100%	100%

Loans and advances are categorised as financial liabilities measured at amortised cost.



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Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2025

18. LEASE LIABILITIES

In thousands of New Zealand dollars	Property	Motor Vehicles	Total
Balance at 1 July 2023	17,941	45	17,986
Additions	5,330	202	5,532
Disposals	(1,374)	-	(1,374)
Payments	(3,812)	(59)	(3,871)
Effects of movements in exchange rates	2	-	2
Balance at 30 June 2024	18,087	188	18,275
Additions	1,697	-	1,697
Payments	(3,816)	(50)	(3,866)
Exit of lease	-	(2)	(2)
Effects of movements in exchange rates	(10)	-	(10)
Balance at 30 June 2025	15,958	136	16,094
Current	4,207	52	4,259
Non-current	13,880	136	14,016
Balance at 30 June 2024	18,087	188	18,275
Current	3,908	39	3,947
Non-current	12,050	97	12,147
Balance at 30 June 2025	15,958	136	16,094

Maturity analysis of contractual undiscounted cashflows

Less than one year	4,353	77	4,430
One to five years	11,812	172	11,984
More than five years	6,665	-	6,665
Total undiscounted cashflows June 2024	22,830	249	23,079
Less than one year	4,046	57	4,103
One to five years	9,862	115	9,977
More than five years	6,260	-	6,260
Total undiscounted cashflows June 2025	20,168	172	20,340

The lease liability is measured as the present value of the fixed and variable lease payments net of cash lease incentives that are not paid at balance date. Lease payments are apportioned between the finance charge and reduction of the lease liability using the incremental borrowing rate to achieve a constant rate of interest on the remaining balance of the liability. Lease payments for buildings exclude service fees for cleaning and other costs.

Lease modifications are accounted for as a continuation of the existing lease with an effective date of the modification.

19. PROVISIONS

In thousands of New Zealand dollars	Make good
Balance at 1 July 2023	8,245
Provisions (adjusted) during the period	(155)
Provisions utilised during the period	(87)
Unwind discount	297
Balance at 30 June 2024	8,300
Provisions (adjusted) during the period	(579)
Provisions utilised during the period	(11)
Unwind discount	414
Balance at 30 June 2025	8,124
Current	569
Non-current	7,731
Balance at 30 June 2024	8,300
Current	566
Non-current	7,558
Balance at 30 June 2025	8,124

Make good

The make-good provision primarily relates to an obligation to return rented sites to their original condition at the end of the lease. The Group expects to utilise approximately 7% of the liability next year.



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Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2025

20. FINANCIAL INSTRUMENTS

Exposure to foreign currency, interest rate and credit risk arises in the ordinary course of the Group's business. Derivative financial instruments are entered into in order to reduce exposure to fluctuations in foreign exchange rates and interest rates.

(A) FOREIGN CURRENCY RISK

Foreign currency risk is the risk that the Group's assets, liabilities and future earnings will fluctuate due to changes in foreign exchange rates. The Group is exposed to currency risk as a result of transactions that are denominated in a currency other than the Group's functional currency. Transactions that typically expose the Group to foreign currency risk include import purchases and purchases of property, plant and equipment. The currencies that give rise to currency risk in which the Group deals are United States and Australian dollars, and European Currency Units. The Group's policy is to manage these risks, as they arise, in accordance with prudent commercial practice.

The Group uses forward and spot foreign exchange contracts to manage these exposures. At balance date the Group has current assets of AUD448 (\$483); EUR 0.7 (\$1) and USD191 (\$315) (2024: AUD1,045 (\$1,141); GBP 1 (\$3) and USD107 (\$176)) and current liabilities of AUD389 (\$419); EUR218 (\$422) and USD252 (\$416) (2024: AUD833 (\$910); EUR69 (\$122); PGK2 (\$1) and USD966 (\$1,593)).

(B) INTEREST RATE RISK

As outlined in Note 18, the Group has a syndicated revolving cash advance facility committed to a maximum amount of NZD50,000, (2024: NZD50,000). At 30 June the drawdown on these facilities was \$28,200 (2024: \$43,199), to fund on-going activities. The facilities expire on 1 July 2026. The Group does not have an overdraft facility.

At the reporting date the interest rate profile of the Group's interest-bearing financial instruments was:

In thousands of New Zealand dollars	2025	2024
Fixed rate instruments:		
Financial assets (finance leases)	-	362
Variable rate instruments:		
Financial liabilities (debt)	28,200	43,199

(C) LIQUIDITY RISK

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

The Group uses activity-based costing to cost its products and services, which assists it in monitoring cash flow requirements and optimising its cash return on investments. Typically, the Group ensures that it has sufficient cash on demand to meet expected operational expenses for a period of 60 days, including the servicing of financial obligations; this excludes the potential impact of extreme circumstances that cannot reasonably be predicted, such as natural disasters.

The maturity analysis below summarises the Group's exposure to liquidity risk on non-derivative financial liabilities.

2025							
In thousands of New Zealand dollars	Call	Within One Year	One to Two Years	Two to Five Years	More than Five Years	Contractual Cashflows	Carrying Amount
Liabilities and equity							
Payables	-	(26,116)	(1,855)	-	-	(27,971)	(27,971)
Loans and advances	-	(1,219)	(28,203)	-	-	(29,422)	(28,200)
Total liabilities and equity	-	(27,335)	(30,058)	-	-	(57,393)	(56,171)

2024							
In thousands of New Zealand dollars	Call	Within One Year	One to Two Years	Two to Five Years	More than Five Years	Contractual Cashflows	Carrying Amount
Liabilities and equity							
Payables	-	(29,831)	(1,235)	-	-	(31,066)	(31,066)
Loans and advances	-	(2,849)	(2,849)	(43,208)	-	(48,906)	(43,199)
Total liabilities and equity	-	(32,680)	(4,084)	(43,208)	-	(79,972)	(74,265)

(D) SENSITIVITY ANALYSIS

At 30 June 2025, it is estimated that a general increase of one percentage point in interest rates would decrease the Group's net profit after tax by \$267 (2024: \$302). At 30 June 2025, it is estimated that a general decrease of one percentage point in interest rates would increase the Group's net profit after tax by \$267 (2024: \$302). Interest rate swaps have been included in this calculation.

At 30 June 2025, it is estimated that a general increase of one percentage point in the value of the New Zealand dollar against other foreign currencies would increase the Group's profit before income tax by approximately \$47 (2024: \$2). At 30 June 2025, it is estimated that a general decrease of one percentage point in the value of the New Zealand dollar against other foreign currencies would decrease the Group's profit before income tax by approximately \$47 (2024: \$2). Forward exchange contracts have been included in this calculation.

(E) CREDIT RISK

In the normal course of its business the Group incurs credit risk with amounts deposited with financial institutions and also the extension of credit to trade debtors. The major concentration of credit risk within trade debtors and contract work in progress is the extension of credit to a majority of its customers for transmission services and contracting services. The carrying amounts of financial assets represent the Group's maximum exposure to credit risk.

Management has a credit policy in place and the exposure to credit risk is monitored on an on-going basis. Credit evaluations are performed on all customers requiring credit over a certain amount. The group does not normally require collateral in respect of financial assets due to the quality of the financial institutions with which it deals.



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Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2025

21. FINANCIAL INSTRUMENTS (CONTINUED)

The status of trade receivables at the reporting date is as follows:

In thousands of New Zealand dollars	2025		2024	
	Gross receivable	Impairment	Gross receivable	Impairment
Not past due	8,887	-	9,846	-
Past due 0-30 days	2,737	-	2,685	-
Past due 31-120 days	828	(151)	1,373	(406)
Past due 121-365 days	613	(256)	524	(457)
Past due more than 1 year	353	(281)	268	(233)
Total	13,418	(688)	14,696	(1,096)

Trade receivables are reviewed for impairment on a collective basis based on the number of days overdue and taking into account historical experience. Significant trade receivables are reviewed on an individual basis. No individually significant receivables were considered impaired at balance date.

22. FAIR VALUES OF FINANCIAL ASSETS AND LIABILITIES

Fair value measurement: Financial instruments measured and recognised at fair value are derivatives that are designated in hedge relationships. The fair value of these derivatives are level 2 valuations based on accepted valuation methodologies. Interest rate derivatives are calculated by discounting the future principal and interest cashflows at current market interest rates that are available for similar financial instruments. Forward exchange fair value is calculated using quoted forward exchange rates and discounted using yield curves derived from quoted interest rates matching maturity of the contract.

Fair value disclosures: The fair values of borrowings used for disclosures are measured by discounting future principal and interest cashflows at the current market interest rate plus an estimated credit margin that are available for similar financial instruments.

The estimated fair value of the Group's financial assets and liabilities are noted below. The purpose of reporting the carrying and fair values is to show the extent to which the Group is carrying an exposure from its foreign exchange and interest rate hedging activities. The table below identifies whether the Group is in a notional gain or loss position as if the Group had closed out the instruments at balance date.

The carrying values of short-term financial assets and liabilities are equivalent to their fair values. Short term financial assets include cash, loans to associate, trade and other receivables. Short term financial liabilities include trade and other payables and finance leases. Advances to subsidiaries carrying values are equivalent to their fair values.

In thousands of New Zealand dollars	2025		2024	
	Carrying value	Fair value	Carrying value	Fair value
Loans and advances payable (classified as amortised cost)	28,200	28,200	43,199	43,199

As at 30 June 2025, no financial assets or liabilities have been offset in the Statement of Financial Position although they are covered by an ISDA/Master netting agreement.

22. INVESTMENT IN JOINT VENTURE

On the 6th August 2024 a modification contract was signed as detailed in note 23, as a result the Investment in Joint Venture and Loan to Joint Venture were included in assets held for sale. In 2025 an additional \$7 profit was recognised representing an adjustment to the investment value on completion of audited accounts of the JV.

23. PUBLIC SAFETY NETWORK (PSN)

Tait Kordia JV Limited, of which Kordia Limited had a 50% shareholding and subcontract agreement with, entered a significant multi-year design, build and operate Land Mobile Radio (LMR) contract with Crown Infrastructure Partners (CIP) and Next Generation Critical Communications (NGCC).

On 6th August 2024, Kordia and Tait International signed a contract amendment to reset their commercial partnership. The changes resulted in Kordia divesting its shares in Tait Kordia Joint Venture to Tait International who took full ownership of the entity contracted to deliver the PSN project. Kordia is continuing to play a supporting role as a subcontractor to the Tait International owned entity. As the contract amendment negotiations had commenced prior to 30 June 2024, all assets to be disposed of as part of the reset were disclosed as an Asset Held for Sale in the prior year accounts. During the year ended 30 June 2025 \$12,332 was received in settlement of the assets held for sale and the balance was written off as it related to inventory not required.

These assets disclosed in the Statement of financial position as Assets held for sale at 30 June 2024 were as follows:

In thousands of New Zealand dollars	2025
Assets held for sale consists of:	
Inventory	10,177
Contract Assets	1,180
Other Assets	251
Advance to joint venture	875
Investment account for using equity method	55
Assets held for sale	12,538

Revenue Recognition

NZ IFRS 15 – Revenue from Contracts with Customers. Under the contract there are multiple performance obligations all of which can be split into two categories: Project Management and Construction, which is made up of multiple performance obligations. Project management covers tasks such as procurement, project governance, network and build design and project management while construction obligations cover the build of the network sites. Project Management obligations have been reviewed under NZ IFRS 15 and the services have been deemed to be delivered over time. Revenue is therefore recognised over time on a percentage of completion basis, as our performance is creating an asset or enhancing an asset that the customer controls and has no alternative use to Kordia. Revenue recognition on the construction element has been applied in accordance with our revenue policy as disclosed in note 2.1(b).

24. CAPITAL MANAGEMENT

The Group's capital includes share capital, reserves and retained earnings. The Group's policy is to maintain a strong capital base so as to maintain creditors and market confidence and to sustain future development of the business. The Group's policies in respect of capital management and allocation are reviewed regularly by the Board of Directors.

25. CONTINGENCIES

As part of its contractual obligations with clients, Kordia Limited has an undertaking to provide services at a certain level and should this not be achieved, Kordia Limited may be liable for contract penalties. It is not possible to quantify what these may be until an event has occurred. The Directors do not expect any liabilities to occur as a result of these contractual obligations.

The public safety radio communication contract includes a performance bond of \$2.5million in the event of non-performance, as with our other contracts, it is not possible to quantify what liability may arise until an event has occurred, and the Directors do not expect any liabilities to occur as a result of non-performance obligations.



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Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2025

26. CAPITAL COMMITMENTS

In thousands of New Zealand dollars	2025	2024
Capital commitments (including intangible assets) are:		
Within one year	2,132	918

27. RELATED PARTY TRANSACTIONS

Kordia Group Limited comprises the following significant subsidiaries:

Entity	Principal activity of entity	% holding	Country of Incorporation
Kordia Limited	Telecommunications and transmission services Operations and maintenance services	100%	New Zealand
Kordia New Zealand Limited		100%	New Zealand
Kordia Pty Limited		100%	Australia

All subsidiaries have balance dates of 30 June.

The Crown is a 100 percent shareholder in Kordia Group Limited. All transactions with other Crown Entities, State Enterprises and Government Departments other than entities included in these consolidated financial statements are comprised of:

Crown Entities, State Enterprises and Government Departments	Transaction value year ended 30 June		Balance outstanding at 30 June	
	2025	2024	2025	2024
In thousands of New Zealand dollars				
Revenue from telecommunications services	34,663	32,397	1,504	1,553
Direct costs and overheads	3,554	3,886	252	425

All transactions with Kordia Group and its subsidiary companies are settled in cash within six months of the reporting date. None of the balances are secured.

In addition to the above related party transactions, the Group has transacted with its owner, the Crown. Refer to note 7 (income tax) and note 16 (trade and other payables).

Transactions with Key Management Personnel (Directors and Key Executives)

In addition to their salaries, the Group also provides non-cash benefits (superannuation and long service leave) to executive officers. Key management personnel compensation comprised:

In thousands of New Zealand dollars	2025	2024
Short term employee benefits	3,287	1,166
Severance payment	134	582
Defined contribution plan	173	102
Directors fees	331	288
	3,925	2,138

Unpaid amounts relating to the above are \$823 (2024: \$119).

28. RECONCILIATION OF NET SURPLUS FOR THE YEAR WITH CASH FLOWS FROM OPERATING ACTIVITIES

In thousands of New Zealand dollars	Notes	2025	2024
Net surplus as per statement of financial performance		4,968	339
Add/(deduct) non-cash items:			
Depreciation of property, plant and equipment	9	9,398	9,067
Depreciation and impairment losses of right of use assets	10	3,798	4,079
Amortisation of licences and intangibles	12	1,218	861
Realised foreign currency (gains)		(8)	(37)
Change in deferred tax		138	(703)
Movement in provision for doubtful debts		(408)	(90)
Movement in other provisions		(194)	70
Unwind/change in make good	19	414	297
Derivatives at fair value through the profit and loss		64	-
Movement in customer acquisition costs		211	(47)
		19,599	13,836
Items classified as investing activities:			
(Gain)/loss on disposal of property, plant and equipment		(4)	(455)
(Gain) on disposal of right of use assets		-	(134)
(Gain) on sale of lease rights		-	(1,410)
(Gain) on investment equity accounted JV		(7)	-
		(11)	(1,999)
Movements in working capital:			
Receivables, prepayments and contract work in progress		5,831	(6,990)
Inventories		(69)	1,299
Payables and deferred income		(2,312)	4,414
Working capital items reclassified as held for sale		-	(11,608)
Proceeds from sale of assets held for sale		12,332	-
		15,782	(12,885)
Net cash flows from/(used in) operating activities		35,370	(1,048)



CONTINUED

Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2025

29. NON-GAAP MEASURES

The Group uses EBITDA when discussing financial performance. EBITDA is earnings before interest, tax, depreciation and amortisation. Depreciation and amortisation includes impairment charges recorded in the respective non-current assets. EBITDA is a non-GAAP profit measure and is not recognised or standardised with IFRS. Non-GAAP financial measures should not be viewed in isolation nor considered as a substitute for measures in accordance with IFRS. Management believes that EBITDA provides useful information, as it is used internally to evaluate performance, and it is also a measure that market analysts focus on for comparative company performance purposes, as the measure removes distortions caused by differences in funding, asset age and depreciation policies.

EBITDA has been clearly labelled and presented on the face of the Statement of Financial Performance and is reconciled to profit after tax.

30. GOING CONCERN

The current bank facility expires on 1st July 2026 as disclosed in note 18. As the Group is compliant with the terms of the facility it has been classified as a non-current liability at 30 June 2025. Negotiation of an extended facility have commenced and management are confident it will be renewed prior to expiry, based on a history of previous renewals, strong relationship with the bank, a strong balance sheet and available liquidity and forecast positive cash flows. The financial statements have therefore been prepared on a going concern basis.

31. EVENTS AFTER BALANCE SHEET DATE

On the 28th August 2025 the Board of Directors declared a final dividend of \$2,484,000 payable for the year ended 30 June 2025.

There are no other events subsequent to balance date which have a significant effect on the financial statements.





Independent Auditor's Report

FOR THE YEAR ENDED 30 JUNE 2025

TO THE READERS OF KORDIA GROUP LIMITED'S GROUP FINANCIAL STATEMENTS

The Auditor-General is the auditor of Kordia Group Limited (the "Group"). The Auditor-General has appointed me, Geoff Lewis, using the staff and resources of KPMG, to carry out the audit of the financial statements of the Group on his behalf.

OPINION

We have audited the financial statements of the Group on pages 41 to 77, that comprise the statement of financial position as at 30 June 2025, the statement of financial performance, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information.

In our opinion the financial statements of the Group:

- present fairly, in all material respects:
 - its financial position as at 30 June 2025; and
 - its financial performance and cash flows for the year then ended; and
- comply with generally accepted accounting practice in New Zealand in accordance with New Zealand equivalents to International Financial Reporting Standards.

Our audit was completed on 28 August 2025. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Board of Directors and our responsibilities relating to the financial statements, we comment on other information, and we explain our independence.

BASIS FOR OUR OPINION

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

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

RESPONSIBILITIES OF THE BOARD OF DIRECTORS FOR THE FINANCIAL STATEMENTS

The Board of Directors is responsible on behalf of the Group for preparing financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand.

The Board of Directors is responsible for such internal control as it determines is necessary to enable it to prepare financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors is responsible on behalf of the group for assessing the Group's ability to continue as a going concern. The Board of Directors is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to liquidate the Group or to cease operations, or there is no realistic alternative but to do so.

The Board of Director's responsibilities arise from the State Owned Enterprises Act 1986.

RESPONSIBILITIES OF THE AUDITOR 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 carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers taken on the basis of these financial statements.

We did not evaluate the security and controls over the electronic publication of the financial statements.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board of Directors and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements, or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We obtain sufficient appropriate audit evidence regarding the financial statements of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and the performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

OTHER INFORMATION

The Board of Directors is responsible for the other information. The other information obtained at the date of this auditor's report is the Directors' Report on page 15, Statement of Responsibility on page 16, Statement of Performance on pages 81 to 82 and Additional Information on pages 83 to 86, but does not include the financial statements, and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do 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. In doing so, we 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 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. The Annual Report is expected to be made available to us after the date of this Independent Auditor's Report and we will report the matters identified, if any, to those charged with governance.

INDEPENDENCE

We are independent of the Group in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: International Code of Ethics for Assurance Practitioners issued by the New Zealand Auditing and Assurance Standards Board.

For the year 30 June 2025 and subsequently, a Director of the of the Group is a member of the Auditor-General's Audit and Risk Committee. The Auditor-General's Audit and Risk Committee is regulated by a Charter that specifies that it should not assume any management functions. There are appropriate safeguards to reduce any threat to auditor independence, as a member of the Auditor-General's Audit and Risk Committee (when acting in this capacity) has no involvement in, or influence over, the audit of the Group.

KPMG has also provided other assurance services to the Group. Subject to certain restrictions, partners and employees of KPMG may also deal with the Group on normal terms within the ordinary course of trading activities of the business of the Group. These matters have not impaired KPMG's independence. KPMG has no other relationship with, or interest in, the Group.

Yours Sincerely



Geoff Lewis – KPMG
On behalf of the Auditor-General
Auckland, New Zealand
28 August 2025



Statement of Performance

FOR THE YEAR ENDED 30 JUNE 2025

	Statement of Corporate Intent - Target 2025	2025 Actual	2024 Actual
Financial Performance Targets (Consolidated)			
<i>Shareholder Return</i>			
Dividend (\$m)	\$2.4	-	\$1.0
Dividend yield (dividends/avg commercial value)	2%	-	0.9%
Return on equity (net profit after tax from continuing operations as a percentage of average shareholders' equity)	6%	7.7%	0.5%
Total shareholder return [(commercial value end - commercial value beg + dividends)/ commercial value beg]	(13%)	(10%)	(12%)
<i>Profitability/Efficiency</i>			
Earnings before interest and taxes from continuing operations (EBIT)	\$8.2m	\$8.4m	\$3.0m
Group net profit after tax from continuing operations (NPAT)	\$3.5m	\$5.0m	\$0.3m
Return on capital employed (EBIT adjusted for IFRS fair value movements/ average capital employed)	9%	9.5%	0.9%
Operating margin (EBITDA/Revenue) ^a	15%	16%	12%
<i>Leverage/Solvency</i>			
Gearing ratio (net debt/(net debt + shareholders' funds))	29%	21%	38%
Interest cover (EBITDA/ net interest)	7	8	5
Net Debt/EBITDA	1.2	1.5	3.3
Solvency (current assets/current liabilities)	1.5	1.3	1.5
Shareholders equity / Total assets	45%	45%	38%
<i>Growth</i>			
Capital replacement (Capex/(depreciation and amortisation))	1.3	1.1	1.2
Revenue growth (current year revenue less prior year revenue including discontinued operations)	101%	99%	102%
EBITDA growth (current year EBITDA less prior year EBITDA)	121%	134%	63%
Non - Financial Performance Targets (Consolidated)			
Net promoter score (NPS) ^b	≥50	60	52
Lost time injury frequency rate (LTIFR)	<2	0	3.99
Total recordable injury frequency rate (TRIFR) ^c	<5	1.05	3.99
Staff engagement	≥80%	78%	77%
Diversity	Achieve GenderTick accreditation	Achieved Dec 2024	On track to achieve by 2025
NZ Digital Television Transmission (DTT) network availability (main metro sites measured annually) ^d	99.90%	99.97%	99.99%
Develop and grow Kordia Cyber Academy	≥7 interns	None	7 Cyber trainees
Carbon emissions ^e	700 t CO ₂ e	684 t CO ₂ e	658 t CO ₂ e

Notes

- [a] EBITDAF is the earnings before interest, tax, depreciation, amortisation and fair value movements.
- [b] Net Promoter Score (NPS), is a metric used globally to measure customer loyalty and advocacy levels. NPS establishes the likelihood of a customer to recommend a product or service to another person on a scale of 0-10. The overall NPS score is the percentage of customers who are detractors is subtracted from the percentage who are promoters, providing a score between -100 and 100.
- [c] The Total Recordable Injury Frequency Rate (TRIFR) is an industry measure of the number of recordable injuries over a period of 12 months per million hours worked. A recordable injury is a work-related injury or illness resulting in an employee or contractor being unable to attend work for a full working day after the day of injury.
- [d] The measure of the availability of the DTT network is a measure of the reliability of the DTT network and the performance against customer service level agreements.
- [e] Carbon emissions are calculated internally, and are measured in t CO₂e which is the metric tonnes of carbon dioxide.



Additional Information

PRINCIPAL ACTIVITIES

The Group's principal activity during the year was telecommunications services (transmission, linking of telecommunications and broadcasting signals as well as design, build, operations and maintenance of transmission networks), cyber security and cloud solutions and maritime safety services.

GENERAL DISCLOSURES

The following disclosure of interests were made to the Board.

DIRECTORS' DISCLOSURES

General disclosures of interest given by the Company pursuant to Section 211 of the Companies Act 1993 as at 30 June 2025 are as follows. Individual shareholdings that are not considered material, and are not relevant to the operations of the Group have not been included.

S HASLEM

CentrePort Limited	Deputy Chair
CentrePort Captive Insurance Limited	Director
CentrePort Investment Holdings Limited	Director
Livestock Improvement Corporation	Director
MyRepublic	Shareholder
nib NZ Limited	Director
nib NZ Insurance Limited	Director
Omphalos Limited	Director / Shareholder
Payments New Zealand Limited	Director
Rangatira Limited	Director

B P KEPES

Cactus Outdoor Limited (owner of Albion Clothing Limited)	Director/Shareholder
Corde Limited	Director
Devoli Ltd	Shareholder
Diversity Limited	Director/Shareholder
Health One (General Partner) Ltd	Director
Holocaust Centre of New Zealand	Director
Kiasma Health Limited	Director
Open Accounting Data Limited	Shareholder
Paenga Kupenga Limited	Director
Pegasus Health (Charitable) Limited	Director
Pegasus Health (Health One) Limited	Director
Ridges Irrigators Limited	Director/Shareholder
Ridges Water Limited	Director/Shareholder
Royal Forest & Bird Protection Society of New Zealand Incorporated	Board Member
SmartCo	Independent Chair
Thirteen / Three Limited	Director
Umbrella Group Limited	Director/Shareholder
Union Medical Benefits Society Limited	Director

N E RIORDAN

Loan Market Group Australia	Director
NZ Financial Services Group	Director
NZQA Information Systems Committee	Independent Committee Member
Nua Limited	Shareholder
Realestate.co.nz	Director
REINZ	Independent Director
Riordan Family Trust	Trustee
University of Otago	Council Member

L M ROBERTSON

Aquaheat Facility Services Limited	Director
Aquaheat Fire New Zealand Limited	Director
Aquaheat New Zealand Limited	Director
Aquaheat South Pacific Limited	Director
Caldwell and Levesque Limited	Director
Central Lakes Direct Limited	Director
Central Lakes Trust	Chair
Coollogic Refrigeration Limited	Director
Crown Irrigation Investments Limited	Chair
Fraser Properties Limited	Director
Horizon Energy Distribution Limited	Director
Horizon Energy Group Limited	Director
Horizon Energy Limited	Director
Horizon Services Limited	Director
Invercargill City Holdings Limited	Director
New Zealand Local Government Funding Agency Limited	Director
Office of the Auditor General and Audit New Zealand	Member, Audit & Risk Committee
RML Consulting Limited	Director / Shareholder
SBS Bank (Southland Building Society)	Director
The Treasury	Member, Capital Markets Advisory Committee
The Treasury	Member, Audit & Risk Committee

K J POHIO

WSG Energy Services	General Manager - Australia
ZAG Consulting (Aust) Pty Ltd	Director
ZAG Family Trust	Trustee

M T H MATTHEWS

Auckland Council	Independent Member, Audit & Risk Committee
Experience Wellington	Chair
Greater Wellington Regional Council	Independent Chair, Finance Risk & Assurance Committee
Martin Matthews Consulting Limited	Director and Sole Shareholder
Meteorological Service of New Zealand Limited	Chair
Mongravia Enterprises Limited	Director and Shareholder
Whaikaha, The Ministry of Disabled People	Member, Audit and Risk Committee

D P SIVAKUMAR

Jeed Trustee Limited	Director
Livestock Improvement Corporation (LIC)	CIO
Maori and Pasifika Tech Careers Activation Trust	Chair
Sivakumar Trustee Limited	Director



CONTINUED

Additional Information

USE OF COMPANY INFORMATION

No notices have been given to the Board under Section 145 of the Companies Act 1993 with regard to the use of company information received by Directors in their capacity as a Director.

DIRECTORS' INDEMNITY INSURANCE

The Company has arranged directors' and officers' liability insurance cover with QBE Insurance (International) Limited for \$20 million (2024: \$25 million). The 2025 premium (net of GST) was \$75,020 (2024: \$78,650). This cover is effected for all directors and employees in the Group in respect of directors and officers liability and is in accordance with the Companies Act 1993 and the Company's constitution.

DIRECTORS' REMUNERATION AND BENEFITS

The following persons held the office of director of the Company during the year and received the total amount of remuneration and other benefits shown.

DIRECTOR	COMPANY \$
S Haslem (Chair)	81,000
B P Kepes	51,000
N Riordan	43,000
L Robertson	43,000
M Mathews	40,000
K Pohio	40,000
D Sivakumar	33,000
	331,000

EXECUTIVE REMUNERATION

Kordia's remuneration policy for the Executive Management Team (EMT) is founded on three guiding principles:

- remuneration is aligned to long-term sustainable shareholder value;
- remuneration for individuals will reflect the level of performance and delivery of successful outcomes; and
- simplicity over complexity will be reflected in the design.

Total remuneration of the Executive Team is made up of two components: fixed remuneration and short-term performance incentives. Short term performance incentives are deemed "at risk" because the outcome is determined by performance against a combination of predetermined financial and non-financial objectives, the outcome of which is unable to be determined until year end.

The Board reviews the annual performance appraisal outcomes for all members of the Executive Team. The review takes into account external benchmarking to ensure competitiveness with comparable market peers, along with consideration of an individual's performance, skills, expertise and experience. Fixed remuneration consists of base salary and benefits such as superannuation. Kordia's policy is to pay fixed remuneration with reference to the fixed pay market median.

Short-Term Incentives (STI) are at risk payments designed to motivate and reward for performance typically in that financial year. The target value of a short term incentive is set annually, usually as a percentage of base salary. For FY25 the relevant target percentage for the executives other than the CEO is 20% to 40% (2024: 20% to 40%) of total fixed salary. The incentive is related to a set of Key Performance Indicators (KPI's) based on business priorities for the next 12 months, with the objective of aligning the Executive Team's focus with the Group's priorities. The STI had a financial gate of 80% of SCI NPAT and included a maximum multiplier of 130% for the current financial year. The Board retains discretion to ensure the final outcome of STI payments fairly reflects performance over the relevant financial year.

The CEO's remuneration consists of fixed remuneration and short term incentive (STI). The target percentage for the CEO's STI is 40% (2024:40%) of total fixed salary. The performance criteria are 50% is based on financial measures such as revenue and NPAT and 50% is based on individual performance measures. The CEO was acting as interim CEO from 1 April 2024 to 31 December 2024. He was then appointed permanently from 1 January 2025. During the current financial year the CEO was paid \$649k (2024: \$153k) fixed remuneration including superannuation. The STI under the interim contract to 31 December 2024 was 100% and the amount paid was \$78k. The STI for the period 1 January 2025 to 30 June 2025 is \$159k.

EMPLOYEE REMUNERATION

Employee remuneration includes salary, bonuses, payments for projects, motor vehicles, employer's contributions to superannuation and health schemes, severance and other sundry benefits received in their capacity as employees during the year ended 30 June 2025. Employee remuneration in overseas operations has been converted to New Zealand dollars using the year end exchange rate.

Kordia Group Ltd employees who received total remuneration of greater than \$100,000 were in the following bands:

NZD	CONSOLIDATED	
	Current Employees	Former Employees
\$100,000 to \$110,000	29	7
\$110,001 to \$120,000	32	2
\$120,001 to \$130,000	32	4
\$130,001 to \$140,000	27	4
\$140,001 to \$150,000	21	2
\$150,001 to \$160,000	30	1
\$160,001 to \$170,000	14	-
\$170,001 to \$180,000	17	2
\$180,001 to \$190,000	8	1
\$190,001 to \$200,000	7	-
\$200,001 to \$210,000	5	1
\$210,001 to \$220,000	5	-
\$220,001 to \$230,000	6	2
\$230,001 to \$240,000	4	-
\$240,001 to \$250,000	4	-
\$250,001 to \$260,000	4	1
\$260,001 to \$270,000	3	-
\$270,001 to \$280,000	3	-
\$280,001 to \$290,000	2	1
\$290,001 to \$300,000	1	-
\$300,001 to \$310,000	-	-
\$310,001 to \$320,000	1	-
\$320,001 to \$330,000	-	1
\$330,001 to \$340,000	1	-
\$340,001 to \$350,000	1	-
\$350,001 to \$360,000	1	-
\$360,001 to \$370,000	1	-
\$380,001 to \$390,000	1	-
\$500,001 to \$510,000	1	-
\$510,001 to \$520,000	2	-
\$900,001 to \$910,000	1	-
	264	29



Notes

**Protect your
business
with Kordia.**

**NZ's best
cyber security
company.**

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