Delivering for the future



2025 Annual Report

Australia Post

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Australia Post acknowledges the Traditional Custodians of the land on which we operate, live and gather as a team, and recognises their continuing connection to land, water and community. We pay respect to Elders past, present and emerging.

Our reporting suite

Our full reporting suite, which includes this FY25 Annual Report, can be viewed online at the following links:

→ **FY25 Annual Report**
auspost.com.au/annualreport25

→ **FY25 Sustainability Databook**
auspost.com.au/sustainabilitydatabook25

→ **FY25 Modern Slavery Statement**
auspost.com.au/modernslaverystatement25

About our cover image

From bustling cities to remote towns, Australia Post is part of every community – delivering essential services every day.

This cover celebrates our shared journey toward a brighter, more connected future.

Accessibility

This PDF has been made accessible for people with visual impairments. It meets the AA standard and has been tagged in full, so it can be transcribed vocally by screen readers using any computer support.



Australia Post continues to deliver for every community

As we mark our tenth Integrated Annual Report, we remain committed to evolving with the needs of our customers – offering trusted services, greater convenience, and meaningful choice. Guided by our Post26 strategy, we're investing in a sustainable future for our people, our business and the planet – so we can keep delivering for generations to come.

About this report

This Annual Report provides an integrated overview of Australia Post's business activities and our financial, environmental, social and governance performance for the financial year 2025 (1 July 2024 to 30 June 2025).

The report is prepared in accordance with relevant legislative requirements, including those applicable to a Government Business Enterprise and a corporate Commonwealth entity. It is presented to our Shareholder Ministers in accordance with Section 46 of the *Public Governance, Performance and Accountability Act 2013*. It was approved by the Board at a meeting on 25-26 August 2025.

Consistent with previous years, the report is prepared in reference to the Global Reporting Initiative (GRI) Standards 2021 for the FY25 reporting period (1 July 2024 to June 30 2025) and aligned with the International Integrated Reporting (IR) Framework and the Ten Principles of the United Nations Global Compact (UNGC).

For the first time, this report includes a dedicated Climate Report, prepared in line with upcoming mandatory reporting requirements for Corporate Commonwealth Entities. The Climate Report outlines our climate-related risks, opportunities, metrics and targets, and includes cross-references to relevant content throughout the report and in our FY25 Sustainability Databook.

Unless otherwise stated, the information in this report refers to the entire Australia Post Group. Any restatements of prior-year data are clearly noted and explained. Aside from the Climate Report, there were no other significant changes to the boundary or scope of this report in FY25.

The report includes a Remuneration Report detailing executive and director remuneration, and a Diversity and Inclusion section outlining our Equal Employment Opportunity program, in line with the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987.*

EY has provided limited assurance, as defined by Australian Auditing Standards, over selected non-financial disclosures. Their independent assurance statement is included on pages 180–181.

Our full Corporate Governance Statement and FY25 Sustainability Databook are available at: https://auspost.com.au/publications.

FY25 in review

Supporting each other

1,000
change champions for *Our AP Way – The next winning chapter* culture program

5th year
as a Disability Confident Recruiter

$604.2 million
commissions to support our Licensed Post Office partners

Gold Tier
employer Australian Workplace Equality Index

54,000+
safety hazards recorded in the ScanIt app

2,100+
One Team shifts from support frontline team members during peak period

Delighting our customers and communities

2.2 billion
articles delivered

3 million+
articles delivered in one day in December 2024

70,145
parcel locker compartments

POST+
operating in over 3,300 Post Offices

5 million
postcards distributed to connect people with mental health services and each other

$36.3 million
spent with social and Indigenous enterprises

Creating a sustainable future

Data and AI strategy
to modernise operations and enhance services

New Delivery Model
operating in over 75% of network

20%
reduction in Scope 1, 2 and 3 emissions from FY19 baseline

39%
reduction in waste to landfill from FY19 baseline

73%
recycling rate

100%
of our letter and parcel packaging contains at least 20% recycled content

About us

Australia Post is one of Australia's most trusted brands. We connect communities across the country and beyond – delivering essential services, supporting local economies and creating meaningful careers for our people, every day.

Team



64,000+
total workforce

5
generations in our workforce

143
team member nationalities

31.7%
culturally diverse team members

3.0%
Indigenous team member representation

6.5%
team members living with disability

38.1%
female senior managers

Network



12.8 million
delivery points

4,118
Post Offices[1]

1 The total number of retail outlets includes seven locations serviced by a mobile post office van operating in the Toowoomba area.

919
parcel locker banks

2,523
Post Offices outside major cities

11,821
street posting boxes

3,454
Licensed Post Offices and Community Postal Agents

5,176
electric delivery vehicles (eDVs), electric bicycles and electric motorcycles

Customer



12 million
MyPost customers

918 million
digital customer visits

7.9 million
AusPost app users

104.5 million
over the counter transactions

256 thousand
businesses supported by MyPost business

9.8 million
households shopped online

How we create value

WHAT SHAPES US

WHAT WE RELY ON

Changing customer needs and expectations

Intensifying global and domestic competition

Technology, innovation and increasing cyber risks

Climate and sustainability expectations

Our purpose

Delivering a better tomorrow



Vast network

- Team members
- Physical infrastructure
- Digital infrastructure



Engaged community

- Senders
- Receivers
- Australian community



Financial sustainability

- Financial strength
- Future investments



Healthy environment

- Natural resources

WHAT WE DO

Logistics

We move millions of items across Australia with smart, scalable logistics that keep pace with demand

Access

We offer services that are simple to use and easy for customers to access



Customer experience

We are an essential community service, evolving to meet our customer needs

Delivery

We reach every corner of the country, powered by our people and trusted network

A message from our Chair

As we reflect on a pivotal year in Australia Post's long history, I am proud of our unwavering commitment to the communities we serve and the customers who rely on us.

In FY25, we recorded a record revenue of $9.45 billion, delivering 2.2 billion articles to 12.8 million delivery points across Australia. The adaptability, dedication, and resilience consistently demonstrated by the Australia Post team continues to inspire confidence as we balance the decline in traditional letter volumes with increasing expectations regarding parcel deliveries and other services.

The Government implemented significant reforms to our letters service in April 2024. Australia Post has focused on carefully implementing these reforms in partnership with our union colleagues. The price of stamps continued to increase to more closely reflect costs. The National Delivery Model, which enables Posties to manage declining letter volume more efficiently, has been rolled out to 162 delivery centres covering more than 75% of our letter network. And support office business efficiency initiatives have reduced costs by $158.8 million. These changes have been made while letter volumes continued to decline, by 5.4% this year.

The letters service is not ever expected to return to profitability. Australia Post will prudently manage the losses associated with providing this service to the community and will responsibly recommend further stamp price increases and every third day letter delivery. As we respond to these challenges, we are grateful for the Government's ongoing support of modernisation reforms.

In contrast to letters, the number of parcels Australia Post delivered increased by 2.6% in FY25. However, customer and community expectations regarding parcel delivery speed, delivery locations, tracking capabilities, and price have also continued to evolve. To thrive in coming years, Australia Post must keep investing in the capability to deliver parcels faster, at lower cost, with greater reliability, and at times and to places where customers want parcels delivered. Domestic Australian retailers are facing intense international competition; to support them, Australia Post has invested in new processing facilities, new parcel-focused retail formats, a network of more than 70,000 parcel lockers and, improved tracking functionality via the AusPost app.

The needs of our customers and communities (across metropolitan, regional and rural Australia) guide our investments, as does our role in providing meaningful employment for tens of thousands of Australians.

Safety and wellbeing remain paramount, and our investment in people and culture through initiatives like *Be a Friend* and *Our AP Way – The Next Winning Chapter* is cultivating a values-led, high-performance environment. Australia Post has been recognised as a Gold Tier employer on the Workplace Equality Index and, for the fifth year running, as a Disability Confident Recruiter. Securing new enterprise agreements with our union partners further demonstrates our commitment to our Australia Post and StarTrack team members.

We are making significant progress to create a sustainable future, having reduced our carbon emissions by 20% since FY19. We have advanced our transition to a lower-emissions fleet with 5,176 electric delivery vehicles, adding 426 in FY25 and with another 1,500 to be deployed in the coming year.

This year, after two successive years of losses, Australia Post achieved a modest profit.

Looking ahead, as we conclude the Post26 Strategy and prepare to introduce our Post30 Strategy, our resolute focus will be to enhance customer experience, modernise our network, and ensure Australia Post continues to deliver for all Australians, today and into the future.

On behalf of the Board, I thank our team members and extended workforce. Their energy and enthusiasm are the foundation for our enduring impact in the communities that we support. I acknowledge my fellow Directors and the Leadership Team for their commitment to our transformation journey – and recognise the contribution of former Director, Launa Inman.

Together, we are building a modern eCommerce, digital and mail business, that continues to connect and serve Australians with pride.



Siobhan McKenna
Chair



Together, we are building a modern eCommerce, digital and mail business, that continues to connect and serve Australians with pride.



Thank you to our customers and communities that have supported Australia Post – you're why we do what we do, and we'll continue to focus on being at our best as we deliver on your needs every single day.

A message from our Group CEO & MD

When I reflect on the past 12 months, I'm incredibly proud of how we have worked together as a team to continue to delight our customers and communities, support each other and create a sustainable future.

The 2025 financial year was one of significant transformation for Australia Post. While we delivered a record $9.45 billion in revenue, this translated into a modest pre-tax profit of $18.8 million, largely due to the continued structural headwinds facing postal operators globally.

Letter volumes fell 11.7% in FY25, excluding the election one-offs, and we are now seeing that most Post Office visits are parcels-related. We don't expect the Letters service will ever return to profit, even with further Basic Postage Rate (BPR) increases. Global postal operators worldwide are all facing similar challenges and many, including those in the US, UK, Canada, France and Spain, among others, have required ongoing government support to stay operational, which Australia has so far avoided.

Over the past 12 months we've seen a sharp increase in competitive pressure in our Parcels business, most notably from large, multinational eCommerce platforms, and several newer start-up delivery providers.

Australia Post is responding to these challenges having invested over $1.5 billion over the past four years in new facilities, fleet and technology and continuing to invest for the future. We are focused on providing Australian retailers with a world-class parcels business and retail network that allows them to compete and continue to provide services for all Australians.

To position ourselves as the delivery partner of choice, we need to continue to deliver reliability, along with increased delivery speed and certainty. In the ultra-competitive parcels market, we need to drive efficiencies as we come face-to-face with global platform players offering low-cost or free delivery.

The AusPost app now has over 7.9 million users, and advancements in technology are allowing customers to keep track of their deliveries through greater visibility and certainty. Australia Post has the largest electric delivery vehicle fleet nationally, with over 5,000 electric vehicles servicing the last mile, and we will continue to invest in our sustainability across the network.

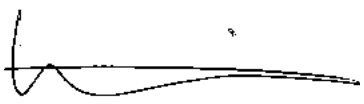
We continued to invest in our people, securing market-leading enterprise agreements for more than 32,000 Australia Post and StarTrack team members last year, guaranteeing market-leading wage increases over the next three years. Safety remains our number one priority, and we delivered the *Be a Friend* program to over 25,000 frontline team members and began the roll-out of *Our AP Way – The Next Winning Chapter*, which helps drive a winning and service culture across our teams.

Australia Post is a beacon in rural and remote towns across Australia. The support provided to many communities extends beyond just letters and parcels, and is a lifeline during floods, fires and other natural disasters. I'm proud of the funding we provide through our Community Grants program to grassroot organisations that help enhance mental wellbeing, foster connection and build resilience in their local communities.

On behalf of the leadership team, thank you to our team members who continue to deliver for customers and communities. Our FY25 result is a testament to the hard work and dedication of the entire Australia Post team.

I'm grateful for the support of the Government, union partners and our licensee network, whose support has been instrumental as we embed the necessary changes to our business as part of the modernisation reforms.

Finally, thank you to our customers and communities that have supported Australia Post – you're why we do what we do, and we'll continue to focus on being at our best as we deliver on your needs every single day.



Paul Graham
Group Chief Executive Officer
& Managing Director

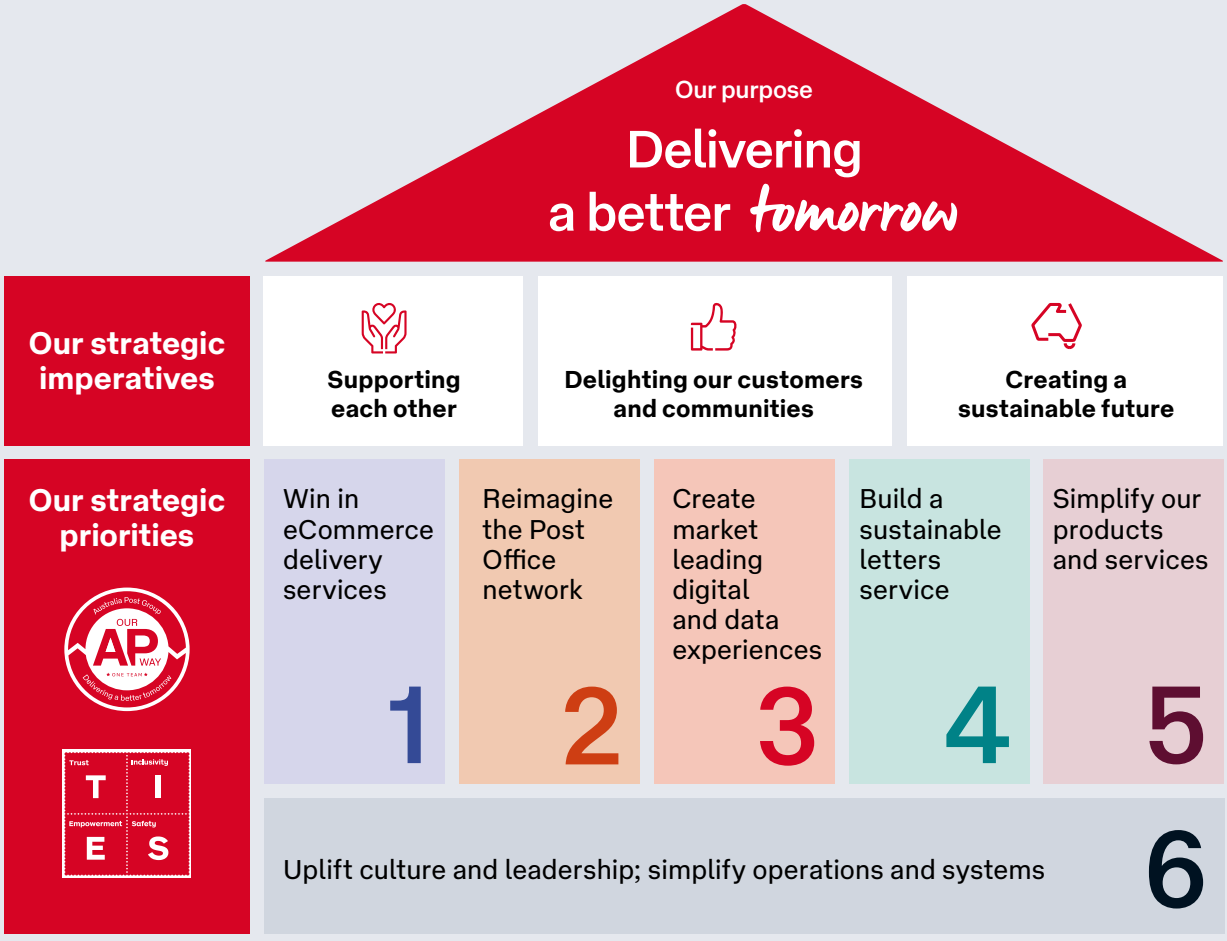
Our Post26 strategy

Australia Post returned to profitability in FY25, a testament to the successful execution of our Post26 Strategy. An unwavering focus helped us to deliver strong results across all three strategic imperatives – supporting each other, delighting our customers and communities, and creating a sustainable future.

Alongside the achievements highlighted against our six priorities, we have created social impact through community partnerships and programs in mental health, disaster support, Indigenous literacy, and the environment. In FY25 Australia Post awarded over $900,000 in grants to more than 290 community and not-for-profit groups across Australia, with a focus on supporting projects assisting in mental health and wellbeing. We have maintained strong partnership with Beyond Blue and the award-winning Connections postcard campaign, which saw five million postcards delivered nationally in FY25.

We have also exceeded our 2025 target of a 15% reduction in carbon emissions (from the FY19 baseline), reinforcing our environmental leadership. We continue to invest in lowering our emissions footprint, targeting Net Zero emissions by 2050.

Our commitment to customers is matched by our responsibility to team members. Australia Post's primary focus is the safety of all team members, and in FY25 we maintained an increased vigilance on reducing manual handling injuries, improving road safety, and minimising dog attacks.



What we achieved in FY25

1 Win in eCommerce delivery services

Improving the reliability, performance and efficiency of our networks while developing market leading sending and receiving experiences.

- Delivered a record peak period, with 102.8 million parcels delivered.
- Increased capacity and automation through new parcel processing centres, including Blacktown, New South Wales, Gold Coast, Queensland, and a new International facility in Melbourne, Victoria.
- Launched UBCO electric utility bikes, facilitating sustainable deliveries.

2 Reimagine the Post Office network

Reshape our network to provide valued postal services for all Australians.

- Unveiled Australia Post Parcels – new modern format Post Offices catering to the needs of parcels customers.
- Trialling a new access model for customers in consultation with the Pharmacy Guild of Australia.
- In principle Bank@Post agreements, securing ongoing banking services, particularly valued in remote locations.

3 Create market leading digital and data experiences

Utilising technology to remove complexity and simplify the customer experience.

- Increased usage and features of MyPost app, providing security for customers against scams.
- Evolved AI test cases within the business, and rolled out Copilot licences to team members.
- Increased digital notification of parcel deliveries.

4 Build a sustainable letters service

Meeting our Community Service Obligations and Prescribed Performance Standards while providing a letters service aligned to contemporary Australian needs.

- Progressed the New Delivery Model to 162 sites.
- Received final approval from Australian Competition and Consumer Commission for a Basic Postage Rate (BPR) price increase.
- Successfully delivered over 101 million addressed and unaddressed letters related to the 2025 Federal Election.

5 Simplify our products and services

Simplifying our portfolio of products and services to deliver a consistent, seamless customer and brand experience.

- Launched the Extra Small parcel, our cheapest delivery option.
- Continued to simplify our business, exiting slow selling products and divesting businesses that are misaligned with our strategy.

6 Uplift culture and leadership; simplify operations and systems

Providing the right culture and technology, and maintaining a cost-efficient business.

- Reductions in Total Recordable Injury Frequency Rate.
- Launched the next phase of Our AP Way – The Next Winning Chapter.
- Realised Business Efficiencies throughout the business.
- New Australia Post and StarTrack Enterprise Agreements secured for team members.

Our business performance



Revenue

$9.45 billion



Profit before tax

$18.8 million



Capital investment

$371.9 million



Business efficiencies

$158.8 million

Australia Post delivered a modest, pre-tax profit of $18.8 million in FY25. This result was underpinned by record revenue of $9.45 billion, up 3.6% year-on-year, and was driven by a record Peak, continued execution of the Post26 Strategy and implementation of the modernisation reforms.

Parcels and Services segment remained the primary driver of growth, generating $7.64 billion in revenue, a 2.9% increase on the prior year. Domestic parcel volumes rose by 2.6%, supported by a record Christmas Peak period with 102.8 million parcels delivered. Strategic infrastructure investments, including the Sky Road International facility at Melbourne Airport and the Blacktown Parcel Delivery Centre, enhanced operational efficiency and delivery speed. Technology upgrades, such as improved tracking via the AusPost app, further strengthened customer experience.

In contrast, the Letters service continued to face structural challenges, with volumes declining by 5.4% to 1.66 billion. When excluding Federal, State and local election activities, letter volumes fell 11.7% on a like for like basis compared to FY24.

Despite the $0.30 Basic Postage Rate (BPR) increase in April 2024 and the roll-out of the New Delivery Model across over 160 facilities, the service incurred losses of $230.4 million – an improvement from FY24's $361.8 million deficit. A further BPR increase of $0.20 was implemented in July 2025 to help offset rising delivery costs. However, the Letters service is not ever expected to return to profitability.

Financial Performance

Performance against target	Target	Performance
Profit before tax	($42.0) million	$18.8 million
Shareholder return on equity	(1.4%)	0.6%
Dividend declared for FY25[1]	$0	$9.5 million
Dividend paid in FY25	$0	$0

1 Subsequent to the adoption of the FY25 Financial Statements on 25 August 2025, a dividend of $9.5 million was declared in respect of FY25.

Five-year trends	2021	2022	2023	2024	2025
Revenue – letters ($m)	1,794.4	1,783.1	1,710.4	1,706.1	1,817.4
Revenue – non-letters ($m)	6,479.3	7,190.8	7,254.8	7,423.0	7,637.0
Expenditure (including finance costs) ($m)	8,174.4	8,918.7	9,167.4	9,217.7	9,434.5
Profit/(loss) before tax ($m)	100.7	55.3	(200.3)	(88.5)	18.8
Profit/(loss) after tax ($m)	69.6	49.5	(134.6)	(68.1)	13.5
Total assets ($m)	7,064.9	6,293.4	6,353.5	6,121.8	6,229.9
Shareholder return on equity (%)	3.0	2.0	(5.5)	(3.0)	0.6
Return on average operating assets (%)	2.6	1.7	(3.1)	(0.9)	1.1
Debt to debt plus equity (%)	15.7	12.0	18.9	14.7	15.3
Dividends declared ($m)[2]	44.3	32.1	–	–	9.5
Dividends paid ($m)	46.2	36.3	21.8	–	–
Estimated cost of Community Service Obligations ($m)	348.3	348.5	442.2	447.0	391.0
Total taxes and government charges ($m)	571.0	660.6	547.8	576.7	594.1
Capital expenditure ($m)	450.0	427.2	343.1	306.1	371.9

2 Subsequent to the adoption of the FY25 Financial Statements on 25 August 2025, a dividend of $9.5 million was declared in respect of FY25.

Basic Postage Rate[3] (BPR) and Consumer Price Index (CPI)					
BPR (cents)	110	110	120	150	150
Concession (cents)	60	60	60	60	60
CPI all groups 8 capitals base 2011–12=100	118.8	126.1	133.7	138.8	141.7
Year on year change in BPR (%)	–	–	9.1	25.0	–

3 Postage rates applicable to standard letters carried within Australia by ordinary post.

Retail customer visits increasingly focused on parcel-related services, while Licensee commissions rose to $604.2 million, up 3.8% from FY24, reflecting Australia Post's commitment to supporting its retail partners amid declining foot traffic. New in-principle Bank@Post agreements with major banks were reached to help mitigate growing losses in this area.

Australia Post achieved $158.8 million in business efficiencies through prudent cost management, productivity improvements, and divestment of non-core assets. Capital investment totalled $371.9 million in FY25 – a 21.5% increase on the previous year – bringing total investment over the past four years to nearly $1.5 billion. These investments are building a more sustainable, efficient, and future-focused business.

As part of its commitment to accessibility and convenience, Australia Post expanded its 24/7 Parcel Locker network by 17.1% in FY25, reaching over 70,000 locker compartments nationwide. This growth supports the organisation's broader vision to create a smarter, more agile Post Office network, particularly in high-density metro and suburban areas, and reflects evolving customer preferences for flexible delivery options.

The estimated cost of delivering Australia Post's regulated Community Service Obligations was $391.0 million in FY25, fully self-funded. The organisation continues to play a vital role in supporting rural and remote communities, not only through postal services but also via its Community Grants program and mental health initiatives with Beyond Blue.

Looking ahead, Australia Post remains committed to modernising its operations to meet evolving customer needs and maintain financial sustainability. As global competitors expand into the Australian market, Australia Post is focused on building a contemporary parcels business that continues to deliver essential services to all Australians.

Materiality assessment

In 2024, Australia Post identified eight key material topics through a comprehensive double materiality assessment. The double materiality assessment considered both the impact of Australia Post's operations on the environment, society, and stakeholders, and how external factors affect its financial performance, reputation, and long-term sustainability across the six Integrated Reporting (<IR>) Framework capitals of Financial, Social, Intellectual, Physical, Natural and Human. Through a double materiality lens, we evaluated the risks and opportunities of material topics on our business, as well as the impacts that we have upstream and downstream.

Our double-materiality process:

IDENTIFY ›

Current state assessment

Analysis of macro and industry trends

ENGAGE ›

Internal and external engagement. Refer to page 20–21 for more information

SCORE ›

Rank topics using a scoring methodology based on the Group Risk Management Framework

VALIDATE

Identify and prioritise most material topics, validated by Board

The eight most material topics are summarised below and remain relevant to our FY25 disclosures. Each of these topics can be explored in more detail throughout the Annual Report and relevant policies can be found on our website: auspost.com.au/about-us/corporate-information/our-organisation/policies.

Material topic	SDG	Pages
Health, safety and wellbeing Keeping our team safe	3	24–27
Diversity, inclusion and accessibility Supporting diversity and inclusion throughout the business	5, 10	28–35
Human rights and labour practices Promoting responsible business conduct and human rights practices	8, 16	40–41
Customer privacy and data security Safeguarding our customers data	9, 16	57–59
Data management, cybersecurity and system availability Safeguarding our data and systems	9, 16	57–59
Community engagement and relations Maintaining strong relationships with our community	17	60–67
Decarbonisation Decarbonising our operations and supply chain	13	70–73
Circularity Improving our resource efficiency	12	74–77

2025 Sustainability Roadmap

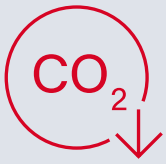
Our 2025 Sustainability Roadmap concludes this year and we are proud of our progress across the Group.

Our priorities	Our initiatives	Our targets by 2025	Outcomes at 30 June 2025
Delivering for people	**Empower our people to work safely**	YoY increase in the Safety Index	The Safety Index is no longer reported. This reflects successful integration of lead-indicator programs that provide meaningful insights into safety performance. **See pages 24–27**
	Reflect and support Australia's diverse communities	2% reduction in Culture Gap (now Our AP Way Say metrics) per year	Our culture has improved year on year. Performance data is published in the Sustainability Databook.
		Maintain Social Licence to Operate	We use RepTrak to measure our Social Licence to Operate and have maintained our strong performance across FY23 to FY25.
		Spend $100 million with social enterprise and Indigenous suppliers	$119 million spent from FY23 to FY25.
Delivering for our planet	**Target net zero by 2050**	Reduce emissions by 15% (FY19 baseline)	20% emissions reduction from the FY19 baseline.
		Source 100% renewable electricity	100% renewable electricity sourced for our operations. **See page 70**
	Reduce, reuse and recycle packaging and waste	100% 'fully sustainable' packaging range aligned to the 2025 National Packaging Targets	44% of Australia Post and StarTrack packaging range is fully aligned to the 2025 National Packaging Targets. **See page 74**
		Decrease waste to landfill by 20% (FY19 baseline)	39% reduction in landfill waste from FY19 baseline.
		Increase recycling rate to 70%	73% recycling rate.
Delivering prosperity	**Create sustainable customer solutions**	Automate customer carbon reporting tool	Customer carbon reporting tool automated.
		Annual increase in customer circularity solutions	We are working on enabling a circular economy accessible to all. **See pages 74–77**
		Meet or exceed Prescribed Performance Standards	Prescribed Performance Standards have been met. **See page 119**
		Realise annual financial targets	Annual financial targets have been met. **See pages 14–15**
	Grow sustainably through good decisions	Governance and compliance reporting in accordance with best practice	We strive to report in accordance with best practice.
		Continually improve supply chain sustainability, traceability and transparency	We seek to continually improve supply chain traceability and transparency. **See pages 40–41**

Beyond our 2025 Sustainability Roadmap

With the completion of our 2025 Sustainability Roadmap, Australia Post is preparing to take the next step in our sustainability journey towards 2030 and beyond.

The sustainability landscape is evolving rapidly; global challenges of climate change and biodiversity loss are driving innovation, stakeholder expectation and policy development, while risks such as extreme weather and natural resource shortages feature highly on the global risk landscape. Our updated sustainability framework will position Australia Post to navigate these future challenges and uncover opportunities by aligning focus to the core themes of decarbonisation and circularity.



Decarbonisation

Our sustainability efforts remain focused on targeting Net Zero by 2050. As one of Australia's largest logistics providers, we recognise our responsibility to reduce greenhouse gas emissions across our operations. We'll continue to focus on resource efficiency, lower emissions transport, renewable energy, and partnering with suppliers to help drive down our carbon footprint and support a low-carbon future.

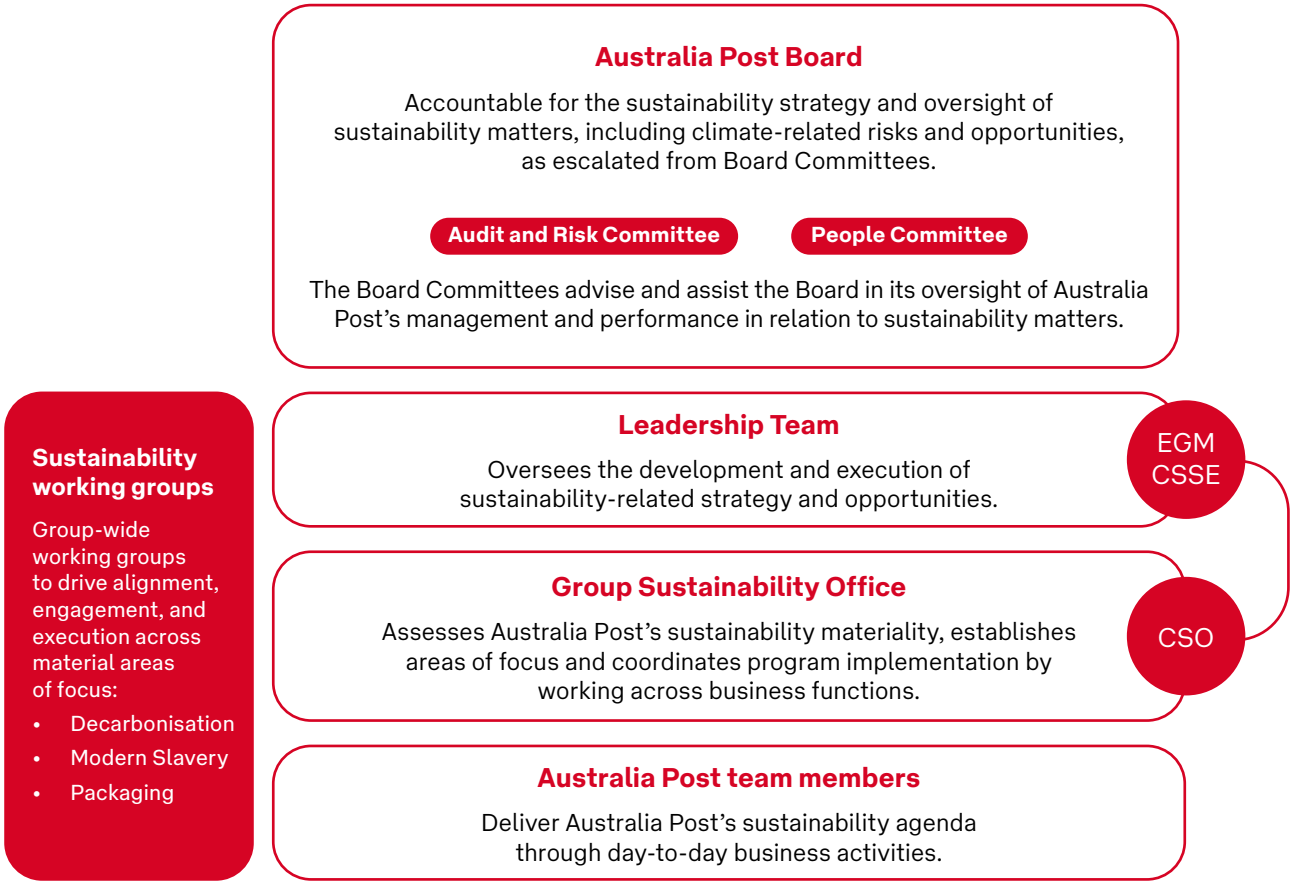


Circularity

We are continuing our work to close the loop both internally and externally. By designing out waste and keeping materials in use for longer, we can reduce our environmental impact and support more sustainable supply chains. This includes improving packaging sustainability, increasing recycling and reuse, and working with partners to enable market-based circular solutions.

Sustainability governance

Australia Post takes an integrated approach towards sustainability that leverages our unique operations, assets and capabilities. Coordinated and supported by the Group Sustainability Office, each team in our business has a role to play in managing our sustainability impact.



The Board is responsible for overseeing our sustainability performance and progress against our sustainability strategy through the Audit and Risk and People Committees. The committees encompass environment, health and safety, diversity, community matters and have ultimate oversight across sustainability Group-wide.

The Leadership Team, headed by the CEO & Managing Director, meets quarterly to assess sustainability performance across the business. The Chief Sustainability Officer is a direct report of the Executive General Manager (EGM) of Community, Sustainability & Stakeholder Engagement (CSSE).

The Chief Sustainability Officer (CSO), leads the Group Sustainability Office and provides regular updates on strategy and performance.

Members of the Group Sustainability Office sit within cross-functional Working Groups to support initiatives throughout the business.

Sustainability KPIs are established across **Australia Post team members** to focus efforts across key imperatives.

Governance of climate-related risks and opportunities

Climate-related governance and management responsibilities are currently captured under the responsibilities relating to broader sustainability matters as detailed above. Refer to pages 90–91 of Australia Post's Climate Report for further details.

Stakeholder engagement

Maintaining trust with our stakeholders

By staying true to our purpose of delivering a better tomorrow, we've built a trusted connection with communities and businesses across the country. To maintain that trust, we know we need an ongoing understanding of the needs of our stakeholders.

Our stakeholders are engaged through a variety of formal and informal mechanisms, and may be involved, consulted or advised on strategic or operational changes.

We've developed a Stakeholder Engagement Framework to help our team members better understand who our stakeholders are and how we can bring their interests into our decision making. Each member of our diverse team has a role to play in maintaining our reputation as a trusted and respected service provider.

The table on the following page outlines our key stakeholder groups, their interests and examples of how we engage with them.

Australia Post Stakeholder Council (Council)

The Council provides a forum for Australia Post to consult with its stakeholders on a range of matters.

The purpose of the Council is to:

- improve communication with Australia Post's external stakeholders
- improve external stakeholder understanding of Australia Post's business and its portfolio of products and services
- improve Australia Post's understanding of stakeholder needs and expectations
- enhance Australia Post's service and product initiatives through review and feedback
- contribute, review and provide feedback on major Australia Post corporate responsibility initiatives.

At 30 June 2025, the Council had seven members and met four times during the financial year. Throughout the year the Council provided meaningful consultation and suggestions on and for Australia Post initiatives.



Council members

Council members have roles and experience in diverse segments of Australian communities, including in connection with small and medium-sized businesses, regional and remote communities, accessibility, corporate responsibility, innovation, community services, and stakeholder relations.

At 30 June 2025, our Stakeholder Council members are:

- **Adèle Greenberg**, Executive Director, National Online Retailers Association,
- **Ian Hamm**, Chair, First Nations Foundation,
- **Bill Lang**, Executive Director, Small Business Australia,
- **Prof Alastair McEwin AM**, Disability and Human Rights consultant,
- The **Hon Dr Kay Patterson AO**, Former Age Discrimination Commissioner, Australian Human Rights Commission,
- **Liz Ritchie**, CEO, Regional Australia Institute,
- **Violet Roumeliotis AM**, CEO Settlement Services International.

FY25 Stakeholder Council Statement

After having had the opportunity to review the Overview and Business Review sections of Australia Post's draft FY25 Annual Report, the Australia Post Stakeholder Council believes that Australia Post has demonstrated its commitment to the key issues of corporate responsibility, including social and environmental sustainability.

As coverage of Australia Post's material issues evolves to further integrate its social and environmental performance, the FY25 Annual Report reflects a strategic approach to a whole-of-business focus on delivering improved social, environmental and business outcomes for the Australian community. The Council believes, on the basis of information provided to it, that the FY25 Annual Report provides a transparent and clearly integrated representation of material in relation to these matters and Australia Post's performance.

Australia Post Stakeholder Council, 29 August 2025.

Stakeholder	Key areas of interest	Examples of how we engage
Government	• Post26 strategy and modernisation • Financial sustainability and operational performance • Corporate governance • Community Service Obligations (CSOs) • Freight and supply chains	• Corporate reporting and publications • Regular bilateral strategic and operational forums • Direct engagement with senior leaders • Public policy submissions • Events and regular forums
Regulators	• Safety of team and fleet • Corporate governance • Customer and consumer obligations • Regional and rural services	• Direct engagement • Public policy submissions
Team members	• Job security, performance and recognition • Health, safety and wellbeing • Workplace flexibility • Diversity and inclusion • Development and progression pathways	• Internal communication channels and collaboration tools to drive two-way engagement • Annual engagement surveys • Town halls and roadshows • Intranet and extranet
Customers	• Value for money • Reliable, efficient and secure parcel and letter delivery services • Tracking and flexible delivery options • Sustainable and ethical practices	• Customer-focused events • Direct digital and marketing communication • Customer Advisory Group and Australia Post Stakeholder Council • Support from dedicated relationship managers
Communities and consumers	• Accessibility, affordability and financial inclusion • Reliable and efficient services • CSOs	• Community grants programs • Community information sessions • Direct support via phone and online • Media and marketing activity
Licensee groups	• Financial sustainability and Licensee payments • CSOs • Product, service and operational changes • Workplace security and safety	• Regular bilateral strategic and operational forums • Monthly operational meetings
Unions	• Sustainable jobs • Health, safety and wellbeing • Fair pay and entitlements • Human rights and labour practices	• Representation via working groups • Consultative forums • Enterprise bargaining • Individual representation
Industry	• Reliable, efficient and secure parcel and letter delivery services • eCommerce growth and support • Digitisation and technological innovation	• Direct engagement with industry and industry associations • Commission of industry research and reporting

Supporting each other

At Australia Post, we're committed to creating a safe, inclusive and empowering workplace. From prioritising wellbeing and championing diversity, to investing in our people's growth and aiming to uphold human rights across our supply chain – we're building a culture where everyone feels supported, respected and ready to thrive.



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› Diversity and inclusion page 28

› Supporting our teams page 36

› Human rights and labour practices page 40


Australia Post
Australia Post
Australia Post

Supporting each other

Safety and wellbeing

Our people do important work, often in challenging environments. That's why we continue to invest in safety, making sure everyone can work in a secure, supportive and respectful space. It's a commitment we take seriously, every day.

Our approach

Licences, accreditations and compliance

Australia Post and StarTrack are self-insured under the *Safety Rehabilitation and Compensation Act (Cth)*. Our Health and Safety Management System complies with licence and legislative standards, and is built to conform to ISO 45001:2018 standards, covering all team members and activities. We continuously review and enhance the system to address emerging risks and legislative changes. Ongoing safety consultation is maintained through multiple channels, including regular meetings of designated safety workgroups and committees focused on improving safety performance. We provide tailored Work Health, Safety and Wellbeing (WHSW) training to employees, contractors, executives and Directors. Training need analyses are conducted to identify and address specific legal duties and competency requirements, including first aid and emergency preparedness.

Health and safety performance metrics

Australia Post has comprehensive procedures for hazard reporting and incident management, including proactive risk assessments and safety audits. We provide critical risk information and training to all team members, ensuring contractors also prioritise safety and coordinate their activities with Australia Post.

Australia Post uses various metrics to understand, measure and improve workplace safety performance. These include monitoring injuries, near misses, and risky behaviour like speeding. We have enhanced reporting systems and embedded safety checks for our people to use, including real-time hazard reporting for our Posties out on delivery rounds, with 54,023 hazards reported in FY25 via our ScanIt mobile app. In FY25, 18 facilities were also accredited for lean and safe operations, making for a total of 59 facilities across our network.



Supervisors monitor footage of a parcel facility.

Proactive wellbeing activities

Australia Post empowers team members to manage their health and wellbeing through various resources, employee benefits and awareness campaigns. Additionally, we provide support to Contractors, Licensees, and Community Postal Agents (CPAs) on mental health, isolated work and stress reduction.

CASE STUDY

Be a Friend: Strengthening safety through shared responsibility

In FY25, we continued shifting from a compliance-based approach to one focused on engaging team members in the behaviours that keep us safe and well. A key initiative was the delivery of the *Be a Friend* program, developed in consultation with frontline team members, leaders, and our Health and Safety team. The program encourages individuals to take responsibility for their own safety and wellbeing while looking out for others. It builds on *Our AP Way* and aligns with our TIES values. Our goal remains to evolve our safety culture – understanding the 'why' behind safety rules and applying them intentionally. In FY25, 1,200 Network Operations people leaders and 24,000 team members received *Be a Friend* training. The program will expand to Retail and Contact Centre teams in FY26.

Featured: Team members catch up during a break.



24,000 team members received *Be a Friend* training



Team members stretch together daily to reduce the risk of injury.

Our progress

FY25 performance

This year, our Total Recordable Injuries Frequency Rate (TRIFR) was 23.2. In addition to our TRIFR performance, we also experienced a 28% improvement in notifiable incidents vs FY24. This strong performance reflects the investments we have made over the year in motorcycle reduction and proactive telematics initiatives across our network.

In FY25, there were seven separate fatalities involving contractors and delivery partners operating in our middle- and last-mile network. In addition, there were four separate fatalities involving members of the public. These incidents were not attributable to any fault or wrongdoing by Australia Post contractors.

We continue to engage with Comcare and the Safety Rehabilitation and Compensation Commission, sharing our strategy, progress and challenges, alongside insights with other transport sector Licensees and national safety forums. Since its launch in June 2023, the MyRecovery Early Intervention Program has seen a 24.6% increase in uptake by the end of FY25 compared to FY24.

Safety Performance Australia Post Group[1,2]

1 Does not include controlled subsidiaries – SecurePay, Decipha – or contractors.
2 Please refer to the Australia Post FY25 Databook for methodology and definitions.

	FY25	FY24
TRIFR[3]	23.2	23.5
Injury Rate (number of hours worked)[4]	16.8	17.2
Disease rate	6.4	6.3
Fatalities	0	0

3 There have been 128 additional TRIs (accepted claims that occurred in FY25) and these have been determined as at 31 July 2025. For FY25 there were 1,342 TRIs (a reduction of 36 accepted claims from FY24) and a total of 57,750,000 employee exposure hours (a reduction of 1 million exposure hours from FY24). Thus the TRIFR is calculated at 23.2 (rounded to 1 decimal point). The Injury Rate is 16.8 (based on 971 Injury TRIs) and the Disease Rate is 6.4 (based on 371 Disease TRIs), and these rates have been rounded to 1 decimal point respectively in the above table.
4 Employee fatalities are reported when accepted as workers' compensation claims under the *Safety, Rehabilitation and Compensation Act 1988*.

Return to work

Australia Post's dedicated rehabilitation team, comprising allied health professionals, supports team members from the moment of injury through to full recovery. Working closely with operational teams, they ensure safe and sustainable return-to-work (RTW) outcomes. The Early Matched Care at Australia Post (EMCAP) program, which prioritises both mental and physical health of team members, continues to facilitate RTW outcomes. The mental health focus has been further strengthened by the care and support provided by the Mental Health Specialist role nationally. This integrated approach has delivered a rolling 12-month RTW rate of 95% in FY25 – an industry-leading result that benchmarks strongly across national workers' compensation schemes.

95% **return-to-work rate for team members**

Mental health and wellbeing

Australia Post is progressing with its 2023–26 Psychological Health and Wellbeing Strategy, which aims to build organisational capability, manage psychosocial risks, and provide policy advisory support. A central focus remains on strengthening leadership capability in mental health and wellbeing. The Mental Health and Wellbeing Working Groups (MHWG) continue to play a vital role in delivering workplace mental health action plans. As the strategy nears its final year, a comprehensive review is underway to ensure effective identification, management and mitigation of psychosocial risks across the enterprise. This includes ensuring all leaders and team members can access timely support and resources to enhance their work experience. A key milestone was the successful roll-out of the Thriving Minds e-learning module in FY25, designed to boost mental health literacy. Over 6,500 team members have completed the module, reflecting strong engagement and growing awareness across the organisation.



Supervisors are trained to monitor the mental health and wellbeing of their teams.

Rising customer aggression

Team members across our workforce, particularly in Post Offices and our Customer Contact Centre, are increasingly subject to aggressive customer behaviour. We are investing in a range of supports and technology to reduce incidents and mitigate the risk to our team members including specialist training, wellbeing resources, mental health supports and, for those on the phones, immediate leadership support if a customer becomes aggressive. In our retail network, we have a focus on proactive conversations around de-escalation and psychological support, increasing the reporting of incidents of customer aggression, and assessing our Post Office designs to identify and address areas that may elevate the risk of such behaviour. We also ran a campaign across national media highlighting risks to team members.

Road safety

In FY25 we began to phase in Gaius Rapide 3 electric three-wheeled motorcycles to further replace petrol motorcycles from the fleet. Rapide 3 electric motorcycles represent an evolution in safety compared to previous models and have a greater capability than the current electric delivery vehicles (eDVs). Rapide 3 include full windscreen, higher speed capability and can traverse more challenging terrain when compared to current eDVs. The first shipment of over 100 arrived in June with a view to integrate 400 into the fleet before Christmas. We have partnered with our stakeholders, including health and safety representatives, unions and operational team members, to conduct round and risk assessments to ensure safe deployment and operation. All team members will be fully trained and signed off in the safe operation of Rapide 3 prior to using them. In total, we have removed 433 petrol motorcycles from our fleet in FY25.



Our latest electric motorcycles have enhanced safety features.

Dog attacks on Posties

Dog attacks represent a serious safety risk to our team members, with more than 2,797 dog-related incidents across Australia over the past 12 months, a 2.8% increase on 2,721 incidents in FY24. Australia Post takes these risks seriously, running two major media campaigns each year to raise awareness of dog attacks and encourage the community to keep their dogs secure. Australia Post has also engaged with a range of industry and government bodies, including the Dog Safety Cross Industry Group, to seek improvements to existing dog control laws, to help ensure team members can safely deliver parcels without encountering a dog. In 2025 Australia Post began trials of citronella spray as a last line of defence for posties in situations where dog attacks are imminent. So far, the spray has been found to be 80% effective in causing dogs to retreat, leaving Posties unharmed.[1]

1 Australia Post Citronella Trial, June 2024 to October 2024.



Dog attacks continue to be a serious safety risk for our Posties.

80% **effectiveness of citronella spray in protecting our Posties**[1]

1 Australia Post Citronella Trial, June 2024 to October 2024.

Manual handling

Manual Handling (MH) risks are present throughout all aspects of the Australia Post Network. In FY25, MH or body stressing injuries made up 45% of all TRIs. In line with organisational strategy, we have progressively managed MH risks over time using the hierarchy of control and have seen a consistent reduction in overall task-based risk exposure as processes are improved, automation is adopted, and letter volumes decrease, despite increased parcel volume and irregular freight profile.



Team members using safe lifting techniques.

LOOKING AHEAD

Our FY26–28 Health, Safety and Wellbeing strategy aims to build on the foundations of our current performance with key focus areas in injury reduction, risk management, psychosocial health, contractor safety, data and analytics and incident investigation. This strategy will be underpinned by our continued investment in the *Be a Friend* safety culture improvement program which is being scaled across the breadth of the network.

Supporting each other

Diversity and inclusion

We're doubling down on building a team that reflects the diversity of the communities we serve. By creating an inclusive environment where everyone feels valued and heard, we unlock new ideas, support growth, and make a bigger impact, together.

Our approach

With a workforce representing 143 nationalities, Australia Post is committed to reflecting the communities we serve. Our focus is on building an inclusive culture, fostering partnerships, and creating learning opportunities across five key areas: cultural and linguistic diversity (including refugees), disability, gender, Aboriginal and Torres Strait Islander peoples, and LGBTQIA+ inclusion.

We apply an intersectional lens and maintain strong governance through dedicated steering and working groups, with executive sponsors – including our Group CEO – leading action plans. We benchmark our progress through external indices and share team member stories through channels like Viva Engage and town halls. More detail is available on our website and in the FY25 Sustainability Databook.

Our progress

Stretch Reconciliation Action Plan (RAP)

Australia Post's 2023–2026 Stretch Reconciliation Action Plan, Amplifying Indigenous Voices, reflects our commitment to reconciliation through three key themes:

- Talent and Leadership
- Community Advocacy and Empowering Youth Engagement
- Indigenous Voice and Self-Determination.

We're proud that 3.0% of our workforce identify as Aboriginal and/or Torres Strait Islander, and we continue to grow our Mob@Post community. In FY25, 11 team members completed our Indigenous Emerging Leaders program, joining an 84-strong alumni network. This program, which includes a Certificate IV in Leadership and Management, is designed to support Indigenous team members in frontline or operational positions to develop into people leaders. In FY25, four Indigenous Team Members joined StarTrack's Indigenous Early Career Pathway Program, which offers a two-year freight handling cadetship.

In FY25, we invested $36.3 million with 19 Indigenous businesses, exceeding our three-year (FY23–25) social procurement goal of $100 million by $19 million. This achievement reflects our strong commitment to economic inclusion and reconciliation, and marks a significant milestone in our efforts to support Indigenous enterprise through meaningful and sustained procurement partnerships.

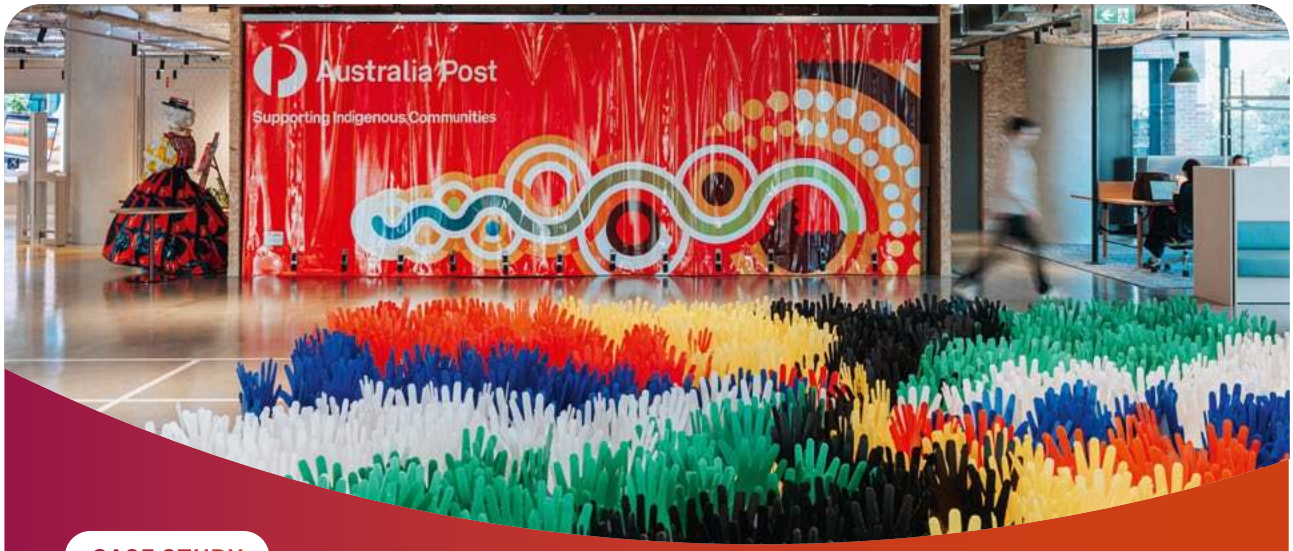
We continue to strengthen Indigenous Voice and governance in our RAP through ongoing consultation with Mob@Post and Senior Indigenous Leaders. Team members deepened their understanding of reconciliation by celebrating National Reconciliation Week and NAIDOC Week and engaging with educational resources on acknowledging Country. We also maintain strong partnerships with the Indigenous Literacy Foundation, Deadly Science, and Indigenous-owned businesses to support the delivery of our RAP commitments.

3.0% team members identify as Indigenous





Team members from our FY25 Indigenous Emerging Leaders program.



CASE STUDY

Raising our hands for reconciliation

Australia Post team members were encouraged to raise their hands for reconciliation by participating in Sea of Hands activities during National Reconciliation Week in May. The Sea of Hands is a powerful symbol of solidarity with Aboriginal and Torres Strait Islander peoples. First installed in 1997 outside Parliament House with 70,000 coloured hands, it continues to represent community support for reconciliation, rights and respect.

As part of our 2023–26 Stretch Reconciliation Action Plan, Sea of Hands posters were distributed across the Australia Post network and team members were encouraged to hold gatherings to deepen cultural understanding and promote ongoing learning. The campaign also featured a physical installation at our Melbourne Support Office where team members planted 1,600 hands to recreate the symbol of reconciliation and shared their commitment to reconciliation. This initiative provided a meaningful opportunity for teams to reflect on what reconciliation means and to show solidarity with Aboriginal and Torres Strait Islander peoples, with over 11,000 team members reached internally via Viva Engage.

Featured: The Sea of Hands installation at our Melbourne Support Office.

Refugee inclusion

Australia Post is proud to be one of the first Government Business Enterprises to launch a three-year **Refugee Employment & Engagement Action Plan (REEAP)** in October 2024, reinforcing our commitment to inclusive employment and economic empowerment for refugees. We believe workforce diversity drives innovation, resilience and stronger community connections.

Grounded in the principles of the *Universal Declaration of Human Rights*, the *United Nations Sustainable Development Goals*, and Australia Post's Ethics and TIES values, the REEAP was developed in consultation with refugee communities and support organisations, and focuses on creating safe, accessible and sustainable employment pathways.

Key initiatives include increasing refugee workforce representation to 1.5% by 2027, refining recruitment processes, expanding community partnerships, and amplifying refugee voices through storytelling and the Welcome Project Community. We also celebrate cultural diversity through events like Refugee Week.

A dedicated governance framework, led by two Steering Committee Co-Chairs and 14 business representatives, ensures effective implementation. Since launch, over 60 refugees have secured permanent roles and more than 120 have joined in seasonal casual positions – marking meaningful progress toward our goals and setting a new benchmark for corporate leadership in refugee inclusion.



Since launching our REEAP:

60+ refugees in permanent roles

120+ refugees in seasonal casual positions



Team members who are part of the REEAP program at a parcel processing facility.



Our team at the 2025 Midsumma Pride March.

LGBTQIA+ inclusion

For the second year running, Australia Post was recognised as a Gold status employer in the Australian Workplace Equality Index (AWEI). This acknowledges the work across Australia Post to create a more inclusive workplace for LGBTQIA+ team members and demonstrates our TIES values of Inclusivity and Safety. In FY25, we introduced a new Gender Affirmation and People Leader Handbook to support team members wanting to affirm their gender in the workplace, enabled pronouns in Microsoft Teams and promoted the importance of active allyship, providing team members with strategies and practical workplace tips for supporting LGBTQIA+ colleagues, customers and friends. We've continued to participate in Pride marches across Australia and to show support for the LGBTQIA+ community through events such as Wear it Purple Day and IDAHOBIT (International Day Against Homophobia, Biphobia, and Transphobia), and celebrated our tenth year in partnership with Midsumma.

PostPride remains our largest employee resource group, approaching 1,000 team members from across Australia Post. Sponsored by Gary Starr, EGM Parcel, Post & eCommerce Services, it provides education and networking opportunities to drive positive social change for LGBTQIA+ team members, customers and communities.



Our team at the Australian LGBTQ+ inclusion Awards 2025.

3.9% **team members identify as LGBTQIA+**



Drag queen Vin Tagè at the 2025 Midsumma Pride March.

Access and inclusion

Australia Post is committed to building a more inclusive and accessible workplace, supported by over a decade of Access and Inclusion Plans (AIP) registered with the Australian Human Rights Commission. With 6.5% of our workforce identifying as having disability, we continue to enhance accessibility through targeted initiatives.

In FY25, we renewed our Disability Confident Recruiter certification for the fifth year and launched Accessibility and Disability training for team members, leaders, recruiters and customer experience teams. We supported 12 interns through the Australian Disability Network's Stepping Into Program for the twelfth year and continued to expand the use of our Workplace Adjustment Passport.

We celebrated the sixth anniversary of our Accessibility Matters employee resource group and marked key events including National Week of Deaf People, Neurodiversity Celebration Week and the International Day of People with Disability. Beyond the AIP, we introduced Dignified Access training and the Inclusive Excellence Award to embed accessibility in customer and product experiences.

In May 2025, we were named the Top Performer in the Australian Disability Network's Access and Inclusion Index. Team member Alix Grunwaldt-Sampson was recognised as an Outstanding Contributor within the prestigious Disability Inclusion Changemaker of the Year award.

6.5% team members identify as living with disability



An intern working as part of our Stepping Into Program.



CASE STUDY

Generative AI supporting disability

Australia Post is leveraging Microsoft 365 Copilot to enhance productivity and inclusion, particularly for team members with disability. Copilot features – such as artificial intelligence (AI)-generated meeting recaps, grammar support, real-time Q&A, and live captions in multiple languages – help reduce cognitive load and improve access to information.

In December 2024, we expanded Copilot access to 3,000 users across all business units. Of these, 200 licences were reserved for team members with accessibility needs, distributed via our Workplace Adjustment Passport to ensure a respectful and consistent process. While uptake is still growing, around 20 licences have been issued to date.

This initiative reflects our commitment to inclusive technology and creating a workplace where everyone can thrive.

Featured: A team member using Microsoft 365 Copilot.

Gender equity

Australia Post is committed to achieving equitable gender representation across the organisation, with a goal of 40% women in senior leadership by 2027. In FY25, we re-established our governance model by appointing a Gender Steering Committee to lead the delivery of our Gender Action Plan. We also updated our parental leave policy to ensure all employees have access to paid leave and introduced more flexible part-time roles to support attraction and retention.

We partnered with Parents At Work to progress toward Family Friendly Workplace certification and launched a work-life wellbeing series to support team members navigating modern life. Through the Women's Inclusion Network (WIN), we unified our employee networks to foster connection and development, while our Network Operations Women (NOW) movement continues to grow.

New resource groups in Technology and Finance are helping address under-representation in these areas. In FY25, women made 37% of our total workforce, 36% of direct employees, and 38.1% of senior managers. We also participated in the Workplace Gender Equality Agency's public sector reporting for the second year, reinforcing our commitment to transparency and progress on gender equity – including pay equity – across the business.



Team members at a WIN event.

Total workforce[1]

1 Includes direct employees (permanent, fixed term and casual team members) and extended workforce (operational and non operational contractors and licensees and staff).



0.6% Non-binary

61.9% Men

37.5% Women

Senior Managers – Band 4 and above



38.1% Women

61.9% Men

Leadership Team[1]

1 Made up of Group CEO & Managing Director and Executive General Managers).



25.0% Women

75.0% Men

Board members[1]

1 Men (including Group CEO & Managing Director).



62.5% Women

37.5% Men

LOOKING AHEAD

As one of Australia's most diverse workforces, we will continue to work toward the targets and commitments relating to our five strategic priority areas, with a focus on tangible and sustainable outcomes for our team members, customers and communities.

All permanent team members [1] – FY25 and FY24 comparative data shown respectively below

1 This data is based on self-declaration of our direct employees. For more detail on methodology and definitions, please refer to the Australia Post FY25 Sustainability Databook.

	Men			Women			Non-binary			Total
2025	**Full-time**	**Part-time**	**Total men**	**Full-time**	**Part-time**	**Total women**	**Full-time**	**Part-time**	**Total non-binary**	
NSW	6,437	651	**7,088**	2,581	863	**3,444**	16	9	**25**	**10,557**
QLD	2,893	417	**3,310**	1,565	648	**2,213**	14	2	**16**	**5,539**
SA	1,263	218	**1,481**	402	261	**663**	7	1	**8**	**2,152**
TAS	304	28	**332**	118	73	**191**	0	0	**0**	**523**
VIC	5,986	803	**6,789**	2,897	980	**3,877**	33	5	**38**	**10,704**
WA	1,674	173	**1,847**	826	374	**1,200**	6	5	**11**	**3,058**
ACT	414	48	**462**	92	44	**136**	2	0	**2**	**600**
NT	88	17	**105**	72	30	**102**	0	0	**0**	**207**
External territories	0	0	**0**	0	0	**0**	0	0	**0**	**0**
Overseas	24	0	**24**	21	0	**21**	0	0	**0**	**45**
Total	**19,083**	**2,355**	**21,438**	**8,574**	**3,273**	**11,847**	**78**	**22**	**100**	**33,385**

	Men			Women			Non-binary			Total
2024	**Full-time**	**Part-time**	**Total men**	**Full-time**	**Part-time**	**Total women**	**Full-time**	**Part-time**	**Total non-binary**	
NSW	6,482	606	**7,088**	2,624	861	**3,485**	11	6	**17**	**10,590**
QLD	2,947	429	**3,376**	1,561	716	**2,277**	11	2	**13**	**5,666**
SA	1,253	227	**1,480**	388	275	**663**	5	3	**8**	**2,151**
TAS	300	34	**334**	107	70	**177**	0	0	**0**	**511**
VIC	6,158	823	**6,981**	3,039	1,050	**4,089**	31	5	**36**	**11,106**
WA	1,711	175	**1,886**	841	404	**1,245**	6	3	**9**	**3,140**
ACT	405	46	**451**	97	57	**154**	2	1	**3**	**608**
NT	86	17	**103**	69	31	**100**	0	0	**0**	**203**
External territories	0	0	**0**	0	0	**0**	0	0	**0**	**0**
Overseas	23	0	**23**	25	1	**26**	0	0	**0**	**49**
Total	**19,365**	**2,357**	**21,722**	**8,751**	**3,465**	**12,216**	**66**	**20**	**86**	**34,024**

Total team members [2] (FY25)

2 This data is based on self-declaration of our direct employees. For more detail on methodology and definitions, please refer to the Australia Post FY25 Sustainability Databook.

	Workforce representation		Men		Women		Non-binary	
	No	**%**	**No**	**%**	**No**	**%**	**No**	**%**
Permanent								
Full-time	27,735	81.7%	19,083	87.7%	8,574	70.9%	78	75.0%
Part-time	5,650	16.6%	2,355	10.8%	3,273	27.1%	22	21.2%
Total Permanent	**33,385**	**98.3%**	**21,438**	**98.5%**	**11,847**	**98.0%**	**100**	**96.2%**
Fixed Term								
Full-time	388	1.1%	242	1.1%	142	1.2%	4	3.8%
Part-time	178	0.5%	74	0.3%	104	0.9%	0	0.0%
Total Fixed Term	**566**	**1.7%**	**316**	**1.5%**	**246**	**2.0%**	**4**	**3.8%**
Total Employment	**33,951**	**100.0%**	**21,754**	**100.0%**	**12,093**	**100.0%**	**104**	**100.0%**

Total team members [3] (5-year summary)

3 This data is based on self-declaration of our direct employees. For more detail on methodology and definitions, please refer to the Australia Post FY25 Sustainability Databook.

	2025	**2024**	**2023**	**2022**	**2021**
Full-time team members	28,123	28,648	29,041	29,585	27,867
Part-time team members	5,828	6,035	6,455	6,789	6,867
Total team members	**33,951**	**34,683**	**35,496**	**36,374**	**34,734**

All fixed term team members[1] – FY25 and FY24 comparative data shown respectively below

1 This data is based on self-declaration of our direct employees. For more detail on methodology and definitions, please refer to the Australia Post FY25 Sustainability Databook.

	Men			Women			Non-binary			Total
2025	**Full-time**	**Part-time**	**Total men**	**Full-time**	**Part-time**	**Total women**	**Full-time**	**Part-time**	**Total non-binary**	
NSW	76	20	**96**	21	19	**40**	1	0	**1**	**137**
QLD	37	17	**54**	17	13	**30**	1	0	**1**	**85**
SA	9	3	**12**	5	5	**10**	0	0	**0**	**22**
TAS	3	1	**4**	0	1	**1**	0	0	**0**	**5**
VIC	41	24	**65**	44	45	**89**	0	0	**0**	**154**
WA	74	8	**82**	54	19	**73**	2	0	**2**	**157**
ACT	1	1	**2**	0	1	**1**	0	0	**0**	**3**
NT	1	0	**1**	1	1	**2**	0	0	**0**	**3**
External territories	0	0	**0**	0	0	**0**	0	0	**0**	**0**
Overseas	0	0	**0**	0	0	**0**	0	0	**0**	**0**
Total	**242**	**74**	**316**	**142**	**104**	**246**	**4**	**0**	**4**	**566**

	Men			Women			Non-binary			Total
2024	**Full-time**	**Part-time**	**Total men**	**Full-time**	**Part-time**	**Total women**	**Full-time**	**Part-time**	**Total non-binary**	
NSW	66	33	**99**	25	16	**41**	0	0	**0**	**140**
QLD	29	10	**39**	25	15	**40**	0	0	**0**	**79**
SA	29	8	**37**	8	17	**25**	0	0	**0**	**62**
TAS	2	3	**5**	2	1	**3**	0	0	**0**	**8**
VIC	70	26	**96**	79	31	**110**	1	0	**1**	**207**
WA	76	11	**87**	34	13	**47**	0	1	**1**	**135**
ACT	14	2	**16**	1	3	**4**	0	0	**0**	**20**
NT	5	2	**7**	0	1	**1**	0	0	**0**	**8**
External territories	0	0	**0**	0	0	**0**	0	0	**0**	**0**
Overseas	0	0	**0**	0	0	**0**	0	0	**0**	**0**
Total	**291**	**95**	**386**	**174**	**97**	**271**	**1**	**1**	**2**	**659**

Diversity profile (5 year summary)

	2025	**2024**	**2023**	**2022**	**2021**
Women	36.0%	36.3%	36.7%	37.1%	37.1%
Aboriginal and Torres Strait Islander people [2]	3.0%	3.0%	3.0%	3.0%	3.0%
People with disability [3]	6.5%	6.2%	5.7%	5.6%	5.6%
LGBTQIA+ [4]	3.9%	3.6%	3.6%	3.5%	3.2%
Culturally and linguistically diverse [5]	31.7%	32.3%	32.0%	31.9%	30.4%
Senior Female Managers (Band 4 and above)	38.1%	36.6%	36.3%	35.9%	38.2%
Women on Australia Post Board of Directors (including CEO & MD)	62.5%	62.5%	50.0%	42.9%	37.5%
Aged under 30	9.8%	9.6%	9.3%	9.8%	9.2%
Aged 30 to 50	40.5%	41.0%	41.9%	42.9%	43.6%
Aged over 50	49.7%	49.4%	48.8%	47.3%	47.2%

2 This data is based on self-declaration of our direct employees. For more detail on methodology and definitions, please refer to the Australia Post FY25 Sustainability Databook.
3 This data is based on self-declaration of our direct employees. For more detail on methodology and definitions, please refer to the Australia Post FY25 Sustainability Databook.
4 This data is based on self-declaration of our direct employees. For more detail on methodology and definitions, please refer to the Australia Post FY25 Sustainability Databook.
5 This data is based on self-declaration of our direct employees. For more detail on methodology and definitions, please refer to the Australia Post FY25 Sustainability Databook.

Supporting each other

Supporting our teams

We're proud to be a place where people want to work and grow. Through ongoing investment in learning and development, we're helping our team build the skills they need to succeed now, and into the future.

Celebrating our multi-generational workforce

We are proud to have a workforce that spans five generations. **20% of Australia Post team members are Baby Boomers (59+ years), 45% are Gen X, while 34% are Gen Z and Millennials.** As we continue to build a workforce that is representative of the broader Australian community, we seek to shift this demographic span.

Significant work is underway to better understand and meet the diverse needs of each generation as an employer to prepare for this generational shift, including understanding our value proposition to attract younger team members. At the same time, we are empowering older generations to transition to retirement by investing in financial education and support to help team members achieve their transition to retirement goals.

We have established an external Youth Advisory Council for Australia Post, created new channels and content as part of our employer brand and recruitment marketing strategy, all while continuing to evolve our team member value proposition by updating policies and team member benefits.

Our team members



49.8%
aged over 50 years

40.4%
aged 30 to 50 years

9.8%
aged under 30 years



We've got a workforce spanning five generations.

Attracting great team members

Over the past year, we've continued to enhance our employer brand by highlighting team member experiences and sharing authentic storytelling to attract future-fit talent. We've adapted to how and where our target audience learn about potential employers by creating new types of content and opening new channels to take our messaging to market.

As we continue to strengthen our employer brand and go to market in new ways, we're enhancing our team value proposition by understanding what our team members want and how we can support them more throughout their team member lifecycle.



We're constantly enhancing our team value proposition.

Engaging our people

The 2025 Our AP Way Say (OAPWS) engagement survey took place from 21 July to 1 August 2025. We heard feedback from more than 23,100 team members – a 68% participation rate, 5% higher than both our 2024 and 2023 surveys. This annual survey invites team members to reflect on their experiences over the past 12 months.

The 2025 OAPWS enterprise engagement score was 73%,[1] an increase of + 1 percentage point (pp) compared to 2024, and now above the Qualtrics average Australian benchmark. This is the third consecutive year of engagement growth at Australia Post. All business units increased their engagement scores in 2025.

This result was driven by a continuing positive trend on 'recommending Australia Post as a great place to work' (+2pp since 2024, +10pp since 2021), underpinned by increases in our top engagement drivers, including a sense of belonging (consistently our top driver) up +1pp, open and honest communication (+2pp) and the perception of an inclusive environment where everyone can succeed (+1pp). We also saw increased confidence in our future, with +3pp increases for both 'belief that Australia Post has an outstanding future', and 'confidence in senior leadership to make the right decisions'.

These positive results show good progress on our culture transformation journey, inclusivity initiatives and investments in building the capability of our leaders – who are listening more, giving more valuable feedback and supporting their teams better through change. Team members have told us there are still opportunities to improve leadership, empowerment and transparent communications, which we are supporting through our second series of Our AP Way Culture programs, 'The Next Winning Chapter', and further investment in leadership and team development.

1 The engagement score utilised is based on Qualtrics methodology, using an 3-item engagement score based on 'recommend as a great place to work' 'motivation' and 'sense of accomplishment'. These items have been measured and tracked for trending in 2023, 2024, and 2025, though note that the result reported in 2023 Annual Report was using our prior engagement methodology.



We've seen a positive trend across our most recent engagement survey.



Team members undergoing training for Our AP Way – The Next Winning Chapter.

Embedding our culture

Following the successful delivery of Our AP Way – Delivering a Better Tomorrow, Australia Post embarked on a journey to create the next stage of our cultural transformation. Our AP Way – The Next Winning Chapter is all about accelerating the modernisation of our business so we can continue to grow and keep delighting our customers and community. The Next Winning Chapter of Our AP Way established a cohort of approximately 1,000 change champions to facilitate workshops with over 80% of our leaders and team members by 31 October 2025, so that we can continue to embed the culture we need to Deliver to Win, and Win in the Right Way.

In FY25 we continued the annual Our AP Way Awards, celebrating the achievements of teams and individuals going above and beyond to champion Our AP Way. In FY26 we're expanding the awards to introduce a new Accelerating Technology Award for a total of 11 awards, with team members nominating winners for the Delighting Our Customers Award, Community and Sustainability Award, Accelerating Technology Award and the Inclusion Award.

The remaining seven awards are selected by the Leadership Team based on outstanding performance: CEO Leadership Award, Safety Award, Corporate Post Office of the Year, Licenced Post Office of the Year, Network Site of the Year, Delivery Partner Team of the Year, and Salesperson of the Year.

Empowered to grow: Bec's career path at Australia Post

Since joining Australia Post six years ago from an external retail background, Bec Giese has actively pursued development opportunities to grow her career. Early on, the Activate Program helped raise her profile, offering exposure to senior leaders and valuable networking. She later completed Corteks, which focused on building confidence and commercial acumen – skills that have supported her across multiple roles. The Elevate Program then took a unique approach by encouraging connection through vulnerability, helping Bec recognise previously unseen strengths. Shortly after completing it, she transitioned into a new role as Territory Manager. She also completed the ENS Negotiation and Influencing course, gaining practical skills applicable to any future role. Now working as Manager Major Partnership Execution on key projects, Bec's journey is a strong example of how our development pathways can drive personal growth, career progression, and meaningful connection across the business – demonstrating the value of investing in people at every stage of their career.



Featured: Bec Giese has had many career development opportunities since joining Australia Post.

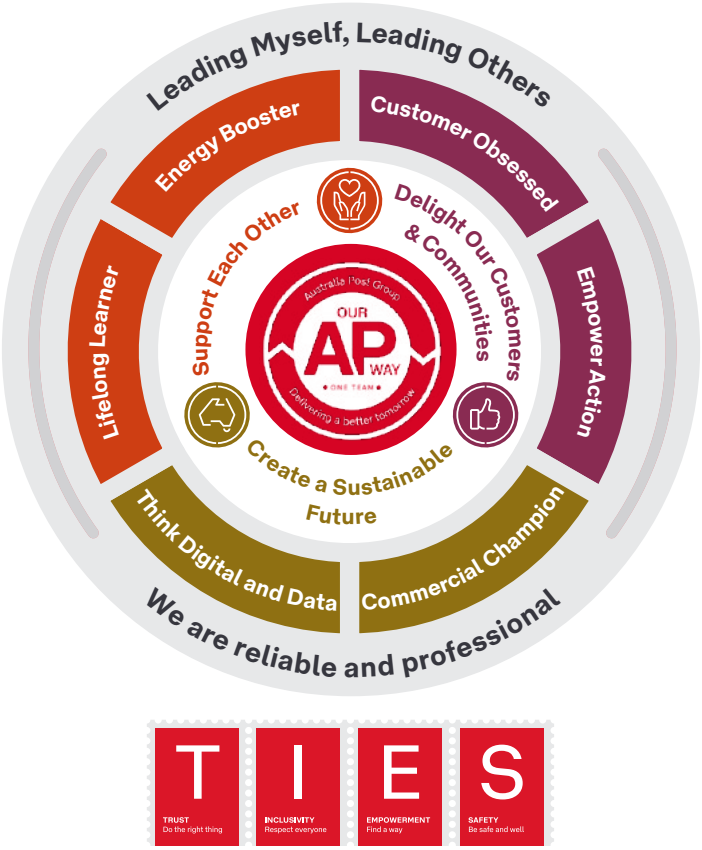
Our AP Way Capabilities

To prepare our workforce for the future, Australia Post is proactively boosting our team members' skills and capabilities. In FY25, we introduced six core Our AP Way Capabilities that support our ambitions and help everyone thrive in a fast-changing world.

The capabilities define how team members can take the lead in every interaction, at all levels of the enterprise. They provide common language for discussing performance and career development and are designed to support key moments for team members, like hiring, development for future roles, performance reviews, and talent identification.

The six Our AP Way Capabilities are:

- **Customer Obsessed** – We understand that every customer interaction is a moment that matters and we're making every interaction positive.
- **Empower Action** – We are empowered to make considered decisions and act. We continuously improve and make small (and sometimes big) changes to make Australia Post the best it can be for our customers, communities and our teams.
- **Commercial Champion** – We take ownership of our business and make commercial decisions that will enable Australia Post to win over the long term.
- **Think Digital and Data** – We are digitally fluent and use technology and data to open up new possibilities and to make timely decisions.
- **Lifelong Learner** – We embrace change and nurture a curious mind with a willingness to pursue knowledge and learn new skills.
- **Energy Booster** – We bring energy to the team through our contribution and purposeful acts of support, collaboration, inclusion and belonging.



The framework for Our AP Way Capabilities.

Supporting each other

Human rights and labour practices

We continue to uphold internationally recognised human rights principles and commit to working with our suppliers and the extended workforce to assess and address modern slavery risk within our operations and supply chain.

Our approach

We're building a workplace where fairness, dignity and ethical conduct are embedded in how we support our people and engage with our partners. Our People & Culture and Sustainability teams work together to respect and promote human rights and fair trade across our operations and supply chain.

Our Ethical Sourcing and Modern Slavery Working Group, established in 2019, leads an enterprise-wide program to assess and address modern slavery risks. During the reporting period, the Working Group expanded its focus to include ethical sourcing, which emphasises sustainable and responsible procurement practices.

The TIES values of Trust, Inclusivity, Empowerment and Safety are integral to our ethics policy and culture program. Ethics training is mandatory for all team members and is also expected from our suppliers.

Our commitment is guided by international treaties such as the *UN Universal Declaration of Human Rights* and the *ILO Declaration on Fundamental Rights at Work*.



Our TIES values are integral to our culture and ethics programs.

Our progress

Modern slavery and human rights

We believe everyone connected to our business – whether working with us, in our supply chain, or in the community – deserves to be treated with dignity and respect.

Our Group Modern Slavery Standard, introduced in 2020, promotes respect for people and aims to address modern slavery and related risks across our operations and supply chain. Our Modern Slavery Statement 2024 outlines our focus areas, explains the nature of our risks and details the actions we are taking for our supply chain and extended workforce. It includes our approach to training, remediation and mechanisms to continuously improve the effectiveness of our actions.

We continue to enhance our ethical sourcing and modern slavery program by driving deeper supply chain transparency and focusing on our highest risk areas. Australia Post has implemented controls intended to help support compliance with workforce laws, including those designed to protect vulnerable workers. In shaping our approach, we have taken into account Commonwealth Guidance on contexts and sectors where modern slavery risks may be elevated, such as high-risk countries, populations, products, industries, and work practices.

We maintain our membership with Sedex, a leading ethical trade service provider, and participate in multi-stakeholder forums including the Australian Local Network of the United Nations (UN) Global Compact, as part of our ongoing efforts to learn, collaborate and improve.

Our Enterprise Agreements

Australia Post has three active Enterprise Agreements across the Group, for more than 32,000 team members. The Australia Post Enterprise Agreement was renegotiated and came into effect in FY25, with the StarTrack Operational Enterprise Agreement negotiations also concluding in FY25. These market-leading agreements provide our team with much-needed security and certainty as we continue to build a sustainable future for our business, providing 4% p.a. wage increases in FY25 and market-leading increases in years two and three of those agreements.



Both Australia Post and StarTrack new Enterprise Agreements came into effect in FY25.

LOOKING AHEAD

Through our ongoing commitment to our TIES values and internationally recognised human rights principles, we're building a workplace and supply chain grounded in fairness, transparency and respect, ensuring we deliver for our people, partners and communities with integrity.

Delighting our customers and communities

We’re here for our customers and communities, making everyday connections easier, safer and more inclusive. Whether it’s helping small businesses grow, protecting personal data, or supporting local community resilience, we’re committed to delivering trusted services that meet real needs and make a difference across Australia.

- Delivering for our customers **page 44**
- Our network and reach **page 51**
- Keeping our customers’ data safe **page 57**
- Our communities **page 60**




DISTRIBUTION
COTTON:ON
KIDS
TYPO
Australia Post
STARTRACK

Delighting our customers and communities

Delivering for our customers

We help small businesses run smoothly, whether they're just starting out or growing fast. By making it easier to send, receive and manage deliveries, we give them the tools to adapt, compete and stay ready for what's next.

Our approach

Australia Post continues to deliver highly reliable, trusted, customer-focused services while evolving to meet the needs of a dynamic eCommerce landscape.

Guided by our Post26 strategy, we're simplifying experiences, investing in innovation, and supporting Australian businesses through insights, partnerships, and global leadership. From record parcel volumes and digital transformation to award recognition and trade resilience, we're helping customers thrive – locally and globally – through every delivery, connection and conversation.

Our progress

Championing eCommerce excellence

Australia Post continues to lead in the eCommerce space by sharing insights, celebrating success, and fostering the exchange of ideas. In 2024, we marked our 10th year supporting the Australia Post Online Retail Industry Awards (ORIAs), recognising retail excellence. It was also the second year we sponsored the Australia Post Impact Awards, honouring standout achievements in Small Business Innovation, Sustainability, and Diversity and Inclusion.

Our *Business Talks* webinar series continued in FY25, offering eCommerce customers access to industry thought leaders and practical insights to help them grow. This year's sessions combined our proprietary data with expert commentary on key topics, including *Winning in the Fast Lane: How Aussie Brands Can Win in a Rapidly Changing Market* and *Navigating the Future: Economic Insights and eCommerce Agility for Peak and Beyond*.

Through these initiatives, we continue to empower Australian businesses to thrive in a dynamic digital landscape.



Providing customers with important industry insights.

Transforming the customer experience

Australia Post is delivering on its commitment to put customers at the heart of every experience. Launched in FY24, the enterprise-wide Customer Experience Transformation (CXT) program positions Australia Post as the eCommerce delivery partner of choice. CXT focuses on three core themes – reliability, choice and simplicity – and is guided by feedback from customers, team members and industry.

Key improvements in FY25 include faster Parcel Post transit times across the Eastern Seaboard, now being rolled out nationally; enhanced tracking through the AusPost app and notifications; image-based delivery attempt updates; and smarter digital support powered by artificial intelligence (AI) chat and voice bots. These enhancements are already improving sender and receiver experiences, reinforcing our commitment to reliable, simple and customer-focused service.

Complementing this, our Delivering Delight program is embedding a customer-obsessed culture across the organisation. It focuses on three key customer experience dimensions – relationship, episode and interaction – measured through our Net Promoter Score (NPS) and supported by advanced analytics to identify and act on improvement opportunities. A standout initiative is the introduction of real-time feedback loops, piloted by the Retail and Network Operations arms of the business, which enable frontline teams to co-design service enhancements directly with customers.

Together, these programs are driving measurable improvements in customer satisfaction, building loyalty, and enabling insight-led decision making across the business. They reflect our ongoing investment in customer experience and reinforce Australia Post's role as a trusted and responsive partner in the lives of Australians.



Customers benefit from our focus on reliability, choice and simplicity.

eCommerce growth driven by digital natives

Australia Post's 10th eCommerce Report, released in March 2025, revealed another record-breaking year for online retail in Australia.

In 2024, Australians spent a record $69 billion online, up 12% year on year, with 9.8 million households (84% of all homes) shopping online. Online Marketplaces led the way with nearly $16 billion in spend, followed by Food and Liquor ($13.6 billion) and Fashion and Apparel ($9.6 billion). Millennials were the biggest spenders at $25 billion, while Gen Z and Millennials drove social commerce, with 1 in 2 shopping weekly via social media.

Despite the growth, cost-of-living pressures saw the average basket size fall to $95 – the lowest in a decade. Gen Alpha emerged as a powerful influence, shaping $8.5 trillion in global spending. With shoppers now spreading their dollars across an average of 16 retailers, the report highlighted the growing importance of loyalty programs, strategic sales events and social commerce in shaping the future of retail.



Gen Z	Gen Y	Gen X	Baby Boomers	Builders
Born 1997–2012 Age 13–28	Born 1981–1996 Age 29–44	Born 1965–1980 Age 45–60	Born 1946–1964 Age 61–79	Born 1925–1945 Age 80–100
Total online spend $11.9 billion	**Total online spend** $24.9 billion	**Total online spend** $19.2 billion	**Total online spend** $10.1 billion	**Total online spend** $2.7 billion
YoY change in online spend +5.5%	**YoY change in online spend** +10.6%	**YoY change in online spend** +14.0%	**YoY change in online spend** +17.6%	**YoY change in online spend** +22.9%
Average basket size for online spend $81	**Average basket size for online spend** $93	**Average basket size for online spend** $104	**Average basket size for online spend** $101	**Average basket size for online spend** $94
YoY change in basket size -2.6%	**YoY change in basket size** -2.0%	**YoY change in basket size** -2.5%	**YoY change in basket size** -2.4%	**YoY change in basket size** -3.1%

Delivering record parcel numbers in Peak 2024

Australia Post achieved a record-breaking peak period, delivering nearly 103 million parcels between 1 November and 31 December 2024 – a 3.1% increase from the previous year, at a record high rate of Delivery In Full On Time (DIFOT). Amid cost-of-living pressures and high inflation, Australians embraced cyber sales to maximise value, driving a 7.8% year-on-year rise in online purchases during Cyber Weekend (29 November to 2 December). In November and December, 2,800 parcels were delivered every minute, with 7.6 million households making at least one online purchase. The busiest day was 9 December, with over three million parcels delivered.

This surge reflects Australia Post's continued investment in parcel facilities, technology, and fleet, enhancing services for online shoppers. Business customers benefited from extended Express Post and Metro lodgement deadlines up to 23 December. To support operations, over 3,700 seasonal casuals were hired, and more than 1,000 team members completed 2,168 One Team frontline shifts.

Customer engagement also hit new highs, with 4.6 million Australians using the AusPost app to track parcels in November and December, and a record 57 million app visits in December alone – enabling more seamless delivery experiences than ever before.

This peak season was

big

7.8%
YoY increase in online purchases
Record cyber sales weekend (29 Nov–2 Dec 2024)

102.8 million
parcels delivered across Australia
Nov–Dec 2024. Up 3.1% YoY

340 million
tracking notifications shared with customers
Up 24% YoY

7.6 million
households shopped online
Up 2.4% YoY

20.5%
YoY increase in health and wellness purchases
Top online purchase category

100.3 million
app visits
Up 14% YoY

Australia Post enhances customer delivery experience with IKEA and THE ICONIC

Australia Post is partnering with leading retailers IKEA and THE ICONIC to deliver smarter, more flexible delivery options for Australian shoppers. A three-year strategic agreement with IKEA positions Australia Post as the primary eCommerce fulfilment partner for small and medium parcels, supporting over 250,000 deliveries annually, including to regional and remote areas. Customers can now conveniently collect their IKEA orders from local Post Offices, with sustainable delivery supported by Australia Post's electric vehicle fleet.

Meanwhile, THE ICONIC has integrated Australia Post Parcel Lockers and Post Offices into its app checkout, offering customers greater control over where and when they receive their orders. With over 90% of metro households within 5km of a Parcel Locker, this option is especially valuable for apartment dwellers and busy lifestyles.

These partnerships reflect Australia Post's commitment to customer-centric innovation and sustainable logistics – bringing trusted and reliable delivery solutions to more Australians.



We give customers greater control over where and when they receive their orders.

CASE STUDY

Safeguarding electoral integrity

Australia Post played a vital, impartial role in the 2025 Federal election, supporting the Australian Electoral Commission (AEC) by delivering postal vote applications, ballot packs, and political communications nationwide. This included distributing the AEC's official 'How to Vote' booklet to every Australian household, helping voters make informed decisions.

Demonstrating its ongoing commitment to electoral integrity, Australia Post processed 2.2 million Reply Paid postal votes with an 86% return rate and delivered over 73.6 million political Unaddressed Mail items.

Strict neutrality guidelines ensured all election materials were handled without political bias. These efforts were especially critical for voters in remote areas or those unable to vote in person.

Through its trusted partnership with the AEC and consistent support across local, State, and Federal elections, Australia Post helped safeguard democratic participation and ensured every eligible Australian had the opportunity to vote.

Featured: We played an essential role in the 2025 Federal election.



Our approach to customer success

Resolving complaints, building trust

Australia Post is committed to delivering a world-class customer experience and takes complaints seriously. Every complaint is an opportunity for us to learn and improve.

In FY25, our Customer Contact Centre heard and resolved more than 1.16 million customer complaints, representing approximately 0.05% of the 2.2 billion articles entrusted to us over the same period. The complaint volumes remained stable despite the increase in parcel volumes.

Empowering our customers and team

Over the past financial year, we've continued to focus on simplifying processes and investing in technology to improve the experience our customers have with Australia Post. This includes using AI to help triage customer enquiries, so that customers receive faster, more consistent support in a channel of their choice, at a time that is convenient for them.

55% of customer enquiries were supported by self-serve AI options allowing our frontline teams to focus on complex enquiries.

AI also plays a growing role in supporting our frontline teams, providing access to the right information and tools to resolve more complex matters with confidence. These innovations are helping us respond more effectively, support our frontline teams, reduce effort for our customers, and ensure we're continuing to meet their evolving needs.



We empower our frontline to deliver a world-class customer experience.

55% **of customers supported by self-serve AI, enabling frontline teams to handle more complex enquiries**



We invest in digital tools to resolve customer issues and improve service levels.

Enhancing service through innovation

We continue to invest in digital capability and modern tools to enhance the experience for both our customers and our people. Recent upgrades to our telephony system, the roll-out of Salesforce Lightning, and the introduction of generative AI, chatbots and Interactive Voice Response (IVR) enhancements are helping resolve simple transactions and improve service consistency.

We also launched a dedicated pilot team to bring together unified systems, automated processes and a single team approach. This test-and-learn environment is already helping us work more efficiently and deliver better outcomes for customers.

These changes are part of our broader Customer Success initiatives to create a more seamless, responsive and customer-focused experience, while also making it easier for our teams to do their best work.



CASE STUDY

Australia Post recognised among world's best postal services

In FY25, Australia Post achieved a significant global milestone, being awarded a 'Level 10' score – the highest possible – on the Universal Postal Union's Integrated Index for Postal Development (2IPD). Out of 174 countries, we were one of only seven postal organisations worldwide to reach this level of excellence, joining the ranks of Switzerland, Germany and France.

This recognition reflects our outstanding performance across four key dimensions: reliability, reach, relevance and resilience. It is the first time Australia Post has received this top-tier rating since the index was introduced in 2017.

Our achievement is underpinned by the Post26 strategy and our commitment to supporting each other, delighting customers and creating a sustainable future. It highlights the impact of our transformation efforts and the dedication of our people across the network.

This global recognition reinforces our focus on innovation and best practice, ensuring we continue to deliver trusted, world-class services to all Australians.

Featured: We were only one of seven postal organisations worldwide to achieve this level of excellence.

LOOKING AHEAD

We're continuing to evolve to meet the changing needs of our customers and communities – investing in innovation, simplifying experiences, and delivering trusted, world-class services. Whether it's through digital transformation, global trade resilience, or award-winning parcel delivery, we're focused on what matters most: reliability, simplicity and choice. Guided by our Post26 strategy, we remain committed to helping Australians thrive in an increasingly connected and competitive eCommerce landscape.

Delighting our customers & communities

Our network and reach

Our network reaches communities across the country, making sure everyone has fair and reliable access to our services. This wide reach also means we can respond quickly and recover faster when disruptions or natural disasters happen, so we're there when Australians need us most.

Our approach

We're investing in both physical and digital infrastructure to deliver on our Post26 strategy.

This includes reimagining the Post Office network, leading in eCommerce delivery, building a sustainable letters service, and creating best-in-class digital and data experiences. Our Retail, Brand and Marketing team manages the Post Office network, Enterprise Services drives our digital experience, and Network Operations ensures we have the right facilities and operational capability in place.

See 'Creating a sustainable future' on pages 68–79, for more detail on how we are modernising our business.

Our progress

Strengthening our network: from regional roots to global gateways

Australia Post continues to invest in infrastructure to meet evolving customer needs and support business growth. In FY25, site searches commenced across 31 regional areas, resulting in 17 approved business cases. Seven new facilities in New South Wales and Victoria – Cooma, Narrandera, Tumut, Ballina, Yarram, Benalla and Castlemaine – are scheduled to open before peak 2025. These sites will enhance service delivery, support parcel volume growth, and improve safety for team members.



Architectural drawing of a future regional facility.

A major milestone was the opening of the new International Commercial Facility at Sky Road, Melbourne Airport. Spanning 2,500m², it features advanced automation capable of sorting up to 6,000 parcels per hour – boosting processing capacity by over 50% and replacing manual sorting. The facility supports faster international parcel clearance, improves safety by reducing manual handling, and enhances customer visibility. It also includes a dedicated inspection area for the Australian Border Force and the Department of Agriculture, Fisheries and Forestry. Sustainability features include optimised transport routing to reduce emissions and improved recycling systems for cardboard and plastic.

In Sydney's north-west, the $43 million investment in Blacktown Parcel Delivery Centre is a purpose-built, greenfield facility supporting last-mile operations. It accommodates 316 delivery vans off-peak, scaling to 394 during peak periods. Servicing suburbs from Fairfield to the Windsor-Richmond corridor, the 18,000m² site includes modern sustainability features expected to reduce operational carbon emissions by approximately 250 tonnes annually.

These infrastructure investments reflect Australia Post's commitment to safer, more efficient, and future-ready operations across both regional and metropolitan networks.



Our Sky Road International facility at Melbourne Airport.



CASE STUDY

Powering the Gold Coast – Smarter, faster, greener deliveries

In July 2024, Australia Post opened a new $12 million Gold Coast Parcel Facility, reinforcing our long-term commitment to the region. The 15,087m² site features cutting-edge sortation technology capable of processing up to 6,000 parcels per hour – 75,000 daily and up to 120,000 during peak periods, exceeding its original plans.

The facility integrates Australia Post Express Post, Parcel Post and Metro services and StarTrack Premium and Courier under the one roof, improving turnaround times and parcel visibility. Achieving a 5-star Green Star rating, a first for Australia Post, the site features a 99kW solar system that powers up to 30% of its energy needs.

The site is a consolidation of previously at-capacity smaller sites, relocating them under one roof. This has improved safety and created operational efficiencies by eliminating redundant transport runs and reducing transit times – getting parcels delivered to our customers faster.

Supporting over 300 team members, the facility has retained jobs from previous locations while also creating new employment opportunities for locals in the region. It services 25,000 delivery points and enables StarTrack to collect from 250 customers daily. With parcel volumes on the Gold Coast up 97% since 2019, this investment ensures faster, safer, and more sustainable delivery for nearly 280,000 online-shopping households.

Featured: Our Gold Coast Parcel Facility in Queensland.

Real-time resilience: inside our Burnley command hub

The Technology Operations Centre (TOC) at our Burnley Support Office is a purpose-built command hub designed to keep Australia Post's technology services running smoothly. Equipped with a state-of-the-art video wall, real-time monitoring tools, and space for operational coordination, the TOC provides real-time visibility into critical systems such as retail platforms, handheld scanners, SAP, and network infrastructure. The TOC is supported by 24/7 automated alerting to help detect and respond to issues quickly, minimising the reliance on manual monitoring.

The space is also used for daily operations meetings, incident response, and simulation exercises to prepare for peak periods and service disruptions. During high-demand times like Black Friday, end-of-year peak or election cycles, support teams work near the TOC to enable faster coordination. By combining technology with structured planning, the TOC helps ensure our systems remain reliable and responsive to the needs of our customers and teams nationwide.



Real-time monitoring of our technology services inside the TOC.

Electrifying our last-mile delivery fleet

In FY25, we've advanced sustainable delivery with 251 new three-wheeled electric delivery vehicles (eDVs) and 175 UBCO electric motorcycles. Over the next 12 months, we'll deploy another 1,000 UBCO electric motorcycles and 500 Gaius Rapide 3 electric three-wheeled motorcycles, reinforcing our commitment to reducing environmental impact while maintaining high delivery standards. These electric vehicles will enhance operational efficiency and support a cleaner future. This roll-out aligns with our sustainability goals and reflects our forward-thinking approach to modernising operations and improving service quality across all delivery channels.



Electric vehicles are a growing part of our delivery fleet.

Scaling Parcel Lockers to meet demand

In FY25, Australia Post expanded its 24/7 Parcel Locker network from 773 to 919 locker banks – a 18.9% increase – enhancing customer convenience with over 70,000 Parcel Lockers. We upgraded 123 first-generation lockers with advanced technology to boost experience and efficiency. To meet our FY26 goal of deploying 1,500 new lockers, we've scaled nationally, establishing operational centres in New South Wales, Victoria and Western Australia. These initiatives position us to meet rising demand while driving innovation and service excellence.



A customer accessing one of our many parcel lockers nationwide.

Our retail network strategy: Built for tomorrow

Australia Post's Post Offices are the heart of our communities – and a key competitive strength. To stay relevant, our Retail Network strategy is evolving around three pillars: **Customer**, **Network**, and **People**. These guide how we reimagine experiences, strengthen our footprint, and empower our teams to deliver lasting community impact.

Australia Post Parcels, a new era in parcel convenience

Australia Post Parcels is a new format designed for seamless parcel collection and sending, delivering a better experience for both consumer and business customers. This sub-brand of Australia Post embraces modernity, enhancing the convenience of receiving parcels and the efficiency of sending them.

Australia Post Parcels stand apart from traditional Post Offices with a distinct design, new branding, and building materials that reflect a contemporary parcel experience. Customers can collect parcels via the counter or 24/7 Parcel Lockers, and sending is easy with access to packing materials, writing bench and lodgement points, including a hatch. A larger back of house improves efficiency for Australia Post team members.

With an initial trial started in June 2025 in metro locations in Victoria and New South Wales, Australia Post Parcels is a significant step in transforming to the future network, and modernising to meet customer needs.



One of our first Australia Post Parcels in Fitzroy, Victoria.



Bluey stamps and coins campaign a record-breaking success

Launched on 2 September 2024, the Bluey Collectables (Stamps and Coins) campaign was a standout success, achieving a 94% sell-through rate with 259,000 units sold and generating $6.38 million in sales.

Featured: Bluey collectables were highly sought-after around the country.

Innovating local access with Community Hubs

In FY25, Australia Post marked a milestone with the opening of its final two Community Hubs in Noosa, Queensland and Williamstown, Victoria. These newly renovated spaces reflect a modernised Post Office experience, designed around how customers use Post Offices today. The hubs offer a fresh, community-focused environment while continuing to deliver essential services and also serve as innovation testbeds, trialling new retail concepts that could be scaled across the broader network.



Customers at our Community Hub in Noosa, Queensland.

National Retail Leadership Conference

This year, our Retail Postal Leaders and Licensee Partners came together for the first National Retail Leadership Conference. The event empowered current and emerging retail leaders to connect with peers, align on strategic direction and build capability across the team. The conference was well-received with 97% of attendees indicating they would recommend the conference to their peers and other team members.

This event demonstrates our commitment to investing in our people and the capability of our team, with tailored experiences designed to promote learning and leadership to support our journey of transformation.



Panel discussion at the National Retail Leadership Conference.

Celebrating five years of Local Business Partnerships

Marking its fifth anniversary in FY25, Australia Post's Local Business Partner (LBP) Program continues to empower small and medium businesses across the country. Operating in over 1,725 Post Offices, LBPs have supported over 180,000 customers and helped generate $666 million in revenue. From first parcel to scaling operations, local businesses benefit from personalised support and trusted guidance. With 20% year-on-year growth, the program strengthens community resilience and economic participation. It also contributes to the long-term financial sustainability of our Post Office network by driving parcel revenue and reinforcing the value of local services. We remain committed to helping Australian businesses thrive – one local connection at a time.



A small business customer dropping off parcels at a Post Office.

How parcel sublocation transformed peak

In FY25, parcel sublocation innovation played a pivotal role in delivering our most successful peak season to date. By optimising parcel flow and enhancing visibility, sublocation enabled our teams to locate the storage location of parcels faster and reduced customer wait times – directly improving the collection experience across our Post Office network. For our people, this meant safer, more efficient operations and better use of back-of-house space. For our customers, it meant quicker, more reliable service and reduced waiting times.

Streamlined services, smarter operations

Australia Post's simplification strategy has led to sustainable financial outcomes. By streamlining our product and service offerings, we have enhanced operational efficiencies while reducing costs. These efforts have improved customer experience and financial performance, while reinforcing our commitment to accessible banking, particularly in regional and rural areas. The recently renegotiated Bank@Post agreements better recognise the cost of providing these services. The renewed agreements with major banks, including the addition of ANZ, ensure continued access to cash and assisted everyday banking services across over 3,300 Post Offices nationwide.



A team member using sublocation to enhance efficiency.



A campaign poster for our Bank@Post services.

LOOKING AHEAD

As customer expectations evolve and parcel volumes continue to grow, we're reshaping our network to deliver smarter, faster, and more sustainable services. By investing in future-ready infrastructure, modernising our retail formats, and enhancing digital resilience, we're ensuring Australia Post remains a trusted, accessible and community-focused service for all Australians.

Delighting our customers and communities

Keeping our customers' data safe

We design digital services that are simple, secure and accessible – making it easier for all Australians to connect, transact and take part in the digital economy. Strong data protection helps safeguard against identity theft and online threats, building trust in every interaction.

Our approach

As we digitise our business, customer privacy, data protection, cyber security and system resilience are more critical than ever. These areas are managed by key leadership roles in our Enterprise Services and Risk functions.

Our commitment to customer data safety is reflected in our policies, frameworks, and robust incident response processes.

Privacy: The *Privacy Act 1988* (Cth) and the *Australian Government Agencies Privacy Code 2017* guide our privacy obligations and customer rights. Our Privacy Statement details how we handle personal information and assist with privacy-related queries.

Cyber security: We mitigate cyber security risks through controls across people, technology and processes, continually investing to protect our systems. We regularly test our incident response and crisis management processes, aligning with ASD Essential Eight strategies and partnering with the Australia Cyber Security Centre.

Data governance: We have a Data and AI Governance Office with supporting policies and practices being designed and implemented.



A Postie scanning a parcel upon delivery.

Our progress

Privacy

This year there were no notifiable data breaches identified under the Notifiable Data Breach scheme.

In FY25 we received two new privacy complaints escalated to the Office of the Australian Information Commissioner (OAIC), which have been resolved. The complaints had been through our internal dispute handling processes before they were escalated to the OAIC. Privacy complaints received from the OAIC are recorded in our Risk, Governance and Compliance system.

Cyber security and system resilience

We continuously defend against attacks using a broad range of cyber controls, detection capabilities, and education and awareness programs. We maintain a range of internal and external mechanisms to assess our information security capability. Our cyber security team is focused on maintaining our defences against the evolving threat environment, running regular simulations to improve our response and ability to recover rapidly from any incidents.

The resilience and availability of our systems is vital. As part of the simplification pillar of our Post26 strategy, we continue to upgrade and modernise legacy platforms.

Scam awareness and protection

Scams targeting customers are a growing problem in Australia, so we're doing our part to help our customers protect their personal and financial information. We provide awareness of scams, publishing alerts and examples on our social media channels and website.

We continuously monitor and deactivate fraudulent websites and actively work with industry partners to reduce the impact of scams on our customers.

Team member training and awareness

Our team members play an important role in protecting data, undertaking mandatory privacy and cyber security training when they join Australia Post and throughout their employment, as appropriate to their role. We continually educate and create awareness among our 64,000-strong workforce with information security awareness communications campaigns across topics such as scams, password security and information management.



Our team members play a key role in data protection and cyber security.

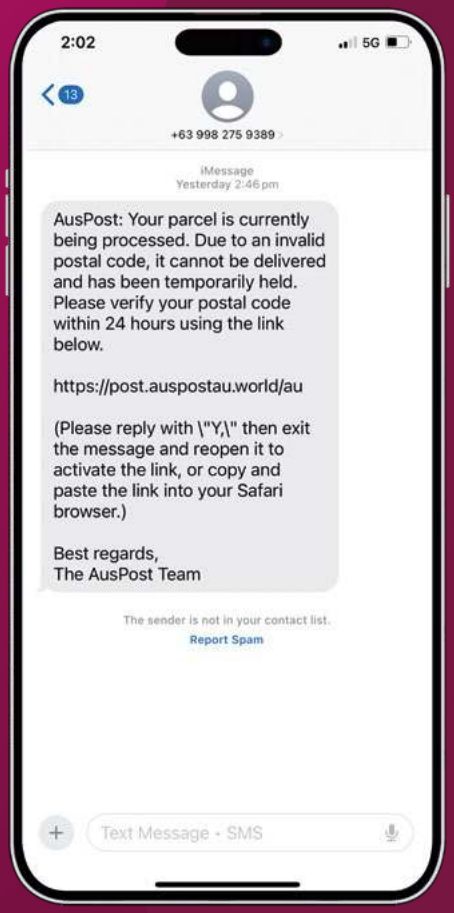
CASE STUDY

Combating scam messages at Australia Post

Australia Post is taking proactive steps to combat the growing threat of scam messages and emails impersonating the organisation. These scams often claim a delivery failure due to an invalid postal code, tricking recipients into clicking malicious links and disclosing personal information. Many of these attacks are linked to the sophisticated 'Darcula' phishing-as-a-service operation, which can bypass standard telecommunications and network filters.

Recent research by Australia Post reveals that over 90% of Australians have received a scam text or call, with nearly 74% reporting scams that mimic parcel delivery services. Additionally, 85% of respondents are more concerned about scams than they were a year ago, and 58% believe businesses aren't doing enough to protect them.

To help safeguard customers, Australia Post urges the public to rely on the official AusPost app for secure delivery updates, parcel tracking, and in-app notifications. A new feature includes 'missed delivery' photos to confirm delivery attempts. Importantly, Australia Post will never request personal or financial information via text, email or phone, nor will it ask for payments through these channels. These measures reflect our commitment to protecting customers and maintaining trust in an increasingly complex digital environment.



Featured: An example of a scam text message for customers regarding parcel delivery.

LOOKING AHEAD

Australia Post will continue strengthening data protection, cyber resilience and system reliability to safeguard customer trust. We're investing in smarter technologies, uplifting compliance with government frameworks, and modernising legacy platforms. As scams and cyber threats evolve, we'll expand our defences, deepen team member awareness, and collaborate across industry and government to help protect Australians and ensure our digital infrastructure remains secure, resilient and future-ready.

Delighting our customers and communities

Our communities

Australia Post is committed to building stronger and more connected communities throughout Australia. Through our community partnerships and programs, we are delivering positive impact in the areas of mental health, disaster support, literacy and the environment.

Our approach

Australia Post's Community Strategy reflects stakeholder expectations and community needs.

Aligned to our strategic imperatives, it drives local and national impact through programs and partnerships across four pillars: mental health, disaster support, Indigenous literacy and environment.

Support includes Community and People of Post Grant programs, and national partnerships with Beyond Blue, Australian Red Cross, Indigenous Literacy Foundation, World-Wide Fund for Nature Australia (WWF-Australia), DeadlyScience and The Big Issue. We leverage our network and infrastructure to raise awareness and fundraise for our partners and encourage our team members to give through our Workplace Giving program and Lifeblood team.

Our progress

In FY25, Australia Post's community investment was $27,701,029.[1]

Contributions were made to our national community partners and to local community organisations through our grant programs. We also contributed through team member time, value-in-kind products and services like charity mail. In FY25, we have forgone revenue of $25,587,003. This is revenue from products and services that we would have received but chose to waive totally or partially for community benefit.

This year 1,419 team members participated in Workplace Giving, with much-needed funds going directly to 343 charities. Donations made by eligible team members are matched by Australia Post, up to $200 per person per year. A total of $505,627 was contributed, including $326,748 in team member donations and $178,879 matched donations by Australia Post. Team members also have an opportunity to give through blood donations and the Australia Post Lifeblood Team made 2,125 life-saving donations of blood, plasma and platelets in FY25, saving up to 6,375 lives.

Through our network, we have fundraised $124,490 for our national community partners. This includes $44,150 from the sale of co-branded community tote bags and Pip the Koala plush toys.

1 For more detail on methodology and definitions, please refer to the Australia Post FY25 Sustainability Databook.



Grants programs

Australia Post runs two grants programs annually.

The Australia Post Community Grants program supports community-led, local projects that connect people for improved mental health and wellbeing outcomes; with grants of up to $10,000. In October 2024, we funded 71 projects across Australia with grants totalling $509,072 awarded to organisations in every State and Territory. More than half of the projects were located in regional and remote areas.

Our People of Post Grants program enables our team members to contribute to their community by nominating local not-for-profit groups they are passionate about for a grant of up to $2,000. In May 2025, $433,564 in grants was awarded to 224 not-for-profit organisations for projects aligned to our Community Strategy.



Andrea Summits and her team joined in a tree planting event run by the Friends of the Helmeted Honeyeater, a People of Post Grant recipient.



CASE STUDY

The Art of Connection – The Mill Adelaide

In FY25, The Mill received an Australia Post Community Grant of $10,000 to deliver *The Art of Connection*, a 10-month program supporting the mental health and wellbeing of South Australian artists. Based in Adelaide's CBD, The Mill houses over 60 resident artists and supports hundreds more through studio space, development opportunities, and creative programs. Recognising that independent artists are often socially isolated due to the nature of their work, the program offered wellbeing workshops, social outings, and informal peer support to foster connection and reduce loneliness. Participants also gained access to Mindarma, an online platform offering practical mental health tools tailored for creatives. The response was overwhelmingly positive. "Artists told us they felt more connected, supported, and better equipped to manage the challenges of creative life," said Tim Watts, General Manager of The Mill. *The Art of Connection* program helped The Mill build a more resilient and caring community, making a meaningful impact on participants' wellbeing.

Featured: Peer connection and support at The Mill.

Community Grants

84%

of respondents stated their sense of connection to community increased or greatly increased after participating in our funded program.[1]

1 Relates to projects funded in FY24 and delivered between 1 October 2023 and 30 September 2024.

83%

of respondents reported an improved knowledge of positive mental health strategies after participating in our funded program.[1]

1 Relates to projects funded in FY24 and delivered between 1 October 2023 and 30 September 2024.

People of Post Grants

92%

of team members surveyed felt prouder to work for Australia Post after participating.

Mental health

Australia Post partners with Beyond Blue to connect Australians with mental health support and to reduce stigma around the topic of mental health. In June 2025, Australia Post distributed five million prepaid 'Connection Postcards' to regional and remote households across the country. Each two-part postcard included Beyond Blue support service details and a detachable, pre-paid section for recipients to send a personal message to a loved one.

To encourage Australians to connect and talk about mental health, 'Talking Post Boxes' were launched in Traralgon, Canberra and Sydney. These installations in high-traffic locations featured sensor-triggered wellbeing messages and QR codes linking directly to Beyond Blue services. The Post Boxes used the artwork from the postcard design and encouraged passersby to engage by sending a card or connecting with others.

Australia Post also supports Beyond Blue's Community Events and Speakers Program which aims to reduce stigma by sharing lived experiences of mental health. Three hundred in-person speaker sessions were held in FY25, reaching communities nationwide and raising awareness of available support.

In October 2024, Australia Post supported the annual Big Blue Table campaign, distributing host kits as part of our in-kind support. Team members were also encouraged to host events, collectively raising $18,621 for Beyond Blue, including matched contributions through our Workplace Giving Program.

Learn more about how we have connected Australians at auspost.com.au/mentalhealth.



Connection Postcard Talking Post Box with Traralgon Post Office team members.

CASE STUDY

Best Strategic Partnership award

Australia Post and Beyond Blue partnership won 'Best Strategic Partnership' at the Fundraising Institute of Australia National Awards in February 2025.

This prestigious award recognises highly successful partnerships that achieve mutual benefit and fundraising success. The partnership was acknowledged as a powerful collaboration that leverages our extensive network and Beyond Blue's mental health expertise to elevate mental health awareness and secure vital funds. The Connection Postcard campaign was called out as a standout initiative for its extensive reach and ability to promote community connection.

Since 2020, Australia Post has distributed 21 million Connection Postcards across Australia including to rural and regional households.

Connection Postcards

5 million

Connection Postcards distributed across Australia

76%

of people surveyed had improved mental health by sending the postcard

71%

of people surveyed felt more confident to access information on mental health support

Community Events and Speakers Program

90%

of people surveyed agreed they had a greater awareness of the signs and symptoms of a mental health condition after hearing a Beyond Blue speaker

100%

of people surveyed agreed that after visiting a Beyond Blue community event, they have a greater awareness of where to access mental health information

The Big Blue Table

4,500

host kits distributed nationally

"At a time when many Australians feel lonely or isolated, our partnership with Australia Post and the Connection Postcard campaign brings hope by sparking connection and supporting mental health."

Georgie Harman, CEO Beyond Blue

Disaster support

Since 2019, Australia Post has partnered with the Australian Red Cross to help Australians prepare for, respond to, and recover from natural disasters. With a presence in every community, Australia Post supports preparedness through initiatives like Pillowcase workshops and Emergency Ready Week. In September 2024, a co-branded prepare flyer was distributed across the nation, providing simple steps to help Australians – especially those in disaster-prone areas – get ready for the season.

When disasters strike, Australia Post supports our team members, customers and communities. This includes fundraising for the Australian Red Cross and offering free mail redirection services to affected residents. In FY25, we provided more than 300 free mail redirections and mail hold services to support 30 local government areas impacted by Cyclone Alfred across Queensland and New South Wales. We also assisted the Australian Red Cross Cyclone Alfred Appeal by collecting donations via Post Offices, the Online Shop, and promoting Workplace Giving to team members, raising over $19,000 for the Appeal.



CASE STUDY

Helping remote WA communities prepare for disaster

Australia Post proudly supports the Australian Red Cross to deliver Pillowcase Workshops to 6,000 primary school-aged children in high-risk areas annually, promoting family preparedness and disaster resilience.

In FY25, we supported Red Cross to expand the program to remote communities in Western Australia, including First Nations communities in the Kimberley and Wheatbelt regions.

With our funding support, Red Cross is improving the cultural appropriateness of the Pillowcase Workshops. This includes integrating culturally inclusive ways to seek community feedback and partnering with Indigenous-led organisations to deliver place-based cultural competency training for those involved in program delivery.

Christine Campbell, Australian Red Cross Senior Officer – National Resilience, highlighted the impact of Australia Post's support: "This locally responsive approach is strengthening partnerships with schools and community stakeholders and positioning the program as a valued asset in building local resilience."

Learn more about Pillowcase Workshops at auspost.com.au/disaster.

Featured: Students at Derby District High School in Western Australia participate in a Pillowcase Workshop.

Emergency Ready campaign

3.2 million

co-branded 'Prepare' flyers delivered to households in high-risk areas

77%

of those who recall receiving the flyer feel more informed about how to prepare for disaster

3,994

people completed the Australian Red Cross Disaster Preparedness quiz

93%

of people surveyed felt more informed after completing the quiz

Pillowcase workshops

94%

of teachers surveyed rate the workshops as very good or excellent in helping educate students about disaster preparedness

89%

of students surveyed can write or draw at least four things to pack in their emergency kit

Fundraising

$39,166

funds raised for the Australian Red Cross' Australian Emergency Fund

Literacy

Australia Post partners with Indigenous Literacy Foundation (ILF) to provide culturally appropriate books and educational resources to First Nations children. Since 2020, over 600,000 books have been delivered to more than 400 remote Communities through the ILF Book Supply program. More than 50% of books are either written and/or illustrated by First Nations creators, offering children the chance to see themselves reflected in the stories.

Australia Post also supports ILF's Book Buzz program, which promotes First Nations languages and builds pre-literacy skills for children under five. Resource kits and books are delivered to remote playgroups and used during Community-led Story Time sessions to foster early engagement with books.

In partnership with DeadlyScience, Australia Post delivered 1,740 parcels of STEM resources to over 785 schools. Additionally, Australia Post supported the development of a Science Week teacher guide with DeadlyScience and Wingaru, themed 'Species Survival – More than just sustainability'.



Katherine Post Office Manager, Sherri Williams, meeting with local Book Buzz participants.

CASE STUDY

Celebrating the next generation of storytellers

In FY25, Australia Post proudly supported ILF Create Initiative, enabling 11 young people from remote First Nations Communities to write, illustrate and publish their own stories. In November 2024, Year 11 and 12 students from Tiwi College travelled to Sydney and created *Tiwi Girl Hunters Apikirayiwi* – the second book in the *Tiwi Girl Hunters* series. The series shares the hunting adventures of Lola and Maryanne, celebrating culture, language and everyday life.

In May 2025, the books were officially launched at Tiwi College on the Tiwi Islands and Jane Anderson, Australia Post's EGM – Community, Sustainability & Stakeholder Engagement, attended the event and witnessed the program's impact first-hand.

"It was an honour to be a guest of Tiwi College at the launch of two incredible books developed through the Create Initiative, a truly special program that nurtures First Nations language and storytelling," she said.

The *Tiwi Girl Hunters* books are now available through ILF's Book Supply program.

Learn more about our ILF partnership at auspost.com.au/ilf.

Book Supply program

140,781

books distributed to First Nations Communities

90%

of recipients surveyed said the books had a significant impact on children's interest in reading

Book Buzz

242

resource kits distributed to playgroups

Fundraising

$9,264

raised for ILF via Post Offices and online

Create program

57%

of participants surveyed said that they felt more confident in their storytelling abilities

Environment

In partnership with WWF-Australia, Australia Post is helping protect and restore koala habitats and educate communities on the threats facing koalas. This supports WWF-Australia's goal to double koala numbers across eastern Australia by 2050.

In August 2024, Australia Post and WWF-Australia launched the *Koalas In Danger* campaign to raise awareness of koala extinction risks in the Australian Capital Territory, New South Wales, and Queensland. The campaign included distributing 'Koala Conversation' flyers to households nationwide to encourage conservation conversations.

In March 2025, Australia Post supported Earth Hour by switching off lights at its Melbourne, Sydney and Adelaide support offices to highlight the importance of protecting biodiversity.

Throughout the year, Australia Post also helped educate primary school students through co-created *Quality Homes for Koala Kind* lesson plans. Developed with WWF-Australia, these lessons aim to build hope and inspire action among future environmental decision makers by teaching them about the threats pushing koalas toward extinction.

Learn more at auspost.com.au/environment.



CASE STUDY

Building a community of koala champions

Many Australians are unaware that koalas are at risk of extinction. In their native eastern and southern coastal habitats, koalas are listed as endangered under national environmental law. To raise awareness, Australia Post in partnership with WWF-Australia launched the Koalas In Danger stamp series in August 2024. Each of the three stamps features koalas from the Australian Capital Territory, New South Wales, and Queensland – regions where they are officially endangered, helping to spark national conversations and encourage advocacy for koala conservation.

WWF-Australia's Senior Manager – Species Recovery and Landscape Restoration, Tanya Pritchard, said Australia Post's support empowers Australians to take action.

"We can all become koala champions by discussing the issues facing these Aussie icons and taking action to protect their forest homes. With the right investments and actions, we can give koalas the chance to thrive, not just survive," she said.

Featured: Today Show cross at Currumbin Wildlife Hospital to promote the Koalas In Danger Stamp series with local community members.

Koalas In Danger campaign

1 million

co-branded 'Koala Conversation' flyers delivered to households

71%

of those who recall receiving the flyer indicated they took some sort of action for koala conservation

133,000

Koalas In Danger stamp packs and products sold

4,368

people completed the WWF-Australia Koala Champions Quiz

62%

quiz takers learnt something new about how to help koalas

Quality Homes for Koala Kind education resources

2,028

downloads of the Koala Conservation education resources by Australian educators

Fundraising for Koala conservation

$11,629

funds raised to support WWF-Australia's work to Regenerate Nature including the Koala's Forever program via Post Offices and online



The Big Issue

Australia Post has proudly supported The Big Issue since 1996, using our network and team to help create work opportunities for people experiencing homelessness, marginalisation and disadvantage.

In FY25, selected Post Offices served as magazine distribution points for Big Issue vendors, increasing accessibility in metropolitan and regional areas, with 21 Post Offices leveraged as distribution points for vendors.

In September 2024, team members – including CEO & MD Paul Graham – participated in The Big Sell campaign in Sydney and Melbourne, selling magazines alongside vendors to raise funds and provide additional financial support.

We also engaged The Big Issue Women's Workforce to support community initiatives, including packing Beyond Blue Big Blue Table Host Kits and PAWS for Delivery dog safety packs. These campaigns provided employment opportunities for 26 women experiencing disadvantage.

Our partnership with The Big Issue is part of our commitment to support inclusive employment opportunities and social enterprise around Australia.

Featured: Australia Post Group CEO & MD Paul Graham and Big Issue vendor Chris.

Million Paws Walk with RSPCA

Australia Post supported the RSPCA Million Paws Walk in May 2025 to launch our new dog safety campaign 'PAWS for Delivery' with dog owners around Australia.

Million Paws Walk events took place in major cities and regional towns and provided Australia Post with the opportunity to communicate the importance of securing dogs for Posties' safety during deliveries.

Some events included a photobooth activation that shared our dog safety message, and a PAWS for Delivery flyer was included in all participants' showbags.

Australia Post team members also had the opportunity to participate in the walks nationwide to help spread the message about the importance of safe deliveries.

67% **of team members surveyed felt more proud in working for Australia Post, particularly in relation to its advocacy for dog and Postie safety**



RSPCA Million Paws Walk Activation; Australia Post team members and their families.

LOOKING AHEAD

Through our community programs, partnerships and the efforts of our team, we aim to deepen our social impact in alignment with stakeholder expectations and the needs of communities across Australia.

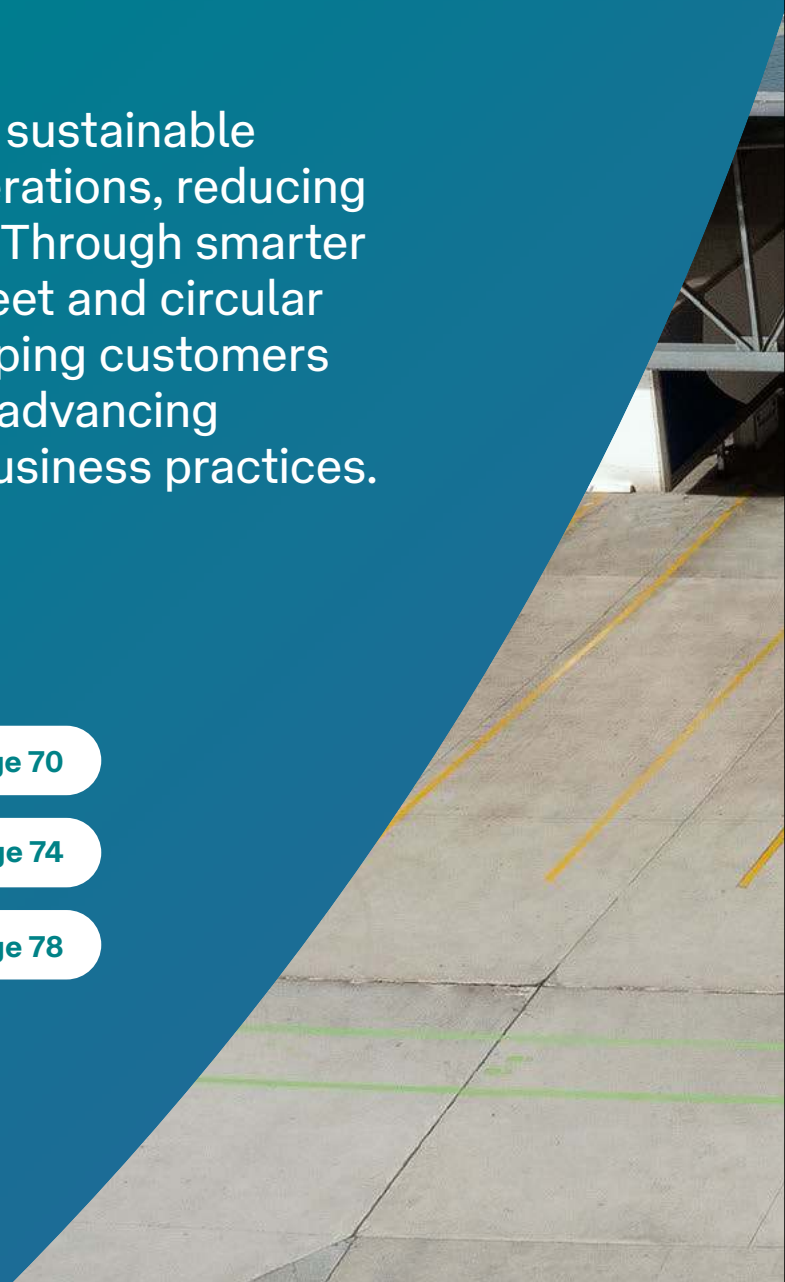
Creating a sustainable future

We’re working to build a more sustainable future by modernising our operations, reducing emissions, and cutting waste. Through smarter systems, a lower-emissions fleet and circular economy principles, we’re helping customers and communities thrive while advancing responsible, future-focused business practices.

› Decarbonisation **page 70**

› Circularity **page 74**

› Modernising our business **page 78**



AUSTRALIA
POST
EVERYONE MATTERS
Stay alert!
There's a life
riding on it.

Creating a sustainable future

Decarbonisation

We're continuing to reduce greenhouse gas emissions across our operations, investing in cleaner transport, energy efficiency, and smarter logistics. As part of many organisations' Scope 3 emissions, we know our progress also helps our business partners reach their climate goals.

Our approach

As we continue to serve our customers and communities, we must balance their evolving needs and expectations with the environmental and climate impacts of our operations. We are committed to delivering outstanding products and services and meeting our community obligations, while also recognising our responsibility in helping Australia transition to a low-carbon future.

Our focus on reducing greenhouse gas emissions is centred around:

- Driving resource efficiency across our network
- Transitioning to a lower emissions fleet
- Investing in renewable electricity generation
- Partnering with our suppliers
- Supporting emissions reduction policies

In addition, we continue to assess and manage the impacts of climate change on our business. For details on how we assess, manage and monitor climate-related risks and opportunities, refer to our Climate Report on pages 90–99.

Achieving our 2025 targets

We are proud to report that we have exceeded our 2025 targets to reduce our total Scope 1, 2 and 3 greenhouse gas emissions by 15%[1] and source 100% renewable electricity. However, we recognise that there is more work to be done.

1 Against a FY19 baseline.

2025 Sustainability Roadmap results:

20%

reduction of our total Scope 1, 2 and 3 greenhouse gas emissions[1]

1 Against a FY19 baseline.

100%

renewable electricity sourcing through increased on-site solar generation, direct purchase of renewable electricity, and the voluntary surrender of Renewable Energy Certificates (RECs)

Furthermore, since launching our 2025 Sustainability Roadmap in 2019, we've reduced emissions intensity by 41%, from 132 tCO_2-e per $m revenue to 78 tCO_2-e per $m revenue.

We are well advanced in the development of our 2030 decarbonisation strategy and targets which is the next step in our pathway toward Net Zero by 2050. The strategy and targets will be published in the coming months.

Our progress

Now that we have achieved our 2025 emissions reduction targets, Australia Post is focused on structural emissions reduction as a sustainable path toward targeting net zero. This means evolving the way we operate and shifting away from carbon-intensive practices toward more sustainable alternatives.

There are real challenges in decarbonising our business, such as:

- **Market demands:** Customers favouring faster deliveries, which are typically more emissions intensive
- **Low-carbon options:** Limited availability of economically viable low-carbon technologies and supporting infrastructure
- **Access to renewable fuels:** Cost effective replacements of traditional fossil fuels

Achieving meaningful and sustainable emissions reductions will not be easy, but we are committed to meet this challenge.



Charging one of our electric trucks at a StarTrack facility.

Investing in fleet to lower Scope 1 emissions

We are proud to be operating Australia's largest electric delivery fleet; fleet electrification is central to structurally reducing our Scope 1 emissions.

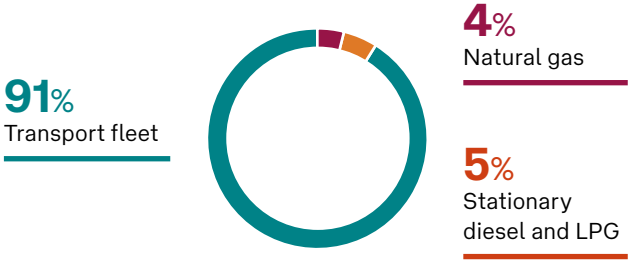
In FY25, we introduced 425 electric delivery vehicles (eDVs) and electric motorcycles to our fleet, with an additional 1,500 electric motorcycles on order. Electrification of smaller diesel fleet vehicles is also becoming increasingly viable. In FY25 we purchased 36 Mercedes Benz eVito vans to deploy in FY26 and began EV readiness works, including installing 200kW of charging capacity across two major Victorian sites.

Heavy vehicles, such as rigid trucks and prime movers, account for around 85% of all transport fleet related Scope 1 emissions. Transitioning these vehicles is challenging due to operational and cost constraints, insufficient charging infrastructure and regulatory design limitations. Despite this, we acquired our first electric heavy rigid truck for deployment in FY26, a Mercedes Benz eActros, under a test and learn program to validate performance across our network and inform future roll-outs.

We look forward to assessing the performance of the Mercedes-Benz eActros alongside the eVito vans. Insights from these trials will guide our strategy and help shape the next phase of our fleet transition.

Scope 1 emissions profile

91% **of our Scope 1 emissions are associated with our transport fleet**



Profile of transport fleet related emissions

4%
Cars and light commercial vehicles – petrol and LPG

11%
Cars and light commercial vehicles – diesel

85%
Heavy vehicles – diesel

Increasing renewable electricity use to lower Scope 2 emissions

Australia Post launched its energy efficiency program in 2010 with the goal to improve energy performance and increase renewable electricity use. Between 2019 and 2025, grid electricity use declined by 14%, while on-site solar capacity increased by 152% to 11.6MW, reducing our reliance on grid electricity.



CASE STUDY

Reducing reliance on grid electricity at Brisbane Airport

Australia Post will soon move into a new facility at Brisbane Airport, featuring a 450kW solar system paired with a 300kWh battery. This will reduce reliance on grid electricity by capturing and using excess solar energy on-site. The system supports the site's 5-star Green Star aspiration.

Featured: Our Brisbane Airport facility.

CASE STUDY

Solar, battery, and LED upgrades across Queensland

This year, we expanded solar capacity by 1.2MW across 11 Queensland sites, upgraded four sites with LED lighting, and added battery storage where feasible. These upgrades are forecast to deliver carbon savings of over 1,720 tonnes annually.

Leveraging partnerships to lower Scope 3 emissions

Scope 3 emissions account for 84% of our total emissions. We continue to work with suppliers and logistics partners with the aim to reduce the emissions intensity of these activities.

To help reduce our Scope 3 air-freight emissions, we added two new A321 aircraft to our fleet to replace the last B737 freighters. The investment marks a major milestone in Australia Post's commitment to enhancing its network efficiency, by producing 34% less carbon emissions per kilogram of cargo and carrying over 70% more parcels than its B737 counterpart. These new aircraft are being operated by our air-freight partner, Qantas.

Like our Scope 1 emissions and road fleet, we also recognise that lowering our Scope 3 emissions requires a shift toward lower emission fuels. As a member of the Qantas Sustainable Aviation Fuel (SAF) Coalition, we continue to support the purchase and trial of SAF and advocate for scalable local production.

Scope 3 emissions profile

89%

of our Scope 3 emissions are associated with air and road transport of letters and parcels

11%
All other Scope 3 emissions

45%
Sub-contracted air transport



44%
Sub-contracted road transport



Our strategic partnerships

Our strategic partnerships are essential to managing our Scope 3 emissions. This includes:

Supporting Qantas to trial Sustainable Aviation Fuel (SAF) in our domestic air fleet. SAF can reduce lifecycle carbon emissions by up to 80%, and up to 90% for non-biological SAF.

Engaging road transport partners to support vehicle electrification and the adoption of low-carbon liquid fuels (LCLF).

Continuing to collaborate with other Government Business Enterprises (GBEs) to share knowledge and accelerate decarbonisation across the transport and logistics sector.

Featured: As an active member of the Qantas SAF Coalition, Australia Post continues to support Qantas in trialling SAF.

LOOKING AHEAD

We will continue to advance our decarbonisation agenda, through staged installations of on-site charging capability and the progressive adoption of low emission vehicles that meet our network needs.

Creating a sustainable future

Circularity

We're cutting waste and keeping materials in use for longer through circular economy practices, while partnering on sustainability-led innovations that help scale outcomes across our network and beyond.

Our approach

As one of Australia's most connected organisations, Australia Post is well positioned to enable circularity. By leveraging our extensive network and community presence, we aspire to reimagine linear systems into circular ones to help build a connected, resilient, and prosperous future.

In a traditional linear economy, resources are extracted, used, and discarded such that short-term gains are prioritised over long-term sustainability. In contrast, a circular economy is regenerative, keeping products, materials, and resources in use for as long as possible through better design, reuse, repair, remanufacturing, and recycling. This model aims to minimise waste, reduce environmental impact, and support long-term economic growth.

Our circular economy approach is built on two key pillars:

- **Internal circularity:** Optimising our operations to create a more circular Australia Post
- **External circularity:** Enabling a circular economy that is accessible to all Australians through our unique national reach.

Achieving our 2025 targets

To date, our primary focus has been on internal circularity and reducing operational waste sent to landfill. In FY25, we proudly exceeded the targets we set ourselves which were to decrease waste to landfill by 20%[1] and increase our recycling rate to 70%. However, we also acknowledge that we have fallen short of our goal of a 100% fully sustainable packaging range in line with the 2025 National Packaging Targets. While most of our core packaging range has transitioned, plastic satchels remain under review due to ongoing challenges in identifying at scale soft plastic recycling solutions.

1 Against a FY19 baseline.

2025 Sustainability Roadmap results:

39%

reduction in landfill waste[1]

1 Against a FY19 baseline.

73%

recycling rate

44%

of our packaging range is fully aligned with the 2025 National Packaging Targets

Our progress

Our achievements in reducing waste sent to landfill and increasing our recycling rate reflect the impact of targeted initiatives and the collective commitment of our team members. Despite our achievements, we recognise that there is more work to be done to further embed and champion circularity to help create a sustainable future.



CASE STUDY

Tackling timber waste at Darra through circular solutions

In FY24, Australia Post generated approximately 23,000 tonnes of waste, with timber pallets being the single largest waste stream accounting for around 43%.

In response, we introduced changes at our Darra facility which resulted in increasing the timber recycling rate from just 3% in November 2023 to 85% by April 2025. This rapid improvement was primarily driven by targeted staff education and the commitment of team members to design and implement improved waste segregation and disposal processes.

To further minimise this waste stream, we're also rethinking how customers, suppliers and vendors send parcels through our network to reduce the need for timber pallets altogether.

Featured: A team member moving a stack of timber pallets.

Our evolving approach to internal circularity

To use materials and resources more efficiently, we are embedding circular economy principles across our operations, policies and systems. This will help us deliver more with less.

As we grow, we are exploring opportunities to embed circularity as a core business strategy which includes shifting away from reactive waste management to proactive resource optimisation. This means reducing the inflow of waste-generating materials by rethinking procurement and design, extending the useful life of assets and materials through reuse and repair, and ensuring that materials are recovered and repurposed rather than sent to landfill. This approach supports cost efficiency, operational resilience, and Australia Post's ambition for sustainable resource use.

Embedding internal circularity at Australia Post



Optimise our resource use to avoid waste to landfill

By strategically managing and rethinking materials and resources entering the business, Australia Post will identify opportunities to reuse and increase durability and recyclability to minimise the generation of waste.



Extend product life and material lifespans

Through the selection and maintenance of materials and resources in use within the business, Australia Post is aiming to increase their useful lives thereby reducing the need for new inputs.



Recover materials through systems and processes

By systematically identifying and developing material recovery streams across the business, Australia Post can keep materials and resources circulating internally and preserve value within the organisation.

Our evolving approach to external circularity

We are looking at ways to leverage our unique national footprint and act as a circularity transition broker to support Australia's shift toward a more circular economy to close the loop on resource use and support the generation of value from materials that would otherwise become waste.

As we modernise, we're also exploring how data, technology, and artificial intelligence can further enhance our role in enabling circular solutions at scale.

Extending circularity beyond our direct operations also aligns with the Australian Government's goal as part of the National Circular Economy Framework of doubling the national circularity rate to 9.2% by 2035.

Minimising our packaging footprint

Australia Post offers a broad range of packaging to support customer deliveries. As an APCO member since 2011, we are committed to Australia's National Packaging Targets and APCO's 2030 Strategic Plan. Our Sustainable Packaging Principles inform design decisions, which focus on: increasing recycled content, applying the Australian Recycling Label (ARL) accurately, improving recyclability and sourcing locally where feasible.

All Australia Post and StarTrack branded satchels, boxes and other mailers feature an ARL and incorporate at least 20% recycled content. Around 80% of that range exceeds 50% recycled content. More than half of these products are recyclable at end of life and when plastic satchels are excluded, more than 80% are recyclable. End of life outcomes for plastic satchels remain constrained by limited recycling infrastructure and alternative material options that meet diverse customer needs. We are continuing to transition our packaging to reduce virgin material use and improve end of life outcomes.

CASE STUDY

Packaging Industry Design Award for our Korrvu® Wine Boxes

We transitioned our Korrvu® Wine Packaging from white to brown kraft material, incorporating 70% recycled content and making it fully recyclable. The redesign earned a Packaging Industry Design Award, highlighting how sustainable innovation can deliver both environmental and commercial value.

Single box Double box



Reducing the use of virgin materials

Across our most popular Australia Post branded items, satchels now incorporate at least 80% recycled content, and parcel boxes at least 90%[1]. Progress is also being made across the rest of our range; Padded Mailers and Padded Bags progress below:

1 The percentage of recycled content of our parcel boxes has been calculated based on the proportion of recycled and virgin materials used in the production process, with 90% of inputs being recycled material.

New Padded Mailers[2]

We've increased the recycled content in our padded mailer range from 30% to 50%.



2 The percentage of recycled content of our parcel boxes has been calculated based on the proportion of recycled and virgin materials used in the production process, with 90% of inputs being recycled material.

Paper Padded Bags[3]

We've withdrawn our recycled padded bags (with macerated newspaper inside) and introduced lighter-weight Paper Padded Bags (with Honeycomb paper structure inside).

3 Updates to our packaging may not appear immediately in Corporate Post Offices and Licensed Post Offices. Australia Post does not recall old stock when changes are made, as disposing or recycling unsold packaging is considered a less sustainable outcome than continuing to sell through existing stock.



LOOKING AHEAD

We will continue to leverage our learnings and achievements to explore new circular opportunities and partnerships internally and across the broader Australian economy.

Creating a sustainable future

Modernising our business

As a self-funded organisation, we continually invest in our network to deliver better services and long-term value for customers and communities. Ongoing business optimisation, especially through technology, helps us stay competitive and respond to changing customer needs.

AI and data leading customer-centric innovation

Australia Post is advancing data quality and applying artificial intelligence (AI) responsibly to modernise operations and enhance service. Our multi-year Data and AI Strategy is designed to harness trusted data and AI to improve safety, optimise our network, elevate customer experience, and drive smarter commercial decisions.

To ensure ethical and secure use of data, we've implemented a robust AI Policy and Data Governance framework. We're also building a single, secure and scalable platform to unify all enterprise data – creating a trusted source of truth for decision making.

AI is already delivering value: it helps us understand customer sentiment across post offices, our website, app, and delivery channels. It also supports parcel forecasting, workforce planning, and provides customers with accurate delivery estimates via the AusPost app.

These initiatives reflect our commitment to innovation, accountability, and delivering better outcomes for our people and customers.

Resetting our technology backbone

Australia Post is modernising its technology foundation to support a once-in-a-generation business transformation. We are strategically partnering with global leaders to provide best in class technology capabilities, accelerate delivery and innovation, and simplify our complex technology ecosystem.

In FY25, we reduced our technology complexity by decommissioning a significant number of legacy applications. We continued to make improvements in operational stability, reducing the number of major incidents and their impact relative to prior years.



We're simplifying our technology stack to accelerate delivery and innovation.



Enhancing efficiency and community impact with the NDM

In FY25, we made strong progress rolling out the New Delivery Model (NDM) across our national network. This initiative empowers our local teams to collaboratively redesign and balance rounds, supporting the successful adoption of alternative day delivery. It enables our Posties and Business Partners to manage letter volumes more efficiently while increasing their parcel delivery capacity – enhancing customer service and meeting our evolving business needs.

By the end of FY25, NDM was active in over 160 delivery centres across all States and Territories, covering more than 80% of our corporate rounds. Our colleagues in Mail Processing and Sort Plans played a key role, implementing new sorting methods to support the transition. Beyond operational and financial efficiencies, we responsibly released and recycled over 1,000 pieces of legacy equipment, directing proceeds exceeding $150,000 to charitable donations and community investment.

The number of community complaints at these initial locations has decreased by 8% overall. Victoria, South Australia and Tasmania recorded the most significant reduction in complaints per 1,000 deliveries, reinforcing the positive impact of the model on service quality and community sentiment. These results reflect the dedication of our teams and the effectiveness of the NDM in delivering a more responsive, customer-focused delivery network.

Featured: Increasing our parcel delivery with the NDM.

Letter pricing changes

Australia Post is committed to keeping our letter service sustainable while continuing to deliver for all Australians. As fewer people send letters – excluding election activities, volumes dropped 11.7% compared to FY24 – we're facing growing losses in this part of our business.

To help manage this, we will increase the Basic Postage Rate (BPR) from $1.50 to $1.70 in early FY26. This involved a robust regulatory process and public consultation led by the Australian Competition and Consumer Commission (ACCC). Even with this change, Australia still has one of the lowest stamp prices in the OECD. In recognising the cost-of-living challenges faced by vulnerable Australians, concession and seasonal greeting stamps, which have not changed in price for more than a decade, remained at 60 and 65 cents respectively.

As ongoing digitisation continues to drive declines in letter volumes, we must service more and more delivery points, a challenge that is further compounded by considerable cost pressures. This price adjustment is one of the ways we're responsibly addressing financial challenges and changing consumer behaviour, while continuing to serve our customers and communities.



The BPR will increase by 20 cents to maintain a sustainable letter service.

Managing our key risks

Australia Post operates in a rapidly evolving environment, marked by customers developing their own delivery capabilities, increasing use of flexible resourcing, and accelerating technological innovation. These shifts are disrupting the industry and challenging traditional models.

To remain competitive, Australia Post must continue delivering market-leading services that are safe, resilient and financially sustainable, while enhancing operational agility. However, our traditional business – letter delivery and related over-the-counter products – continues to decline. This is compounded by a regulatory framework that requires further refinement.

To navigate disruption and maximise emerging opportunities, Australia Post has implemented a robust risk management approach aligned with its strategic goals. We have also evolved our risk appetite to explicitly consider opportunities alongside risks.

The Board, supported by its Committees, sets strategic direction and approves the Group Risk Policy, Group Risk Appetite Statement and Group Risk Management Framework. The Audit and Risk Committee oversees the adequacy and effectiveness of risk management, while the People Committee leads risk oversight within its remit.

The Leadership Team, led by the Group CEO & Managing Director, is responsible for embedding a proactive risk culture, operationalising the risk appetite, and integrating risk thinking into decision making.

This is supported by the three lines model:

- First line: management and teams actively manage risks and opportunities.
- Second line: the Risk function provides support and oversight, and sets framework and standards.
- Third line: Internal Audit offers independent assurance of frameworks, complemented by external compliance and accreditation programs.

Key risks

The table below outlines our key strategic and operational risks, along with the controls and mitigation actions in place to address them.

Safety and wellbeing

Safety is core to our operations. With inherent risks in our work, we continually invest in safer environments, systems and practices to protect our team.

Strategies implemented to manage this risk include:

- Governance and oversight structures including Board, Audit and Risk Committee, People Committee
- Work Health and Safety Management System
- Investment in automation, safer delivery models, infrastructure and technology

Stakeholder relationships

Strong relationships drive support for change. We engage with stakeholders to align on evolving product mix, volume growth, and customer and community expectations.

Strategies implemented to manage this risk include:

- Integrated Stakeholder Engagement Plan
- Proactive engagement with Federal Ministers, Ministerial Advisers, Shareholder Departments, Members of Parliament, Senators and unions

Long-term sustainability

To stay viable amid declining letter volumes and high fixed costs, we need to evolve rapidly – balancing regulatory demands with financial sustainability.

Strategies implemented to manage this risk include:

- Strategy-aligned budgets and market-informed planning
- Capital investment monitoring
- Regular performance reviews and reforecasting
- Shareholder engagement

Post Office network

We're reshaping our network to stay competitive and meet community needs – despite regulatory constraints on size and structure.

Strategies implemented to manage this risk include:

- Tailored products and services for local needs
- Outlet reconfiguration and new formats
- Parcel lockers and enhanced local pick-up

Technology stability and availability

We're modernising technology to simplify operations and boost system resilience – ensuring reliable, customer-focused service.

Strategies implemented to manage this risk include:

- Strengthened service management
- Supplier environment assessments
- Recovery plan testing and backups
- Technology Health monitoring

Workforce and industrial relations

We're evolving our labour model to meet changing customer and community needs – while managing the complexity of one of Australia's largest and most diverse workforces.

Strategies implemented to manage this risk include:

- Workplace Relations Strategies, Enterprise Agreements, Industrial Action Plans
- Compliance audits and Partner due diligence
- Capacity-building program

Cyber risk

Cyber threats are constant. We stay ahead with expert teams, strong technology investment, and alignment to best-practice frameworks like the Essential Eight.

Strategies implemented to manage this risk include:

- Logging and monitoring for threat detection
- Privileged access remediation
- Threat/vulnerability management
- Patch management and Multi-Factor Authentication

Operational network disruption

We're built for resilience. From weather to technology disruptions, we maintain operations through robust continuity planning and flexible response capabilities.

Strategies implemented to manage this risk include:

- Business Continuity and Incident Management
- Supplier contracts with disruption clauses
- Investment in resilient multi-hub network
- Operational flexibility

Data governance

We manage vast, sensitive data with strong governance, security and quality controls – ensuring integrity and trust in every decision.

Strategies implemented to manage this risk include:

- Data and Artificial Intelligence Strategy
- Governance Framework for consistency
- Awareness training for data management
- Federated Data Ownership

Competition

We operate in a highly competitive market. Competitors are innovating fast, so we're focused on enhancing our services, technology, and customer relationships to stay ahead.

Strategies implemented to manage this risk include:

- Market intelligence and assessment
- Automation and technology-driven delivery
- Customer relationship management
- Business Continuity Plans to ensure reliability

Our Board



Siobhan McKenna **BEc. (Hons), MPhil**

Chair (non-executive)

Siobhan McKenna was appointed Chair of Australia Post in December 2022 (current term expires in December 2025). Siobhan has a significant international background in strategy and operations in the public and private sectors. As a CEO, she has led consumer-facing businesses in the media and digital sectors and she is currently CEO Broadcasting, News Corp. She was previously a Commissioner of the Australian Productivity Commission, Chair of NBN Co, Executive Chairman of Foxtel and Fox Sports, Partner of McKinsey & Company and Director of Woolworths Group Limited and AMCIL. Siobhan is also Executive Chairman of Australian News Channel and Chairman of Nova Entertainment.



Paul Graham **Group Chief Executive Officer & Managing Director** (executive)

See profile on page 85.



Steve Mann **BASc., (Eng Science), MBA (Distinction), GAICD**

Deputy Chair (non-executive)

Steve Mann was appointed to the Australia Post Board in October 2023 (current term expires in October 2026). Steve has over 25 years of senior executive experience across multiple geographies and in different industries including transport and logistics, rail, aviation, infrastructure, manufacturing and resources. He has significant experience in strategy, transformation and business development. He has held senior executive roles across a wide range of organisations including Aurizon, TNT, Qantas, BlueScope Steel and Western Sydney Airport. Steve is currently a non-executive director of Qube Holdings Ltd (ASX: QUB) and chair of the Audit and Risk Management Committee. He was previously a non-executive director with AWE Ltd and Novus Petroleum Ltd. He is also an executive mentor with Stephenson Mansell Group. Steve began his career as an engineer in the oil industry in Norway.



Dr Jodie Auster **MBBS, MBA**

Director (non-executive)

Dr Jodie Auster was appointed to the Australia Post Board in July 2023 (current term expires in July 2026). Jodie has extensive experience working with global consumer technology platforms and has led several start-up businesses to achieve scale in Australia and the US. Dr Auster is currently Strategic Advisor to the global CEO at Uber. Prior to this role, she led Uber Eats across Asia Pacific as the Regional General Manager. Previously, Dr Auster was a Director of Customer Operations and Vice President of People for Thumbtack in San Francisco, General Manager of Scoopon in Australia, and a consultant for Bain & Company in Australia. Dr Auster started her professional career as a doctor in the Victorian public health system and trained as an emergency physician. Dr Auster is a non-executive director on the Board of Visit Victoria and was formerly a non-executive director of AMCIL.



Robyn Clubb AM **BEc., CA, SF Fin, MAICD**

Director (non-executive)

Robyn Clubb was appointed to the Australia Post Board in September 2022 (current term expires September 2025). Robyn has over 20 years of senior executive experience within the financial services industry, including roles with Citibank and AMP. She is also an experienced non-executive director within the agribusiness, energy and government sectors. Ms Clubb is a non-executive director of Elders Limited and the Chair of ProTen Limited. She chairs the Audit, Risk and Compliance Committee of Elders Limited as well as being recently appointed President and Chair of the Board of the YWCA. She is also a former non-executive director of Essential Energy (NSW Government-owned), Murray Irrigation Ltd, The Rice Marketing Board for the State of NSW, Rural Bank, Landcom and Craig Mostyn Group and the former Chair of the Australian Wool Exchange, Fresh Country Farms Leasing Limited and the RAS Foundation, the charitable arm of the Royal Agricultural Society of NSW. She resides on a property in rural south-eastern New South Wales and maintains a strong interest and involvement in rural and regional issues.



Dr Richard Dammery **BA (Hons), LLB, MBA, Ph.D, FAICD**

Director (non-executive)

Richard Dammery was appointed to the Australia Post Board in September 2021 (current term expires in September 2027). Richard's career spans over 30 years in a range of senior business and legal roles. He spent over 15 years in senior general management positions in the telecommunications and technology, and retail, industries. In addition, Richard was a partner at law firm, MinterEllison, where he practised in corporate and competition/regulatory law, advising a wide range of corporate and Government clients. As a director, Richard currently serves on the Boards of: Australia Post (since 2021), Salta Properties (since 2023), The Australian Ballet, Chair (since 2024), Pinchgut Opera, Chair (since 2024). His previous appointments include: WiseTech Global Ltd, Chair (2021–25), Aussie Broadband Ltd (2020–24), Nexus Day Hospitals (QIC Infrastructure) (2020–24), Creative Partnerships Australia, Chair (2020–23), Doctor Care Anywhere PLC, Chair (2020–23) and Quantium Pty Ltd (2016–19). He is a member/director of O'Connell Street Associates (since 2022). Richard holds a BA (Hons) and an LLB from Monash University, an MBA from the University of Melbourne, and a PhD from the University of Cambridge (Trinity College). He is a Fellow of the Australian Institute of Company Directors (since 2008), and an adjunct professor at Monash University's Business School where he has taught corporate governance in the MBA programs.

Our Board cont.



Debra Hazelton **BA (Hons), Master of Commerce, GAICD**

Director (non-executive)

Debra Hazelton was appointed to the Australia Post Board in October 2023 (current term expires in October 2026). Debra has over 30 years' experience in global financial services, with a particular focus on Australia and Japan. She has senior executive experience across treasury, institutional banking, risk management and global financial markets as well as business development and human resources/organisational culture. Debra is an experienced non-executive director currently also serving as Chair of Export Finance Australia and as a non-executive director on the boards of Persol Co. Ltd (Tokyo Stock Exchange: 2181) and Westpac Group. Debra is also Vice President of the Australia-Japan Business Cooperation Committee and was recently awarded the Japanese Minister of Foreign Affairs Commendation for 2024. Debra is a former Chair of AMP Ltd, AMP Bank and Treasury Corporation of Victoria.



Hon. Annastacia Palaszczuk **BA, LLB, MA (Hons), GradDipLegalPrac, Chevening Scholar**

Director (non-executive)

Annastacia Palaszczuk was appointed to the Australia Post Board in August 2024 (current term expires in August 2027). Annastacia Palaszczuk was sworn in as Premier of Queensland on 14 February 2015 and served for nearly nine years, chairing cabinet and overseeing the budget review committee. During her term, the Queensland economy grew strongly with significant investment in infrastructure and increased levels of employment. Given the geographical size of Queensland, Annastacia was particularly focused on improvements in services and employment in rural and regional areas. As a member of National Cabinet, she developed Australia's response to the COVID-19 epidemic. Annastacia was the 2016 Queensland recipient of the Women and Leadership Australia's (WLA) Award for Excellence in Women's Leadership. In 2018 she was awarded the International Leadership Award by the Biotechnology Innovation Organisation (BIO). Annastacia is an International Ambassador for the Smart Energy Council and an Adjunct Professor at the School of Political Science and International Studies at the University of Queensland.

Former Director

Launa Inman

Term on the Board concluded 29 May 2025.

Our Leadership Team



Left to right: Josh Bannister, Jane Anderson, Michael Bradburn, Paul Graham, Susan Davies, Gary Starr, Michael McNamara, Rod Barnes.



Paul Graham **Group Chief Executive Officer & Managing Director**

Paul Graham joined Australia Post as Group CEO & MD in September 2021 and has worked within the logistics and supply chain industry for more than 40 years. Paul has extensive leadership experience, both internationally and in Australia, across listed and Government environments. Prior to joining Australia Post, Paul was Chief Supply Chain Officer at Woolworths Group and Managing Director of Primary Connect. Paul has held senior roles across logistics in Australia, the United Kingdom, Taiwan, Singapore and Germany, including as Global Chief Operating Officer and Chief Executive Officer for Europe, Middle East and Africa for DHL. Paul is currently the Chair of Healthy Heads in Trucks and Sheds Foundation, which supports mental health and wellbeing in the transport and logistics industry. Additionally, he has undertaken several Board roles both in Australia and the United Kingdom for organisations across the FMCG, farming and technology sectors. Paul was presented with the Public Service Medal by the Government of Singapore for services to the logistics industry and regional development in 2015.

Our Leadership Team cont.



Michael Bradburn **Group Chief Financial Officer**

Michael joined Australia Post as the Group CFO in November 2023. He brings a rich tapestry of experience spanning over 30 years across logistics, airports and energy. He is dedicated to commercial excellence, nurturing high-performance cultures and championing the success of customers and employees. Michael's solid foundation and business acumen underscores his approach as a strategic CFO. He has an unwavering commitment to people-centred transformation and delivering social good in the communities in which these companies operate. Throughout his career, Michael has led change that benefits organisations, their customers and their communities. Before joining the Australia Post team, he was the CFO of Ausgrid, Viva Energy Australia and Brisbane Airport and has had leadership roles in Asciano and Patrick Corporation. Michael is a Chartered Accountant, a Fellow of the Association of Chartered Certified Accountants, and a Graduate of the Australian Institute of Company Directors. He holds a Master of Business Administration from the Australian Graduate School of Management and a Bachelor of Business. He is also a Member of the Reporting Committee at the Australian Institute of Company Directors.



Jane Anderson **Executive General Manager, Community, Sustainability & Stakeholder Engagement**

Jane is Australia Post's EGM, Community, Sustainability & Stakeholder Engagement, responsible for Australia Post's engagement with our key communities and stakeholders, including our customers, communities, team members, government stakeholders, the media, and many others. Prior to joining Australia Post in 2024, Jane held senior corporate affairs appointments at some of Australia and New Zealand's leading insurance and financial services organisations, including IAG and AMP. Jane was responsible for managing these companies' profile and reputation in complex and highly regulated environments. In addition, Jane was accountable for major customer and stakeholder engagement programs and community relationships. Jane has a Post Graduate diploma in banking and a Master of Management (Communications) from Massey University. Jane is a former member of CEDA's NSW State Advisory Council and a former member of the NZ Advertising Standards Complaints Board.



Josh Bannister **Executive General Manager, Retail, Brand & Marketing**

Josh Bannister is Australia Post's EGM, Retail, Brand & Marketing, with responsibility for the Post Office Network, Supply Chain, Retail Products, Brand and Marketing. Since joining in 2022 and stepping into his current role in 2024, Josh has led the transformation of over 4,100 post offices, ensuring the network remains sustainable and relevant to customers and communities. Focuses include modernising Australia Post's physical and digital presence, optimising the supply chain, and evolving products and services to meet the changing needs of Australians. With 25 years' experience spanning operations, finance and property, Josh has delivered market share growth, customer experience and profitability gains through senior leadership roles at McDonald's and Australia Post. He is a Certified Practising Accountant (CPA) and a Graduate of the Australian Institute of Company Directors (GAICD), recognised for combining strategic insight with operational excellence, and for championing both customers and people in delivering high performance.



Rod Barnes **Executive General Manager, Network Operations**

Rod joined Australia Post in January 2016, bringing three decades of experience in logistics. He has played a significant role in how Australia Post has evolved to serve the growing eCommerce market. As EGM, Network Operations, Rod is responsible for leading Australia's biggest logistics network, which delivers billions of items annually to millions of delivery points across Australia and 212 countries, territories and regions across the world. With a focus on improving the delivery experience and employee safety, Rod also leads the significant investment in network automation to efficiently handle parcel volume growth, while reducing manual handling risks to protect our people's safety. Prior to joining Australia Post, Rod spent 28 years at TNT in executive and management logistics positions, with responsibility for sales, administration, credit management, air freight charters and operations.



Susan Davies **Executive General Manager, People & Culture**

Sue is Australia Post's EGM People & Culture. Sue joined Australia Post in February 2015 and was appointed to the role of EGM People & Culture in July 2018. With the strength of over 64,000 employees, community postal agents, licensees and contractors across Australia, Sue is responsible for leading Australia Post's people strategy to drive future growth by continuously meeting changing customer and community needs. With over 30 years' industry experience, Sue has held a range of senior HR and operational roles across the transport and logistics industry, in Australia and internationally. She is a purpose and values driven executive, dedicated to working with our people to create a culture where they thrive professionally and personally, while delivering value for customers, community and the business. Sue is committed to providing a workplace that is accessible and inclusive, and is the Executive Sponsor of Accessibility Matters, the Australia Post Employee Reference Group, providing people with disability a voice, influence and support. Sue is a board member of the Australian Network on Disability, a national not-for-profit that helps organisations engage with people with disability. Sue also sponsors the Australia Post Emerging Leaders Program that supports Indigenous team members, as well as representing Australia Post on the Refugee Settlement Success Advisory Body led by the Settlement Council of Australia (national peak body representing migrant and refugee settlement agencies across Australia). As an advocate for mental health and wellbeing awareness, Sue previously served on the Board of the Healthy Heads in Trucks and Sheds Foundation (September 2020 to September 2022), an initiative between road transport, warehousing and logistics operators to support workers with issues relating to mental health and physical wellbeing.



Michael McNamara **Executive General Manager, Enterprise Services**

Michael joined Australia Post as EGM, Enterprise Services in July 2023. Prior to this, Michael was the CEO at Digital Victoria for two years and also held the roles of Chief Information Officer and Deputy CEO for Services Australia, where he led the Australian Government's program of widescale digital transformation. This included centralising digital services, and digitising critical government services to support millions of Australians through the COVID-19 pandemic. With more than 25 years of experience in digital transformation, Michael has played a critical role in this evolving space. Before joining the public sector, he had a lengthy private sector career supporting the likes of ANZ, CBA and other banking and energy providers to build and modernise their digital infrastructure. Michael was ranked in the top 10 in the CIO50 awards in 2021 for his work supporting essential government services such as Centrelink and Medicare during COVID-19 lockdowns.



Gary Starr **Executive General Manager, Parcel, Post & eCommerce Services**

As EGM, Parcel, Post & eCommerce Services, Gary is helping to transform Australia Post into a customer-led, solutions-based organisation. Gary leads the design and delivery of compelling products and customer experiences for Australia Post's diverse range of business customers – from small privately run businesses to large corporations and government agencies. Gary also leads the product lifecycle management of Australia Post's Parcel and Mail Products. With a focus on innovation, customer centricity and world-class go-to-market capability, Gary has ensured Australia Post continues to delight its customers – even through periods of unforeseen global disruption. Gary is an accomplished business leader with more than 30 years of experience in the telecommunications and technology sectors. During this time, Gary has held a range of senior leadership roles across sales, marketing, operations and executive management. Prior to joining Australia Post in 2016, Gary spent a decade at Motorola. In this role, he led Motorola Solutions' business across South East Asia, with a particular focus on the public safety, transportation, retail, supply chain and manufacturing sectors. Gary is a board member of Mount Scopus College and a member of its Audit and Risk Committee. As the Senior Executive sponsor for LGBTQIA+ inclusion, Gary is passionate about recognising and celebrating Australia Post's diverse workforce.

Corporate Governance Statement

for financial year 2025

This is a summary version of the Corporate Governance Statement approved by the Board of the Australian Postal Corporation (Australia Post) on 26 August 2025.

As a Government Business Enterprise, Australia Post is committed to maintaining high standards of corporate governance, which is essential to our long-term performance and success.

We maintain a comprehensive system of corporate governance practices designed to provide appropriate levels of governance, disclosure and accountability.

These practices derive principally from the provisions of the ***Australian Postal Corporation Act 1989*** (APC Act) and the ***Public Governance, Performance and Accountability Act 2013*** (PGPA Act) and guidance in the ***Commonwealth Government Business Enterprises – Governance and Oversight Guidelines*** (GBE Guidelines).

Further details in relation to corporate governance at Australia Post, and information on how Australia Post's corporate governance arrangements align to the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations (4th Edition)*, are set out in Australia Post's Corporate Governance Statement, which is available on our website.



Key: ⌄ **Delegation and oversight** ⌃ **Accountability and reporting**

The Australia Post Board is responsible for the governance of Australia Post. The role of the Board is to decide the objectives, strategies and policies to be followed by Australia Post and to ensure that Australia Post performs its functions in a manner that is proper, efficient and, as far as practicable, consistent with sound commercial practice. The Board derives its authority from the APC Act.

The PGPA Act obliges the Board to govern Australia Post in a way that promotes the proper use and management of public resources, the achievement of its purposes, and its financial sustainability. The Board must also establish and maintain appropriate systems of risk management and internal control.

To assist the Board with discharging its responsibilities, the Board has established the Audit and Risk Committee and People Committee. Each Committee's members bring a range of qualifications, knowledge, skills, and experience to assist the Committees to perform their functions and responsibilities.

The Board and its Committees each have a formal Charter that is reviewed annually for Committees, and at least biannually for the Board. A copy of the Board and Committee Charters is available on our website.

Non-Executive Directors are appointed by the Governor-General on the nomination of the Minister for Communications. The Board is expected to comprise Directors with an appropriate balance of skills, experience and knowledge to enable them to effectively discharge their responsibilities and to contribute to the achievement of Australia Post's objectives. Diversity of the Board, including through gender and geography, is also a consideration for new appointees.

Australia Post considers a Director to be independent if the Director is free of any interest, position, association or relationship that might influence, or reasonably be perceived to influence, their capacity to bring an independent judgement to bear on issues before the Board and to act in the best interests of the organisation and its Shareholder. The Board has determined that each Non-Executive Director is, and was throughout the entirety of the reporting period, independent.

The performance of the Board and Board Chair are reviewed annually, as contemplated by its Charter and the GBE Guidelines. An independent review of the Board's performance is conducted every two years, while an internal review is conducted in the intervening years. Each Committee undertakes an annual self-assessment of their performance against the requirements of its Charter and provides that information to the Board.

The Board's performance review for 2024/2025 was facilitated by an external provider.

The Group Chief Executive Officer & Managing Director has responsibility for implementing Australia Post's strategic priorities and for managing Australia Post's day-to-day operations. The Board may impose specific limits on the authority of the Group Chief Executive Officer & Managing Director from time to time, for example matters required to be notified to Shareholder Ministers under the PGPA Act.

Australia Post has established a formal Shareholder Communication Program that records the arrangements in place that facilitate effective communication between Australia Post and its Shareholder Ministers and Shareholder Departments. The Shareholder Communication Program is published on our website.

Australia Post's Group Risk Management Policy, Group Risk Appetite and Group Risk Management Framework detail the accountabilities, core strategies and processes that support the Group to effectively manage risks, within the approved Risk Appetite.

Australia Post has a Code of Conduct, referred to as 'Our Ethics', that applies to Australia Post and its Directors, employees, licensees, agents, contractors and other third parties performing services for or on behalf of the Australia Post Group (all of which are referred to as 'our workforce participants' in Our Ethics). Our Ethics is available on our website.

Directors' attendance at meetings 2024–25

Table notes:
(a) = Number of meetings held while a Director/Committee member.
(b) = Number of meetings attended while a Director/Committee member.
^ = Board/Committee Chair.

	Australia Post Board		Audit and Risk Committee		People Committee	
	(a)	(b)	(a)	(b)	(a)	(b)
Siobhan McKenna	9^	9	4	4	4	4
Paul Graham	9	9	–	–	–	–
Steve Mann	9	9	–	–	4^	4
Dr Jodie Auster	9	9	–	–	4	3
Robyn Clubb AM	9	9	4^	4	–	–
Dr Richard Dammery	9	9	4	4	–	–
Debra Hazelton	9	9	–	–	4	4
Launa Inman	8	8	4	4	–	–
Hon. Annastacia Palaszczuk	8	8	3	2	–	–

Climate Report 2025

Commonwealth Climate Disclosure (CCD) is the Government's policy for Commonwealth entities to publicly disclose their exposure to climate-related risks and opportunities, as well as their actions to manage them. CCD aligns with a number of Government priorities including the Sustainable Finance Roadmap and the Australian Government's Approach to Climate Risk and Opportunity Management in the Public Sector.

Corporate Commonwealth entities, including the Australian Postal Corporation (Australia Post), are encouraged to complete climate disclosures. It is understood that there is an intention to mandate CCD through amendments to section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* in the future. In support of the Government's commitment to climate risk and opportunity management, Australia Post has voluntarily prepared disclosures in line with CCD Year 1 requirements for the 2024–25 year.

This consolidated Year 1 Climate Report has been prepared by Australia Post for itself and on behalf of its operating Australian subsidiaries (Group).[1]

1. Governance

Australia Post is committed to maintaining robust governance practices to monitor, manage and oversee sustainability matters, including climate-related risks and opportunities.

As the accountable authority defined under section 12 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), the Board is the accountable authority of Australia Post. The role of the Board, under section 23 of the *Australian Postal Corporation Act 1989*, includes deciding the objectives, strategies and policies to be followed by Australia Post. Under its Charter, the Board's responsibilities include providing counsel, guidance and governance of the Group's strategies, frameworks and programs related to sustainability, reviewing and approving the Group's Sustainability Roadmap and reviewing and approving the Group's environmental performance targets.

The diagram on page 88 of the Annual Report outlines Australia Post's governance framework highlighting the interaction between the Board, its relevant Board sub-committees and supporting management.

1.1 Oversight by the accountable authority

The Board's Audit & Risk Committee (ARC) is updated on a quarterly basis by management on sustainability-related matters, including climate-related risks and opportunities.

Under its Charter, the ARC's sustainability-related responsibilities include reviewing the effectiveness of policies and initiatives on corporate responsibility and reviewing the effectiveness of initiatives designed to ensure environmental sustainability and the minimisation of the Group's impact on the environment. The ARC will also review and endorse the annual Climate Report to the Board for review and approval.

The monitoring, management and oversight of climate-related risks and opportunities is underpinned by the established Group Risk Management (GRM) Policy and Framework. Under this framework, climate-related risks are assessed and ranked according to their potential impacts and likelihood. Any climate-related risks that threaten to significantly disrupt the Group's performance or alignment with its strategy are designated to be Group-level Risks and are reported by management to the ARC and ultimately to the Board for review, oversight and to ensure appropriate mitigation plans are in place. The ARC receives updates on Group-level risks, including the effectiveness of existing controls to manage risk, opportunities for improvement, and any recommendations for strategic adjustments.

To maintain oversight of climate-related risks and opportunities, sustainability-related matters are a standing agenda item at each ARC meeting. The ARC receives quarterly updates from both the Chief Sustainability Officer (CSO) and Chief Risk Officer (CRO). The CSO's updates cover climate-related risk assessment outcomes, progress against risk mitigation efforts, the setting of climate-related targets and monitoring performance toward those targets. The CRO provides updates on any significant risks, including climate-related risks.

Where applicable, management will include information regarding climate-related risks and opportunities when making, or seeking Board approval for, decisions related to major transactions and prioritisation of funds.

Recognising the evolving nature of the management and governance of climate-related risks and opportunities, Australia Post is currently enhancing its processes to identify, assess and manage climate-related risks and opportunities.

1 Entities considered in this statement include Australian Postal Corporation, Star Track Express Pty Limited, StarTrack Retail Pty Ltd, Decipha Pty Ltd, and Australia Post Global eCommerce Solutions (Aust) Pty Ltd

Outcomes from this work will inform the continuous improvement of the identification, management, monitoring and governance of climate-related risks and opportunities to support leadership and management in proactively responding to emerging climate-related matters.

1.2 Management responsibilities to support oversight by the accountable authority

Australia Post's Leadership Team, led by the Group CEO & Managing Director (GCEO & MD) and Executive General Managers (EGMs), support the Board in its oversight of climate-related risks and sustainability strategies. Management prepares reports for the ARC on its assessment of climate-related risks and sustainability strategies. The GCEO & MD, who is directly accountable to the Board, meets regularly with EGMs to assess performance with input from the CSO who leads the Group Sustainability Office (GSO).

The GSO defines sustainability priorities, which includes emissions reduction and integration of assessment of climate risk assessments into major projects. The GSO also supports in investment decisions to align business priorities with long-term sustainability goals.

Together, these teams ensure that Australia Post maintains an integrated approach towards managing climate and sustainability related matters across the Group.

1.3 Skills and competencies

In responding to climate-related risks and opportunities, Australia Post possesses and continues to develop a diverse mix of skills, experience and governance expertise in its Board and management that aligns with Australia Post's strategic direction and evolving risk landscape. Furthermore, under paragraph 2.8 of the ***Government Business Enterprise Guidelines***, the Board is expected to comprise Directors with an appropriate mix of skills to enable them to contribute to the achievement of Australia Post's objectives. Australia Post Non-Executive Directors are appointed by the Governor-General on the nomination of the Minister for Communications.

The Australia Post sustainability governance framework provides a structure of accountability on all sustainability matters. Through the framework, all relevant team members are determined to have the appropriate skills, experience and competencies required for their role as it relates to climate-related risks and opportunities.

1.4 The Australian Government's Climate Risk and Opportunity Management Program

Australia Post has considered the Australian Government's *Approach to Climate Risk and Opportunity Management in the Public Sector 2024-2026* (CROMP), and determined that its existing GRM Framework is appropriate for the nature and circumstances of the Group. The GRM Framework enables identification, assessment, prioritisation, management and monitoring of climate-related risks and opportunities in alignment with the CCD requirements. Australia Post's approach meets or exceeds the robustness of CROMP in the following ways:

- **Integration and Maturity:** The GRM Framework is embedded across enterprise-wide systems including risk registers and investment planning, ensuring climate risk is managed within existing governance and decision-making structures. This avoids duplication and supports strategic alignment and audit readiness.
- **Scenario Analysis:** Australia Post has conducted comprehensive, entity-specific climate scenario analysis across multiple timeframes and climate pathways (RCP 4.5 and RCP 8.5), providing deeper insights than the generic CROMP tool.
- **Governance and Oversight:** Australia Post's governance and oversight of sustainability-related matters is outlined in sections 1.1 and 1.2.
- **Capability and Customisation:** The GRM Framework is well understood internally and tailored to Australia Post's operational footprint, enabling more effective and responsive climate risk management than CROMP's standardised approach.

This assessment considered both physical and transition risks and climate-related opportunities, ensuring a balanced and forward-looking approach to climate resilience and strategic planning.

2. Risk Management

Australia Post's approach to risk management, including climate-related risks, is governed by the GRM Framework, which establishes a structured approach for the identification, assessment, management, escalation and oversight of the Group's risk profile in alignment with the Board Approved Group Risk Appetite.

While climate-related risks have been considered in accordance with GRM Framework, revisions and enhancements are ongoing that aim to strengthen Group capabilities to facilitate and support the proactive management of climate-related risks and opportunities.

The climate-related risks identified are considered utilising the GRM framework and included within the Governance Risk Security and Compliance (GRSC) tool, Protecht.

We identify, pursue and manage climate-related opportunities as part of our progress towards our 2025 Sustainability Roadmap, using existing monitoring and management processes associated with the Roadmap.

All climate-related risks and opportunities will be monitored on an ongoing basis in accordance with the requirement within the GRM Framework.

2.1 Climate-related risks identification and assessment

Australia Post has traditionally undertaken climate-related risk assessment by leveraging the knowledge of various subject matter experts within the Group. To further strengthen this approach, Australia Post engaged an external specialist in FY24 to conduct a comprehensive qualitative climate scenario analysis[1] to identify and assess physical and transition climate-related risks and opportunities.

Consistent with the Government's progressive implementation schedule for the disclosure of climate-related risks and opportunities, this analysis focused on Australia Post's main business operations, people, assets and other infrastructure relied upon to maintain business continuity.

The scope of the climate scenario analysis considered the impact of climate change on Australia Post's most important operational sites (encompassing owned and leased) within Australia. This analysis considered the criticality of operations, asset values (both property and equipment), ownership, geographical coverage, and staffing levels. The analysis also considered insights on historical climate-related events and input from subject matter experts within the Group. This approach allowed Australia Post to identify the extent to which the most important operational sites are exposed to the impacts of climate change.

Since Australia Post's most important operational sites are situated across Australia, a nationally consistent dataset was used to assess these sites. A range of datasets were considered, with the Intergovernmental Panel on Climate Change's (IPCC) Representative Concentration Pathways (RCP) of 4.5 (RCP 4.5) and 8.5 (RCP 8.5) being considered as the most appropriate and nationally consistent datasets at the time of publication.

RCP 4.5 is described by the IPCC as an intermediate scenario and is considered the most probable baseline scenario taking into account the exhaustible character of non-renewable fuels. RCP 8.5 is generally taken as the basis for worst-case climate change scenarios, and is an appropriate upper reference point when considering risk extremes.

The time horizons used in the analysis were short term (current state), medium term (2025 to 2030), and long term (2030 to 2050); the basis of these is set out in Section 3 below.

The analysis considered the following key dimensions:

- Nature of the impacts from an event: Impacts such as property damage, operational downtime, loss or impairment of assets, disruption to service availability, stakeholder impacts, regulatory compliance, and profitability.
- Likelihood of the event: Historical occurrence and forward-looking expectations of climate events.
- Magnitude of the effects of the event: Impacts on safety, business continuity, financial performance, customer experience, and regulatory compliance as listed.

1 The climate scenario analysis considered the direct operations of the parent entity of Australia Post Group, Australian Postal Corporation, and two of operating subsidiaries, StarTrack Express Pty Limited and StarTrack Retail Pty Ltd.

Significant areas of uncertainty include the likelihood and consequence of climate-related events, which are monitored and reassessed in alignment with the GRM Framework.

The analysis will continue to evolve as Australia Post's approach to climate assessment matures and better quality, nationally consistent data becomes available.

2.2 Management's prioritisation and monitoring of climate-related risks

In line with the GRM Framework, Australia Post employs a 'three-line' model to manage and prioritise its risks including climate-related risks, with defined roles and responsibilities that support accountability and facilitate an integrated risk management approach across the Group.

Through the 'three-line' model, climate-related risks are prioritised alongside other risks based on their potential impacts to Australia Post's strategic objectives, operations and financial performance.

Climate-related risks are prioritised based on their residual potential impacts and likelihoods that take into consideration existing controls. Each risk is assigned a residual risk rating of 'Extreme', 'High', Medium', or 'Low', with 'High' or 'Extreme' risks being evaluated quarterly and 'Medium' or 'Low' risks being reviewed at least annually.

2.3 Climate-related opportunities

Climate-related opportunities are currently identified, prioritised, pursued and monitored through existing processes associated with our 2025 Sustainability Roadmap. A process to formally identify climate-related opportunities is being developed and will be monitored through the GRSC tool (Protecht).

3. Strategy

Tables 3.1 and 3.2 below detail the key outcomes of the climate risk and opportunity assessment, including approaches to mature the assessment of effects of these risks and opportunities and their management over time.

When assessing the effects of the identified climate risks and opportunities and the nature of information to be disclosed, Australia Post acknowledges the definition of materiality set out in the CCD Requirements, which is:

An entity shall disclose meaningful information about its climate-related risks and opportunities. Information is considered meaningful where it concerns climate-related risks and opportunities that have, or may have, a significant impact on the entity, its ability to deliver public policy, and/or its financial prospects.

Australia Post also acknowledges that materiality determinations are specific to the circumstances of the entity. Australia Post's initial assessment of climate risk indicates that it is not highly exposed in at least the short and medium term. The scale and nature of Australia Post's networked assets, combined with a range of business continuity processes, provide resilience to significant disruption to services. However, given its Australia-wide footprint and community presence, diversity of customer needs and services provided, and the broad range of annual report users, fair presentation of material climate risks and opportunities at a granular level is complex.

To provide users of this report with relevant information concerning climate-related risks and opportunities, the following sections detail the key outcomes of the assessment associated with business operations, people and assets. This aligns with the progressive implementation schedule outlined in the CCD Year 1 Requirements. In recognition of the CCD's guiding principle of progressive maturity in climate disclosure, detailed assessment to determine materiality of these risks and opportunities in the context of the CCD Requirements and Australia Post's specific circumstances is being undertaken and will form part of future disclosures.

Time horizon

For each key climate-related risk and opportunity, a short-, medium-, and long-term time horizon has been assigned.

The definition and basis for each time horizon is detailed in the table below, noting alignment to Australia Post decision making while considering the limitation of modelling to meaningfully differentiate anticipated effects of physical climate changes over short time intervals.

Time horizons will continue to be reviewed and updated to align with Australia Post's evolving risk profile and strategy, as well as to take into consideration relevant micro- or macro-economic changes and updates to climate science.

Short Term	Medium Term	Long Term
Time horizon: Current state **Reason:** This time horizon is complementary to current climate conditions and events that align to the most recent reporting period and could materially impact the next reporting period.	**Time horizon:** 2025 to 2030 **Reason:** This time horizon is complementary to climate conditions and events that align with Australia Post overall strategy timelines.	**Time horizon:** 2030 to 2050 **Reason:** As a Government Business Enterprise, Australia Post supports the Australian Government's commitment to Net Zero by 2050. This influences our consideration of 2050 as our strategic 'long-term' time horizon. This period allows Australia Post to consider the more significant and potentially transformative impacts of climate change, ensuring that long-term strategies are in place to address these challenges.

Current and anticipated effects of climate-related risks and opportunities

Australia Post has utilised climate scenario analysis to assess the current and anticipated effects of the identified climate-related risks and opportunities on the operational model, and their geographic concentration. For this analysis, current refers to the immediate annual reporting period, and anticipated refers to the effects beyond this period.

3.1 Effects of identified key risks on Australia Post's operating model and the concentration of those risks

Risk Identification	Current Effects	Anticipated Effects	Geographic concentration
Flooding (Physical Risk) **Time horizon:** Short to long term	Flooding may directly disrupt Australia Post operations, damage equipment and infrastructure, and pose elevated risk to safety; particularly for employees in exposed or remote areas. If not directly impacting an Australia Post facility, flooding may also impair access to facilities and transport networks, leading to delivery delays.	The anticipated effects of flooding are the same as the current effects, but there are some assets showing increased exposure to flooding and an escalation of the magnitude of the effects under future climate scenarios. Australia Post is mitigating these risks through asset-specific flood modelling (i.e. exposure mapping and vulnerability assessment). Operational controls such as adjusted rosters, alternate routes and resilience planning are being explored.	Certain facilities within the Group are at elevated risk of riverine and stormwater flooding, with exposure concentrated along the Eastern coastline.
Bushfire (Physical Risk) **Time horizon:** Short to long term	Bushfire may cause operational disruption, asset loss and pose health and safety risks. Vehicles and infrastructure are vulnerable to flame, heat and smoke, with increased likelihood of mechanical failures during extreme conditions. While controls such as indoor air quality protocols are in place, facility access and general transport restriction may impact service delivery.	The anticipated effects of bushfire are the same as the current effects, but assets may face increased exposure and more severe impacts under future climate scenarios. It is expected that the frequency and intensity of bushfire events will increase over time. Effectiveness of risk controls, including Business Continuity Planning, will be monitored and adjusted to maintain effectiveness.	Assets located in central Australia, regional Victoria and outer South Australia are anticipated to have the greatest increased risk of bushfire over time. Many assets in these areas already face medium to high exposure, which are projected to increase by 2050, particularly under the RCP 8.5 scenario.

Risk Identification	Current Effects	Anticipated Effects	Geographic concentration
Heat (Physical Risk) **Time horizon:** Short to long term	Exposure to extreme heat may impact both people and operations. High temperatures, particularly in certain regions, can lead to equipment malfunction, increased energy consumption for cooling, and health risks for employees. This impacts Australia Post's operational costs and employee wellbeing. A range of extreme heat mitigations are in place; however, their effectiveness may vary with event severity and duration.	The nature of the anticipated effects for heat are the same as the current effects, with assets showing increased exposure to heat and an escalation of the magnitude under future climate scenarios.	Assets with elevated exposure are in the Northern Territory and Cairns, with high exposure concentrated in Western Australia, north of Perth. The number of assets exposed in Queensland and New South Wales is expected to increase significantly under future climate scenarios. Under RCP8.5 by 2050, certain assets in the Northern Territory are projected to reach very high exposure. Assets in outer metropolitan areas of Melbourne, Sydney and Perth are expected to shift from low to medium exposure, while Queensland sees the largest increase in assets moving into high-risk categories. These trends suggest growing vulnerability across both traditionally hot zones and expanding urban fringes, although projections carry inherent uncertainty.

Risk Identification	Current Effects	Anticipated Effects	Geographic concentration
Wind and Cyclone (Physical Risk) **Time horizon:** Short to long term	High exposure to cyclones in several regions can cause structural damage, disrupt transport networks, and impact service delivery. This affects Australia Post's ability to provide reliable services. Rooftop systems, facades and external assets are particularly vulnerable, with power outages compounding downtime. Transport is also affected – road, rail, air and ferry disruptions impact delivery schedules, often requiring rerouting or reduced payloads. Staff operating high-sided vehicles face elevated risk from crosswinds and debris.	The anticipated effects of wind and cyclones are expected to mirror current impacts, but with increased exposure and greater severity under future climate scenarios. Australia Post has adopted a forward-looking approach during Climate Scenario Analysis by applying the Climate Change Multiplication Factor (CCMF) from AS 1170.2–2021. This enables structured estimation of future wind speeds across nine regions, helping identify vulnerable assets and inform resilience planning – although projections remain uncertain in the absence of a national wind hazard dataset.	Assets in Western Australia, Queensland and New South Wales have elevated exposure to wind and cyclones. The northern coast of Western Australia has elevated exposure, and this is expected to increase in Queensland. Under baseline conditions, assets in these areas already face medium to high exposure to cyclonic wind hazards. When applying the CCMF, the number of assets with high or very high exposure increases, especially in Queensland, reflecting the projected southward shift of tropical cyclone tracks under future climate scenarios. In contrast, southern regions such as Victoria, South Australia and Tasmania show very low exposure both currently and under future projections.
Policy and Legal (Transition Risk) **Time horizon:** Short to medium term	Non-compliance with climate-related targets and legislative obligations can result in financial penalties and increased scrutiny, affecting the entity's financial stability and regulatory compliance.	Anticipated financial impact of Australia Post enacting decisions across operations to meet decarbonisation targets and reduce our value chain footprint, including the costs of carbon emissions, raw materials, and supply chain.	Group wide
Reputation (Transition Risk) **Time horizon:** Short to long term	Increased scrutiny on progress of reducing emissions and carbon-related initiatives, with the potential loss of customer trust, impacting customer loyalty and market position.	A lack of control over the timing and nature of transition scenarios and a failure to efficiently transition could result in carbon-intensive assets for Australia Post. This would expose Australia Post in a carbon-conscious market to a loss of customer trust and market position, impacting revenue.	Group wide

Risk Identification	Current Effects	Anticipated Effects	Geographic concentration
Market (Transition Risk) **Time horizon:** Short to medium term	Supply chain shortages and price fluctuations due to increased demand for low-carbon products and services present market risks.	The nature of the anticipated effects for market are the same as the current effects, with increased exposure to supply chain shortages and price fluctuations, and an escalated scale of impact.	Supply chain, particularly Australia Post fleet.
Technology (Transition Risk) **Time horizon:** Short to long term	Financial cost associated with transitioning to lower emissions technologies.	Rapid transition to renewables and electricity-only grids increases exposure to shocks and impacts the continuity of energy supply, whilst accelerating the impairment of fossil-fuel intensive assets. Potential for increase in Scope 3 emissions resulting from greater use of energy-intensive AI-related services.	Supply chain, particularly Australia Post fleet.

Australia Post also anticipates the adoption of measures in response to the identification of climate-related risks, including:

- **Infrastructure Resilience:** Identifying and prioritising adaptive infrastructure for critical assets, such as flood defences and fire-resistant building materials, can enhance the entity's resilience to climate-related events.
- **Transport Resilience:** Improving monitoring, data collection, and planning for disruptions in the transport network can enhance resilience to climate-related events, ensuring reliable service delivery.
- **Capacity Building:** Training employees to understand and manage climate risks can improve operational resilience, ensuring that the entity can effectively respond to climate-related challenges.

3.2 Effects of identified key opportunities on Australia Post's operating model and the concentration of those opportunities

Opportunity Identification	Current Effects	Anticipated Effects	Concentration of Current and Anticipated Effects
Technological Innovation **Time horizon:** Short to long term	Increased investment expenditure in energy and resource-efficient technologies and renewable energy sources.	Reduction in operational costs, including energy and fuel consumption, improving Australia Post's financial performance and sustainability.	Supply chain, particularly Australia Post fleet.
Products and services **Time horizon:** Short to long term	Increased investment expenditure in the research and development, and production of climate-resilient products and services, including delivery options and sustainable packaging solutions. Immediate engagement with new suppliers, strategic partners and government incentives will support this diversification in products and services offering.	Development of climate-resilient services, such as sustainable packaging and delivery options, can enhance Australia Post's service offerings and market differentiation, catering to consumer and stakeholder environmentally conscious preferences, and generating revenue.	Group-wide, with a higher concentration in the supply chain.

4. Metrics and Targets

As a Government Business Enterprise, Australia Post reports publicly on the emissions from its operations using the APS Net Zero Emissions Reporting Framework (the Emissions Reporting Framework).

In recognition of the CCD's guiding principle of progressive maturity in climate disclosure, Australia Post will consider how publicly reported metrics align to the identified climate risks and opportunities identified.

4.1 Climate-related metrics

For information related to the following metrics, please refer to the 2025 Sustainability Databook, containing:

- Gross greenhouse gases generated during the reporting period, refer to '4. Environment'.
- Approach, inputs, assumptions and methodologies used to measure greenhouse gas emissions, refer to 'Basis of Preparation'.
- Electricity-related greenhouse gas emissions, refer to '4. Environment'.
- The categories within Australia Post's measure of Scope 3 greenhouse gas emissions, refer to 'Glossary'.

4.2 Climate-related targets

Australia Post is committed to reducing carbon emissions from the Group, targeting net zero by 2050. This is consistent with the Federal Government's commitment to the Paris agreement and to net zero by 2050; Australia Post has had an established program incorporating carbon reduction targets with the current climate-related targets being set through to June 2025:

1. Reduce Scope 1, 2 and 3 emissions by 15% across the Group by FY25 (from a FY19 baseline)
2. Source 100% renewable electricity by end of June 2025

In addition to monitoring and managing its progress, these targets also support monitoring the Group's exposure to specific climate-related transition risks, such as:

- **Reputation:** Australia Post's 2025 targets aim to lower its total emissions, which can help mitigate the effects of any reputational risks in a carbon-conscious market.
- **Market:** Australia Post makes available customer-based reporting with comparative product related data to support the alignment of carbon reduction activities to the individual customers.
- **Technology:** Australia Post continues to invest in new vehicle and infrastructure technologies as a core component of the emissions reduction activity.

For the target-specific progress or details, please refer to the '5. Climate-related targets' tab of the 2025 Sustainability Databook.

Remuneration report

Message from the People Committee Chair

On behalf of the Australia Post Board, I'm pleased to share the FY25 Remuneration Report. This document outlines the organisation's performance throughout the year and details the resulting remuneration outcomes for the Group Chief Executive Officer & Managing Director, Senior Executives and Directors.

Key Management Personnel changes

We are pleased to welcome the Hon. Annastacia Palaszczuk to the Board, appointed in August 2024. Her extensive leadership experience, public policy expertise, and commitment to regional and rural communities will significantly strengthen the Board's capacity to address future challenges.

We also extend our sincere thanks to Launa Inman, whose term concluded on 29 May 2025. Over the past three years, Launa has been a highly valued colleague and contributor to the Board.

The Board continues to provide strong leadership through a diverse mix of skills, experience and knowledge. This expertise supports effective oversight of a modern logistics and eCommerce business, while balancing commercial objectives with Community Service Obligations. The Board remains committed to delivering sustainable value for its shareholder, customers, team members, and the broader Australian community.

From an executive perspective, we welcomed Jane Anderson as Executive General Manager, Community, Sustainability & Stakeholder Engagement. Jane brings deep expertise in Corporate Affairs and Sustainability, developed through her extensive experience in both the public and private sectors.

FY25 Performance Scorecard outcomes

The FY25 Enterprise Scorecard reflects strong alignment with the Post26 strategic imperatives, and the outcomes demonstrate excellent financial and operational performance.

Safety remains a core value, with Total Recordable Injuries down 3% year-on-year as at the end of the financial year; notably there were significant reductions in traffic accidents (27%) and body-stressing incidents (8%). However, the TRIFR remains steady due to a national reduction in total hours worked.

Group Profit Before Tax (PBT) exceeded stretch target driven by efficiencies delivered through the Business Simplification Program (BSP), including the roll-out of the New Delivery Model, parcel price remediation and volume growth from international intermediary customers, and slower-than-expected decline in domestic letter volumes following the April 2024 Basic Postage Rate (BPR) increase. Letters Budget PBT is also favourable to stretch target, supported by higher-than-budgeted volumes and cost reductions from workforce optimisation.

Customer satisfaction remains strong, with FY25 Customer NPS, a composite of Relationship and Track and Receive NPS, of +36 up 6 points on FY24. Relationship NPS was up 8 points on FY24 with Enterprise customer being a key driver. Tracking and Receiving NPS maintained at +70.

Remuneration review

Following an external review in FY24 and a subsequent internal review in FY25, the Board has completed its assessment of the executive remuneration framework to ensure it remains aligned with strategic priorities and Government expectations. To support stability and continuity during a period of significant transformation, the Board has resolved to retain the current structure for FY26. This decision reflects the importance of a consistent incentive framework in motivating executives to deliver on our multi-year transformation agenda.

In summary

Safety continues to be a top priority, and our people remain committed to serving the community. We are focused on delivering better outcomes for our customers and stakeholders.

Achieving our financial goals remains challenging due to rising costs, strong competition in parcels, and ongoing declines in letters volumes and Post Office transactions. The Board recognises the significant efforts by management to modernise the business and ensure its long-term sustainability. These changes are an important first step in transforming Australia Post into a modern organisation that meets the needs of the country.

The Board firmly believes that through the collective efforts of our people, focused on the Post26 Strategy, and the continued support of the Government, we can achieve sustainable growth and financial stability.



Steve Mann
People Committee Chair

Remuneration report 2025

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Remuneration report

1 Who is covered by this report?

The Remuneration Report (report) serves as a comprehensive guide detailing the principles, policies and strategy employed by the Australian Postal Corporation (Australia Post) in remunerating key management personnel (KMP) and other highly paid staff (OHPS). Furthermore, the report provides an in-depth explanation of how the remuneration strategy is intricately linked to the organisation's overarching goals and strategic imperatives. This strategic alignment enables Australia Post to effectively drive positive outcomes by concurrently fostering the attraction and retention of top-tier Senior Executives and other team members.

The information provided in this report has been prepared in accordance with disclosure requirements outlined in the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule). The remuneration disclosure tables contained in this report are prepared in accordance with the requirements of the PGPA Rule and AASB 124 *Related Party Disclosures*.

The report details remuneration information for the financial year ended 30 June 2025 (FY25) as it applies to KMP, comprising Non-Executive Directors, the Group Chief Executive Officer & Managing Director (Group CEO & MD) and Senior Executives. For the purposes of this report, Senior Executives are defined as the team members reporting to the Group CEO & MD who have responsibility or substantial input into the planning, directing and controlling of the operations of Australia Post and its controlled entities (often referred to as the 'Australia Post Group', 'Group', or the 'Enterprise'). These roles are typically titled 'Executive General Manager' (EGM) and include the Group Chief Financial Officer.

In accordance with the PGPA Rule, the report provides aggregated disclosures of Australia Post's OHPS, identifying individuals whose total remuneration exceeded $260,000. Reporting under the PGPA Rule is provided in bands, with the first band being from $260,000 to $270,000 and subsequent bands in increments of $25,000.

The KMP covered in this year's report and the details of movements throughout FY25 are outlined in the table below:

Table 1: FY25 Key Management Personnel

Name		Position[1]	KMP Status
Board of Directors	Siobhan McKenna	Chair	Full Year
	Steve Mann	Deputy Chair	Full Year
	Paul Graham	Group CEO & MD	Full Year
	Dr Jodie Auster	Director	Full Year
	Robyn Clubb AM	Director	Full Year
	Dr Richard Dammery	Director	Full Year
	Debra Hazelton	Director	Full Year
	Hon. Annastacia Palaszczuk[2]	Director	Part Year
Former Directors	Launa Inman[3]	Director	Part Year
Group CEO & MD and Senior Executives	Paul Graham	Group CEO & MD	Full Year
	Jane Anderson[4]	EGM Community, Sustainability & Stakeholder Engagement	Part Year
	Josh Bannister	EGM Retail, Brand & Marketing	Full Year
	Rod Barnes	EGM Network Operations	Full Year
	Michael Bradburn	Group Chief Financial Officer	Full Year
	Susan Davies	EGM People & Culture	Full Year
	Michael McNamara	EGM Enterprise Services	Full Year
	Gary Starr	EGM Parcel, Post & eCommerce Services	Full Year

1 Position reflects position title at end of financial year or at employment cessation date.
2 Hon. Annastacia Palaszczuk was appointed to the Board with effect from 15 August 2024.
3 Launa Inman's term on the Board concluded on 29 May 2025.
4 Jane Anderson was appointed EGM Community, Sustainability & Stakeholder Engagement, with effect from 15 July 2024.

2 FY25 Remuneration Structure

2.1 Our remuneration framework aligns to our strategic priorities and purpose

Our remuneration framework supports our purpose and strategy, reinforces our focus on making Australia Post a sustainable business into the future and aligns to the expectations of our shareholders and the Australian public. Our strategic priorities are linked to remuneration through a set of clear remuneration principles guiding our remuneration decisions. Remuneration outcomes are linked to performance against our strategic priorities with executive remuneration aligned to performance against the Enterprise Scorecard.

Our executive remuneration structure complies with the principles of the Australian Public Service Commission's *'Performance Bonus Guidance – principles governing performance bonus use in Commonwealth entities and companies'* framework. Australia Post's executive performance and variable remuneration framework is carefully designed to ensure we are delivering performance and outcomes strictly aligned with our Enterprise strategy to deliver public outcomes. Variable remuneration is an at-risk component of total remuneration for a limited number of executives to reward out-performance that exceeds normal and planned activities producing improved outcomes for Australia Post, the Shareholder and the community.

Strategic Priorities

- Win in eCommerce delivery services
- Reimagine the Post Office network
- Create market leading digital experiences
- Build a sustainable letters service
- Simplify our products and services
- Uplift culture and leadership; simplify operations and systems

Remuneration Principles

Australia Post's remuneration approach supports the strategic objectives of the Enterprise through a performance-based remuneration and recognition framework designed to drive outcomes, whilst remaining aligned to community expectations. Australia Post increasingly operates in highly competitive commercial markets and must ensure its remuneration framework is competitive with market practice and effectively attracts and retains a skilled workforce.

- Externally accountable
- Simple and transparent
- Fair, equitable and motivational
- Strategically aligned and performance linked
- Shared responsibility and personal accountability
- Clear governance

Remuneration Governance

The Board is responsible for actively overseeing Australia Post's remuneration framework and strategy. The Board takes into consideration advice and recommendations of the People Committee as well as from external remuneration consultants engaged by the Board or the People Committee.

Remuneration report

2.2 FY25 remuneration elements

Fixed Annual Remuneration (FAR)

Fixed Annual Remuneration (FAR) generally includes base salary, benefits and entitlements received in cash, superannuation and any salary sacrificed items.

Group CEO & MD

- The Remuneration Tribunal sets the Total Remuneration Reference Rate (TRRR) applicable to the Australia Post Group CEO & MD position. This position is classified by the Remuneration Tribunal as a Principal Executive Officer (PEO) Band E.
- The Board then determines the Group CEO & MD's FAR within a range from 10% below to 5% above the TRRR. The Group CEO & MD's FAR may not exceed the TRRR within the first 12 months of appointment.
- The Board may seek external independent remuneration advice.

Senior Executives

- Remuneration is set with reference to various factors determined as appropriate by the Board and the Group CEO & MD including external benchmarking.
- Senior Executives' remuneration is determined by the Group CEO & MD and reviewed annually by the People Committee.

FAR is regularly benchmarked and positioned competitively to attract, motivate and retain Senior Executives reflecting individual responsibilities, skills, performance, qualifications and experience.

At-risk Variable Remuneration (VR)

Variable Remuneration (VR) is an 'at risk' remuneration opportunity awarded subject to the achievement of relevant individual, team and strategic objectives represented by Enterprise Scorecard KPIs.

VR Purpose

VR rewards the Group CEO & MD, Senior Executives and other eligible team members for delivery of annual financial and non-financial goals that specifically drive sustainable performance, collectively known as Scorecards. In FY25, VR was offered to those roles best positioned to lead the delivery of our strategic imperatives. At-risk VR is designed to motivate and reward individuals in roles critical to driving the Company's strategic direction and performance.

Group CEO & MD VR Opportunity and Scorecard

The Remuneration Tribunal has determined that the Group CEO & MD position is eligible for VR up to 100% of FAR. For FY25, the Board determined a target VR opportunity of 85% of FAR and a maximum of 100% of FAR.

The measures and weightings within the Enterprise Scorecard and the Transformation Imperative are endorsed by the People Committee and approved by the Board, ensuring alignment with Australia Post's strategic and transformational imperatives:

- *50% **Enterprise Scorecard***
- *50% **Achieve Transformation Imperative***

Senior Executive and other eligible team members' VR Opportunity and the Enterprise Scorecard

Senior Executive target VR opportunity was set at 70% of FAR and a maximum of 100% of FAR.

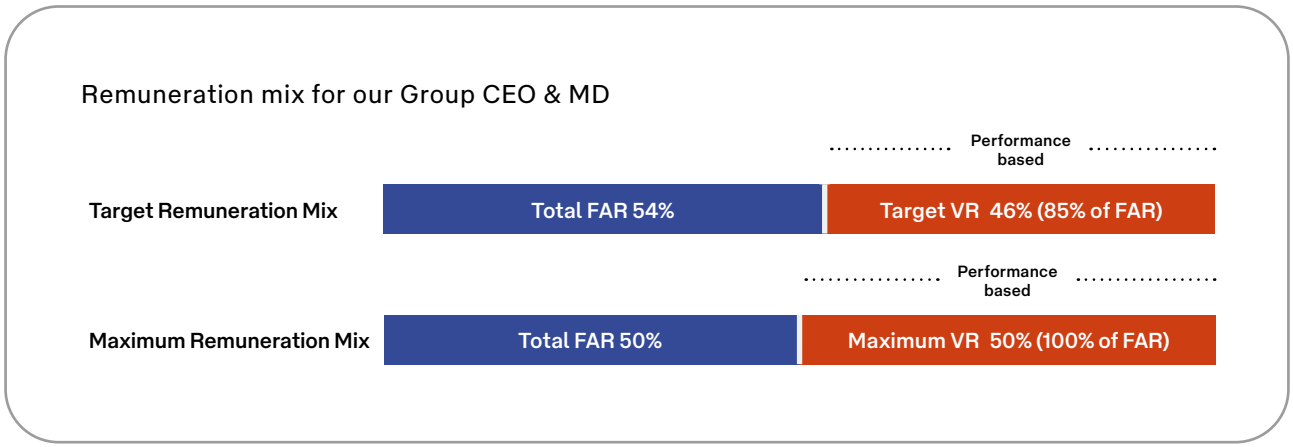
A small number of other VR eligible team members, typically General Manager roles, have a target VR opportunity of 35% or 45.5% of FAR and a maximum opportunity of 50% or 65% of FAR.

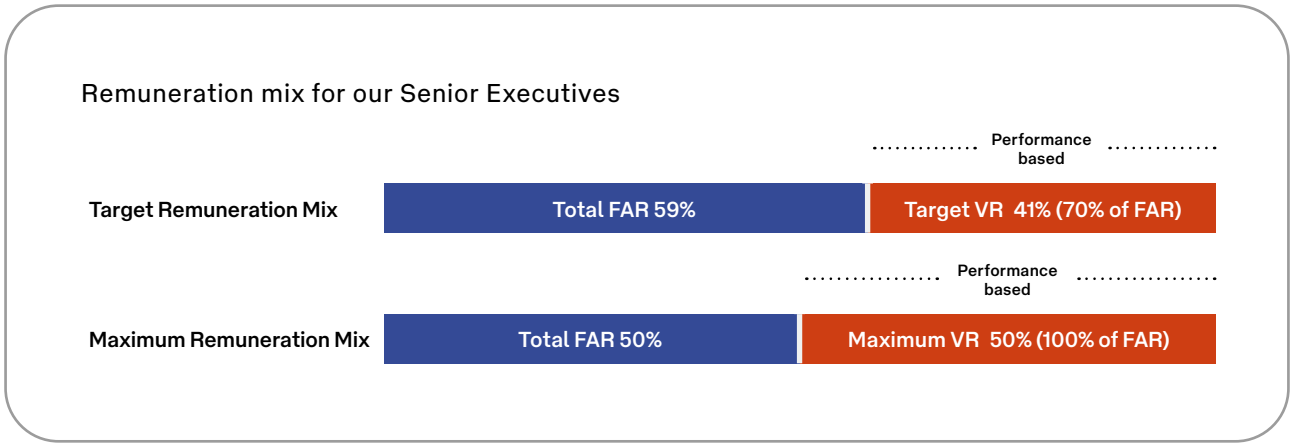
Senior executive and other eligible team members' VR outcomes are determined based on performance against Enterprise Scorecard aligned to the strategic imperatives of the Post26 Strategy. The measures and weightings within the Enterprise Scorecard are endorsed by the People Committee and approved by the Board, ensuring alignment with our strategic imperatives:

- 20% ***Supporting each other***
- 60% ***Creating a financially sustainable future***
- 20% ***Delighting our customers and communities***

2.3 FY25 remuneration mix

The Board aims to ensure that the mix of FAR and VR is appropriate and that a suitable portion of remuneration remains 'at risk' to ensure that the Group CEO & MD and Senior Executives are only rewarded when delivering performance that is aligned to the strategic and transformation imperatives underpinning Post26. The Group CEO & MD has, with the additional financial metric, target VR of 85% of FAR resulting in performance-based pay contributing 46% of total target mix whilst total maximum mix remains at 50%. Senior Executives all share a consistent remuneration mix, with performance-based remuneration contributing 41% of total target mix and 50% of total maximum mix.





2.4 Approach to FY25 Variable Remuneration

The FY25 VR plan is designed to reward executives for delivering performance against the Enterprise Scorecard through a range of financial and non-financial key performance indicators (KPIs) that are aligned to the strategic imperatives of the Group. Importantly, the Enterprise Scorecard collectively focuses the whole-of-Company effort required to transform our interconnected network business, and therefore all VR outcomes are determined from the one shared scorecard. The Group CEO & MD Scorecard includes, in addition to the Goals outlined in the Enterprise Scorecard, an additional financial metric, the Transformation Imperative.

Board oversight

The Board is responsible for overseeing and, in the case of the Group CEO & MD, determining VR outcomes. Board discretion may be applied when determining VR outcomes in exceptional circumstances.

Individual performance and behavioural and performance gateways

Individual performance is reviewed regularly, and individual behavioural gateways must be met prior to an individual being eligible for a VR payment:

- Living our Enterprise values and meeting minimum behaviour expectations
- Meeting our Code of Ethics
- Completion of all assigned compliance training
- Minimum performance rating of 'Achieving Expectations' or equivalent

Delivering VR outcomes

VR outcomes are determined on the achievement of performance levels against each individual KPI of the Enterprise Scorecard – applying as follows for Senior Executives:

- Zero is awarded for performance below Entry
- 50.0% of Target opportunity is awarded for Entry performance
- 100.0% of the Target opportunity is awarded for Target performance
- 142.9% of the Target opportunity is awarded for Stretch performance

For the financial KPIs of the Enterprise Scorecard, VR outcomes are determined on a pro rata basis between performance levels.

Remuneration report

FY25 Enterprise Scorecard

The Enterprise Scorecard was developed at the beginning of the performance year aligned to the Board approved objectives and measures in both our corporate plan and Post26 strategy. Performance against the Enterprise Scorecard set out below is used to determine VR outcomes.

Strategic imperatives and priorities	KPI Measure	Weighting[1]	Link to Strategy
Supporting each other	Safety Performance	20%	Safety and wellbeing is a core value and our highest priority that underpins our commitment to our people. We strive to cultivate a culture where every team member prioritises both their own safety and that of their colleagues. Leaders are entrusted with ensuring a safe work environment by focusing on safety to enhance engagement, boost productivity and always keep our people safe. The Total Recordable Injury Frequency Rate (TRIFR) measure focuses efforts on lowering injury rates and workers' compensation costs.
Creating a financially sustainable future	Board Approved Budget (Group Profit Before Tax)	20%	Group PBT reflects the underlying performance of the enterprise and is the foundation for the Post26 strategy to help build an ongoing financially sustainable business. It is critical to focus on improving the financial performance of Australia Post to create a financially sustainable future.
	Letters Budget	20%	Letters Budget PBT represents budgeted performance while meeting the Community Service Obligations and the Prescribed Performance Standards for delivery frequency, speed and lodgement points for our Letters business. Optimising the Letters service by driving efficiencies and minimising associated losses is a key plank in the Post26 strategy to help build an ongoing financially sustainable business.
	Business Simplification Target	20%	Driving efficiencies across the enterprise enables the Group to invest in our products and services and improve the customer experience and profitability. The Business Simplification Target is a financial efficiency target that acts as a critical driver in overall enterprise profitability and helps build an ongoing financially sustainable business.
Delighting our customers and communities	Net Promoter Score (NPS)	20%	NPS is key to understanding brand sentiment, driving customer advocacy and ultimately improving customer experiences. Our NPS is a composite metric of 'Sender' Relationship NPS (75% weighting) and Domestic Parcel Receiver NPS (25% weighting); both contributing to our future success and financial sustainability.

In addition to the Enterprise Scorecard the Group CEO & MD's Scorecard includes an additional financial measure, the Transformation Imperative. The measure aligns with the transformational and modernisation agenda being pursued by the Enterprise and is representative of the organisation's progress on its pathway to long-term financial sustainability.

Additional financial measure	KPI Measure	Weighting	Link to Strategy
Transformation imperative	Group PBT of at least $5 million	50%	The measure reflects Australia Post's progress on its pathway to long-term financial sustainability.

1 Weighting for the Group CEO & MD VR outcome is 10% for each Enterprise measure.

2.5 Performance against FY25 Enterprise Scorecard

The FY25 Enterprise Scorecard focused our executives on the critical elements of the strategic imperatives, and the outcomes demonstrate excellent financial and operational performance of the Post26 strategy to strive for our purpose of delivering a better tomorrow. The following table details the FY25 VR performance measures and assessment.

FY25 Performance against the Enterprise Scorecard ⊗ Not met ◯ Met Entry ✓ Met Target ⊕ Met Stretch

KPI Measure (Performance)	Outcome
Safety Performance In FY25, Total Recordable Injuries (TRIs) declined by 3% year-on-year, with notable reductions in vehicle-related incidents (27%) and body-stressing injuries (8%). TRIs resulting in medical treatment and lost time outcomes also decreased compared to FY24. Comcare notifiable incidents fell by 28%, driven by a 40% drop in vehicle-related notifiable cases. These improvements reflect the success of management's focus on critical risk reduction and the *Be a Friend* safety culture program. A total of 1,342 TRIs were recorded over 57.75 million exposure hours, resulting in a TRIFR of 23.24 compared to 23.47 in FY24 – down from 1,378 TRIs and 58.72 million hours in FY24.	◯
Group Profit Before Tax The Group Profit Before Tax result surpassed the stretch target, underpinned by higher cost efficiencies from our Business Simplification Program, particularly the continued roll-out of the New Delivery Model, stronger parcels revenue growth from targeted pricing strategies for international customers, and a lower-than-expected decline in Domestic Letters volume.	⊕
Letters Budget The Letters Loss result exceeded the stretch target, supported by incremental efficiencies from the continued roll-out of the New Delivery Model and a lower-than-expected decline in Domestic Letters volume as customers have not transitioned to digital substitution as quickly as expected following the April 2024 Basic Postage Rate increase.	⊕
Business Simplification Target Strong performance was primarily driven by enhanced productivity, sustained network efficiencies, and labour cost reductions in support functions.	⊕
Net Promoter Score In FY25, Customer Net Promoter Score (NPS) reached +36, a 6-point increase from FY24 and surpassing the stretch target of +33. This composite metric includes Relationship NPS (75% weighting) and Domestic Parcel Receiver NPS (25% weighting). Relationship NPS rose to +25, with H2 achieving a record +29, driven by strong advocacy from enterprise customers and improved satisfaction with service reliability, innovation, and account management. Domestic Parcel Receiver NPS remained stable at +70, with customers valuing delivery speed, reliability and tracking.	⊕

2.6 Performance against the FY25 Group CEO & MD Scorecard

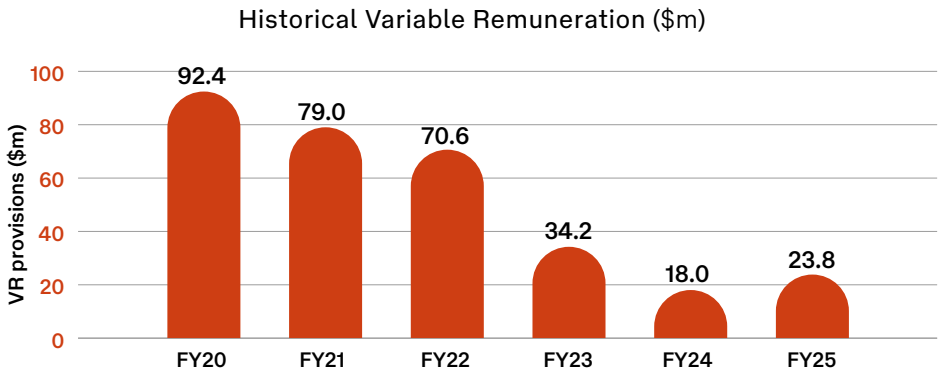
The FY25 Group CEO & MD Scorecard is comprised of the measures within the Enterprise Scorecard and an additional financial measure, aligned to the transformational agenda the Enterprise is pursuing. The enhanced Scorecard is designed to focus the Group CEO & MD, and align with the other Senior Executives, on the critical elements of the strategic imperatives of the Post26 strategy to strive for our purpose of delivering a better tomorrow. The additional metric is an important standard bearer showing progress on the long-term pathway to meaningful transformation. The following table details the outcome of the FY25 Transformation Imperative.

KPI Measure (Performance)	Outcome
Transformation Imperative The transformation KPI of PBT of at least $5 million was achieved through the successful implementation of business efficiencies particularly with the continued roll-out of the New Delivery Model coupled with stronger parcels revenue growth, and a lower-than-expected decline in Domestic Letters volume. Implementation of the New Delivery Model impacts several Key Strategic Priorities and building a Sustainable Letters business is a Strategic Priority.	✓

Remuneration report

Group CEO & MD, Senior Executives and other VR eligible team member VR outcomes

FY25 VR outcomes for the Group CEO & MD and Senior Executives were determined by performance against the Enterprise Scorecard as described above. These performance results delivered total VR outcomes of 124.3% of Target opportunity and 87.0% of Maximum VR opportunity for this group. The FY25 VR outcomes reflected performance against our Enterprise Scorecard metric performance. Across the Group, the total at-risk VR provisions for FY25 were $23.8 million.



Historical VR outcomes[1]	FY20	FY21	FY22	FY23	FY24	FY25
VR outcome (average % of Maximum opportunity)	58%	60%	57%	30%	53%	87%
VR outcome (average % of Target opportunity)	109%	113%	109%	57%	85%	124%

1 All VR participants, includes Group CEO & MD, Senior Executives, OHPS and other VR eligible team members.

2.7 FY25 remuneration outlook

Changing competitive landscape, increasingly complex roles and remuneration.

Australia Post is navigating a rapidly evolving and increasingly competitive environment. The shift from traditional letter services to parcel delivery and logistics has transformed the organisation's revenue base, with over 80% of revenue now coming from highly contestable markets. This change, driven by the rise of eCommerce and intensified by the entrance of large global players and emerging nimble entrants into the market, has required Australia Post to rapidly modernise its operations, invest in infrastructure, and adapt to shifting customer expectations.

As a result, the roles of the Group CEO & MD and the other Senior Executives have grown significantly in complexity, demanding leadership across digital and technical innovation, regulatory reform, and enterprise-wide Network transformation. Expectations of the broader leadership team have also increased, with leaders at all levels now required to navigate disruption, drive cultural and operational change, and deliver results in a dynamic and fast-moving market.

To support this, Australia Post must maintain a flexible and competitive remuneration framework that enables it to attract, retain and motivate top-tier talent. This is especially critical as the organisation builds the workforce of the future – one that is digitally capable, customer-focused, and equipped to meet the demands of a modern logistics and services business. A performance-linked flexible remuneration structure is essential to ensure Australia Post can continue to attract leaders with the vision and capability to guide the organisation through this critical period of transformation.

To achieve this, the remuneration framework must evolve to draw talent from a broader range of industries and backgrounds, including digital, data, logistics, and the customer service and experience management (CX) sectors. Offering flexible, market-aligned remuneration structures featuring performance-based remuneration, tailored benefits, and career development opportunities will help Australia Post compete with the private sector and appeal to the emerging talent pools essential for our continued modernisation and success.

Australia Post outlook and target setting

The outlook for Australia Post in FY26 continues to be challenging, marked by a dynamic market and competitive environment that our modernisation agenda is facing. FY26 targets have been set with careful consideration of these challenges, incorporating both budgeted performance expectations and strategic objectives. Key factors influencing the target setting include anticipated market fluctuations, evolving customer demands, and the need for continuous innovation in our services.

Additionally, competitive pressures from both private sector companies locally and internationally have been accounted for, ensuring that the targets are ambitious yet achievable. The focus will be on maintaining operational efficiency, enhancing customer satisfaction, and driving sustainable growth, all while navigating the complexities of a rapidly changing postal and logistics landscape.

3 Remuneration Governance

3.1 Role of the Board

The Board has responsibility for the governance of remuneration at Australia Post and actively oversees Australia Post's remuneration framework and strategy. The Board takes into consideration advice and recommendations of the People Committee as well as from external remuneration consultants engaged by the Board or its People Committee.

3.2 People Committee role

The primary function of the People Committee is to provide counsel, guidance and governance regarding Australia Post Group's strategies, frameworks and programs related to people; incentive plans, remuneration policy and reporting; and workplace health, safety and wellbeing. Within the scope of its responsibility, the People Committee endorses certain matters for Board determination. The People Committee:

- reviews and makes recommendations to the Board regarding remuneration levels for the Group CEO & MD in accordance with parameters set by the Remuneration Tribunal;
- provides counsel and guidance to the Group CEO & MD on performance and remuneration for Senior Executives;
- provides counsel and guidance on Australia Post's approach to the performance review of employees and structure of its VR plan;
- reviews and endorses the Group Remuneration Policy for Board determination;
- provides counsel and guidance on strategies, frameworks and programs related to workplace health, safety and wellbeing; and
- reviews the effectiveness of policies and initiatives in these areas and assesses the safety performance against agreed-upon targets.

3.3 Engagement of independent external advice

Where appropriate, the Board or its People Committee consult external remuneration advisers. When such advisers are used, the Board considers potential conflicts of interest and ensures terms of engagement regulate access to and (when required) set out their independence from members of management. No independent external remuneration advice was sought or received during FY25. No remuneration recommendations were received as defined by the *Corporations Act 2001*.

3.4 Management

Management makes recommendations to the People Committee on individual remuneration arrangements for the Group CEO & MD and Senior Executives. Additionally, management makes recommendations to the People Committee on people management and remuneration policies and practices.

Upon People Committee endorsement and Board approval, management documents and implements the remuneration framework.

Remuneration report

3.5 Group CEO & MD and Senior Executive contract terms

The terms of employment for the Group CEO & MD and Senior Executives are formalised in employment contracts with no fixed term.

Employment contracts typically outline the components of remuneration paid to the individual but do not prescribe how much the total remuneration quantum may be adjusted year to year. The Group CEO & MD's remuneration is determined by the Board relative to the TRRR determined by the Remuneration Tribunal.

Executive employment contracts generally provide for participation in an at-risk VR opportunity governed by relevant VR plan rules. The extent to which VR eligibility is retained if employment ceases, will be determined in accordance with the VR plan rules. The participant forfeits eligibility to any VR payment when employment ceases by reason of resignation, performance or misconduct prior to the VR payment date, or where employment ceases by way of redundancy during the performance year. Where the cessation reason is death, permanent disability or redundancy after the performance year and before VR payment has been made, eligibility to VR is retained. The Board retains the right to exercise its discretion to vary the VR plan rules.

Continuation of employment is subject to ongoing performance reviews by the Board (for the Group CEO & MD) and by the Group CEO & MD (for Senior Executives). A description of each employment contract termination scenario for the Group CEO & MD and Senior Executives is detailed in Table 2.

Table 2: Employment contract cessation

Scenario	Definition
Termination on notice by the executive	The Group CEO & MD may terminate their own employment contract by providing six months' notice in writing. All other Senior Executives may terminate their employment contract by providing 12 weeks' notice in writing.
Termination on notice by Australia Post	Australia Post may terminate the Group CEO & MD's employment contract by providing six months' notice or providing payment in lieu of all or part of the notice period. That notice period is extended to 12 months if Australia Post gives notice at any time during the first 12 months of employment. Australia Post may terminate all other Senior Executives' employment contracts by providing 12 weeks' notice or providing payment in lieu of all or part of the notice period.
Termination on notice payments	Termination on notice payments by Australia Post are compliant with legislation and designed to ensure consistent and equitable practices are applied. For the Group CEO & MD and Senior Executives, termination on notice payments are calculated based on length of service and are no less than an amount equal to the notice period and no more than 12 months' of fixed annual remuneration.
Termination without notice	In certain scenarios as set out in the employment contracts of the Group CEO & MD and Senior Executives (e.g. breach of contract, improper conduct or conviction for a criminal offence), Australia Post may terminate the employment contract at any time without notice, and the Group CEO & MD or Senior Executive will be entitled to payment of FAR only up to the effective date of termination.

4 Non-Executive Board Director fees

All Australia Post Non-Executive Directors are appointed by the Governor-General on the nomination of the portfolio Minister. Non-Executive Directors' fees are set by the Remuneration Tribunal. Australia Post has no role in determining the level of Non-Executive Director fees.

The Remuneration Tribunal regularly reviews and sets Non-Executive Director fees for the roles of Chair, Deputy Chair and other Non-Executive Directors (Members) (excluding statutory superannuation contributions which are paid in addition to the fees set by the Remuneration Tribunal). Non-Executive Director fees cover all activities including Board membership and participation in sub-Committees unless otherwise stated in the table below.

The following table sets out the Non-Executive Directors' fees (excluding superannuation) as set by the Remuneration Tribunal and covering the financial years FY25 and FY26.

Table 3: Non-Executive Director fees

Role	Annual Fee with effect from:	
	1 July 2024 [1]	1 July 2025 [2]
Chair	$214,260	$219,410
Deputy Chair	$119,580	$122,450
Non-Executive Directors (Members)	$107,180	$109,760
Audit & Risk Committee Chair [3]	$24,820	$25,420
Audit & Risk Committee Member [4]	$12,420	$12,720
People Committee Chair [5,6]	$21,150	$21,660
People Committee Members [7]	$10,590	$10,850

1 Remuneration Tribunal (Remuneration and Allowances for Holders of Part-time Public Office) Determination 2024.
2 Remuneration Tribunal (Remuneration and Allowances for Holders of Part-time Public Office) Determination 2025.
3 Australia Post Board Chair is not entitled to receive these additional fees if they are the Chair of this Committee.
4 Australia Post Board Chair is not entitled to receive these additional fees if they are a member of this Committee.
5 Australia Post Board Chair and Deputy Chair are not entitled to receive these additional fees if they are the Chair of this Committee.
6 Australia Post Board Chair and Deputy Chair are not entitled to receive these additional fees if they are members of this Committee.
7 Australia Post Board Chair and Deputy Chair are not entitled to receive these additional fees if they are members of this Committee.

Remuneration report

5 FY25 statutory remuneration tables

5.1 Overview of statutory requirements

The information provided in this report has been prepared and is aligned to disclosure requirements outlined in the PGPA Act and PGPA Rule.

This sees disclosure made in two areas:

1 Remuneration for Non-Executive Directors, Group CEO & MD and Senior Executives individually disclosed; and

2 Aggregate reporting of OHPS.

Australia Post has defined KMPs as Non-Executive Directors, the Group CEO & MD and Senior Executives (i.e. people who report directly to the Group CEO & MD and who have responsibility or substantial input into the planning, directing and controlling of the operations of Australia Post).

These team members are the only team members considered to have the capacity and responsibility for decision making that can have a significant and direct impact on the strategic direction and financial performance of Australia Post.

Remuneration received directly or indirectly by KMPs is provided under an accrual basis for the years ending 30 June 2024 and 30 June 2025. All remuneration is provided in Australian Dollars.

In 2019 the PGPA Rule was amended to require a number of Commonwealth Entities to report on OHPS who are neither KMP nor Senior Executives. Disclosures are provided on an aggregated banded basis for those team members of Australia Post whose total remuneration exceeds $260,000 in FY25. The initial band is from $260,000 to $270,000, with subsequent bands in $25,000 increments.

Reporting is provided on an accruals basis, with the following average remuneration components disclosed:

- base salary;
- at-risk variable remuneration;
- other benefits and allowances;
- superannuation;
- long service leave;
- other long-term benefits; and
- termination benefits.

5.2 Statutory tables

Remuneration received directly or indirectly by KMP under an accruals basis for the most recent financial year FY25 and previous financial year FY24 is as follows:

Table 4: Non-Executive Director Remuneration

Non-Executive Directors	Year	Director fees [1] $	Other Benefits and Allowances [2] $	Superannuation [3] $	Total Remuneration $
Siobhan McKenna (Chair)	**2025**	**214,260**	**–**	**24,640**	**238,900**
	2024	207,010	–	22,771	229,781
Steve Mann (Deputy Chair) [4]	**2025**	**119,580**	**–**	**13,752**	**133,332**
	2024	78,649	–	8,651	87,300
Dr Jodie Auster [5]	**2025**	**117,770**	**–**	**13,544**	**131,314**
	2024	112,467	–	12,371	124,838
Robyn Clubb AM	**2025**	**132,000**	**–**	**15,180**	**147,180**
	2024	127,530	–	14,029	141,559
Dr Richard Dammery	**2025**	**119,600**	**–**	**13,754**	**133,354**
	2024	115,550	–	12,711	128,261
Debra Hazelton [6]	**2025**	**117,770**	**–**	**13,544**	**131,314**
	2024	76,710	–	8,438	85,148
Hon. Annastacia Palaszczuk [7]	**2025**	**104,002**	**–**	**11,960**	**115,962**
	2024	–	–	–	–
Former Non-Executive Directors					
Launa Inman [8]	**2025**	**109,519**	**–**	**12,595**	**122,114**
	2024	115,550	–	12,711	128,261
Tony Nutt AO [9]	**2025**	**–**	**–**	**–**	**–**
	2024	76,583	–	8,424	85,007
Total (8 Non-Executive Directors)	**2025**	**1,034,501**	**–**	**118,969**	**1,153,470**
Total (8 Non-Executive Directors)	2024	910,049	–	100,106	1,010,155

1 Non-Executive Director fees are set by the Remuneration Tribunal and paid in cash.
2 Other benefits and allowances comprises reportable and non-reportable fringe benefit amounts as determined for taxation.
3 Minimum superannuation contributions are provided as prescribed under Superannuation Guarantee legislation.
4 Steve Mann was appointed to the Board as Deputy Chair, with effect from 26 October 2023.
5 Dr Jodie Auster was appointed to the Board, with effect from 6 July 2023.
6 Debra Hazelton was appointed to the Board, with effect from 26 October 2023.
7 Hon. Annastacia Palaszczuk was appointed to the Board, with effect from 15 August 2024.
8 Launa Inman's term concluded on 29 May 2025.
9 Tony Nutt AO's term on the Board concluded on 1 March 2024.

Remuneration report

Table 5: Group CEO & MD and Senior Executives' base salary, short-term benefits and post-employment benefits (accruals basis)

		Short-Term Benefits			Post-Employment Benefits	Other Long-Term Benefits			
Group CEO & MD and Senior Executives and Position Titles	Year	Base salary [1] $	At-risk variable remuneration [2] $	Other benefits and allowances [3] $	Superannuation [4] $	Long service leave [5] $	Other long-term benefits [6] $	Termination & retirement benefits [7] $	Total Remuneration $
Paul Graham Group CEO & MD	**2025**	**1,637,160**	**1,581,570**	**1,990**	**29,932**	**51,967**	**–**	**–**	**3,302,619**
	2024	1,644,638	965,031	1,729	27,399	48,765	–	–	2,687,562
Josh Bannister [8] EGM Retail, Brand & Marketing	**2025**	**832,931**	**755,667**	**1,683**	**29,932**	**15,600**	**–**	**–**	**1,635,813**
	2024	381,477	226,367	350	9,997	11,460	–	–	629,651
Rod Barnes EGM Network Operations	**2025**	**910,572**	**810,417**	**160**	**29,932**	**38,636**	**–**	**–**	**1,789,717**
	2024	806,088	531,443	–	27,399	32,365	–	–	1,397,295
Michael Bradburn [9] Group Chief Financial Officer	**2025**	**871,953**	**769,080**	**12,823**	**29,932**	**18,993**	**–**	**–**	**1,702,781**
	2024	475,315	297,583	4,556	14,740	8,318	–	–	800,512
Susan Davies EGM People & Culture	**2025**	**832,883**	**763,482**	**1,683**	**29,932**	**30,594**	**–**	**–**	**1,658,574**
	2024	766,938	498,257	1,664	27,399	30,801	–	–	1,325,059
Michael McNamara [10] EGM Enterprise Services	**2025**	**806,194**	**720,360**	**1,056**	**29,932**	**18,685**	**–**	**–**	**1,576,227**
	2024	776,010	460,766	363	27,399	14,300	–	–	1,278,838
Gary Starr EGM Parcel, Post & eCommerce Services	**2025**	**866,025**	**767,922**	**1,305**	**29,932**	**37,160**	**–**	**–**	**1,702,344**
	2024	815,919	501,155	–	27,399	31,598	–	–	1,376,071
Jane Anderson [11] EGM Comm, Sustain & Stakeholder Engagement	**2025**	**710,938**	**606,529**	**10,716**	**29,932**	**16,958**	**–**	**–**	**1,375,073**
	2024	–	–	–	–	–	–	–	–
Former Senior Executives									
Rodney Boys [12] Group Chief Financial Officer	**2025**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
	2024	250,264	–	–	13,699	6,697	–	152,821	423,481
Tanny Mangos [13] EGM Comm, Sustain & Stakeholder Engagement	**2025**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
	2024	356,577	–	1,695	20,549	(20,134)	–	159,100	517,787
Catriona Noble [14] EGM Retail, Brand & Marketing	**2025**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
	2024	384,904	–	1,319	20,549	(26,634)	–	192,117	572,255
Total (8 Senior Executives)	**2025**	**7,468,656**	**6,775,027**	**31,416**	**239,456**	**228,593**	**–**	**–**	**14,743,148**
Total (8 Senior Executives)	2024	6,658,130	3,480,602	11,676	216,529	137,536	–	504,038	11,008,511

1 Base salary comprises the cash salary, including amounts paid on sick leave, net annual leave benefits, purchased leave and amounts salary sacrificed.
2 At-risk variable remuneration comprises accrued performance based at-risk variable remuneration payable within 12 months of the end of the period.
3 Other benefits and allowances comprise cash allowances and reportable and non-reportable fringe benefit amounts as determined for taxation.
4 Superannuation is calculated in accordance with requirements prescribed in the Superannuation Guarantee legislation.
5 Long service leave (LSL) comprises the amount of leave accrued for the period, with reference to actuarial assessments. Where the LSL vesting requirements have not been met on separation, the reversal of the cumulative LSL accrual is reported as a non-cash adjustment to remuneration.
6 Other long-term benefits comprise the paid and accrued cost of long-term retention arrangements for certain key team members.
7 Termination and retirement benefits are payments made on separation of the Senior Executive role.
8 Josh Bannister was appointed EGM Retail, Brand & Marketing, with effect from 15 January 2024.
9 Michael Bradburn was appointed Group Chief Financial Officer, with effect from 18 December 2023.
10 Michael McNamara was appointed EGM Enterprise Services, with effect from 10 July 2023.
11 Jane Anderson was appointed EGM Community, Sustainability & Stakeholder Engagement, with effect from 15 July 2024.
12 Rodney Boys ceased employment with Australia Post on 27 October 2023.
13 Tanny Mangos ceased employment with Australia Post on 18 January 2024.
14 Catriona Noble ceased employment with Australia Post on 15 January 2024.

Other Highly Paid Staff Remuneration reported in FY25 (Accruals Basis)

Table 6 sets out remuneration on an accruals basis received directly or indirectly by Australia Post's OHPS. Total reportable remuneration disclosed is the average compensation received by team members in each remuneration band for the duration of employment within the reporting period.

Table 6: FY25 Other highly paid staff – Aggregate reporting

		Short-Term Benefits			Post-Employment Benefits	Other Long-Term Benefits		Termination Benefits	
Remuneration band	Number of highly paid staff	Average base salary[1] $	Average at-risk variable remuneration[2] $	Average other benefits and allowances[3] $	Average superannuation[4] $	Average long service leave[5] $	Average other long-term benefits[6] $	Average termination benefits[7] $	Average total remuneration $
$260,000 to $270,000	38	202,810	8,074	4,917	22,168	8,662	–	17,487	264,118
$270,001 to $295,000	62	216,340	725	1,384	21,398	8,966	–	32,288	281,102
$295,001 to $320,000	57	234,249	5,563	1,700	21,962	10,660	(45)	33,945	308,033
$320,001 to $345,000	29	240,441	573	1,323	23,068	7,134	(89)	58,734	331,183
$345,001 to $370,000	13	263,632	9,009	2,483	24,567	13,531	–	41,585	354,807
$370,001 to $395,000	10	235,123	10,194	3,947	21,159	12,035	8,166	94,193	384,815
$395,001 to $420,000	7	271,416	16,439	2,101	23,228	12,923	21,414	55,719	403,239
$420,001 to $445,000	2	228,405	–	–	25,744	8,134	–	171,257	433,540
$445,001 to $470,000	5	270,570	71,495	–	25,730	12,098	–	81,770	461,663
$470,001 to $495,000	5	262,346	113,679	2,838	24,983	11,069	–	67,424	482,339
$495,001 to $520,000	7	262,892	60,008	1,306	17,973	18,720	–	144,957	505,857
$520,001 to $545,000	5	330,548	158,862	3,177	29,932	15,855	(619)	–	537,755
$545,001 to $570,000	9	348,162	147,002	394	29,932	9,761	–	21,984	557,235
$570,001 to $595,000	5	355,484	135,865	2,313	29,172	11,208	–	45,003	579,045
$595,001 to $620,000	3	391,755	177,103	–	29,907	6,774	–	–	605,539
$620,001 to $645,000	1	399,338	184,843	6,600	29,822	10,011	–	–	630,615
$645,001 to $670,000	4	324,362	112,728	697	24,135	11,221	–	187,173	660,317
$670,001 to $695,000	1	393,742	251,147	–	29,932	9,009	–	–	683,830
$695,001 to $720,000	1	397,362	254,324	347	29,932	14,460	–	–	696,425
$720,001 to $745,000	1	421,853	267,940	–	29,932	13,295	–	–	733,020
$745,001 to $770,000	3	430,993	276,023	863	29,932	19,712	–	–	757,523
$820,001 to $845,000	2	490,034	283,945	–	29,877	22,133	–	–	825,989
$845,001 to $870,000	1	508,820	305,916	286	29,932	11,404	–	–	856,357
$945,001 to $970,000	1	397,002	(4,130)	–	26,247	5,451	–	536,689	961,260
Total[8]	**272**								

1 Base salary comprises the average cash salary, including amounts paid on sick leave, net annual leave benefits, higher duties, purchased leave and amounts salary sacrificed.
2 At-risk variable remuneration comprises accrued performance based at-risk variable remuneration payable within 12 months of the end of the period.
3 Other benefits and allowances comprises cash allowances and reportable and non-reportable fringe benefit amounts as determined for taxation.
4 For employees who are members of the defined benefit fund, the superannuation benefit represents the contribution paid to the fund by Australia Post (employer contribution). If the employee is a member of a superannuation contribution scheme, the benefit is calculated in accordance with the requirements prescribed in Superannuation Guarantee legislation.
5 Long service leave (LSL) comprises the movement in the LSL provision based on actuarial assessment. Where the LSL vesting requirements have not been met on separation, the reversal of the cumulative LSL accrual is reported as a non-cash adjustment to remuneration.
6 Other long-term benefits comprises the accrued cost of long-term retention arrangements for certain key team members.
7 Termination benefits are payments made on separation of employment.
8 For the purposes of this note, Senior Executive remuneration is not disclosed within these disclosures, but is reported in Table 5 of the Remuneration Report.

Financial and statutory reports 2025

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Statement by Directors, Group Chief Executive Officer & Managing Director and Group Chief Financial Officer

FY25 FINANCIAL STATEMENTS

In our opinion:

(a) the accompanying financial statements for the year ended 30 June 2025:

  (i) present fairly the entity's financial position, financial performance and cash flows;

  (ii) comply with the accounting standards and any other requirements prescribed by the *Public Governance, Performance and Accountability Act 2013* and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and

  (iii) have been prepared based on properly maintained financial records.

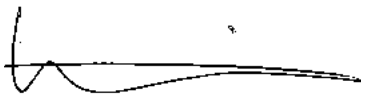
(b) at the date of this report, there are reasonable grounds to believe that the group will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the directors.



Siobhan McKenna
Chair
Board of Directors
(on behalf of Directors)

Melbourne
25 August 2025



Paul Graham
Group Chief Executive Officer
& Managing Director

Melbourne
25 August 2025



Michael Bradburn
Group Chief Financial Officer

Melbourne
25 August 2025

Annual performance statement

for the year ended 30 June 2025

Statement of Preparation

I am pleased to present, on behalf of the Board of Directors (Board) of the Australian Postal Corporation (Australia Post) and in accordance with a resolution of the Board, Australia Post's Annual Performance Statement (Statement) for the financial year 2024–25 reporting period.

The Statement is prepared for paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013*.

In the Board's opinion, based on information provided to the Board, the Statement accurately reflects the performance of Australia Post in financial year 2024-25, and complies with section 39(2) of the *Public Governance, Performance and Accountability Act 2013*.



Siobhan McKenna
Chair
26 August 2025

Purpose

Australia Post's purpose is expressed in the Australian Postal Corporation Act 1989 (Act) that sets out Australia Post's commercial obligation, community service obligations and general governmental obligations.

As expressed in the Act, the principal function of Australia Post is to supply postal services within Australia and between Australia and places outside Australia. While doing this, Australia Post will offer high-quality, efficient services to the community, and operate commercially to achieve a reasonable return on assets.

Australia Post is obliged to meet its Community Service Obligations (CSO) by ensuring that the letter service is reasonably accessible to all Australians on an equitable basis, in view of the social importance of the letter service and is provided at a uniform rate for standard letters carried by ordinary post within Australia. Australia Post is also subject to prescribed performance standards relating to the letter service, including standards relating to the frequency, accuracy and speed of delivery, and standards relating to accessibility of services via retail outlets, and via street posting boxes and other mail lodgement points.

The CSO relates to Australia Post's reserved letter service, which has been in terminal decline for the past 17 years. While the CSO continues to dictate how Australia Post operates, it no longer represents how Australia Post delivers its Post26 Strategy of 'Delivering a Better Tomorrow'.

Australia Post delivers letters and parcels to all Australians. Incoming international letters and parcels, and outbound international services are also offered. There is an expansive range of letter and parcel services, with a choice of delivery standards.

Australia Post provides access to important services for the community on behalf of other organisations, such as applying for a passport, agency banking, and financial services through a network of more than 4,000 retail outlets, including at least 2,500 not in major cities.

Alongside a legislative purpose, Australia Post maintains a more expansive purpose: 'Delivering a Better Tomorrow'. This is a focus on ensuring our customers and communities find it easier to do business with Australia Post, and on adapting Australia Post's range of services and how they are accessed.

Team members live Australia Post's values of trust, inclusivity, empowerment and safety. Values underpin everything Australia Post does and are the ties that bind it. Team members can be trusted to do the right thing; they are inclusive, respecting everyone; and they are empowered to find a way to help customers. The safety and wellbeing of team members is Australia Post's highest priority.

In financial year 2024-25 (FY25), Australia Post's purpose has been 'Delivering a Better Tomorrow' for its customers and community. The Post26 Strategy was designed to deliver three strategic imperatives: Supporting each other; Delighting our customers and communities; and Creating a sustainable future. Australia Post has progressed the same six strategic priorities to realise these imperatives as last year:

1. Winning in eCommerce delivery services;
2. Reimagining the Post Office network;
3. Creating market leading digital and data experiences;
4. Building a sustainable letters business;
5. Simplifying our products and services; and
6. Uplifting culture and leadership; simplifying operations and systems.

Results

Australia Post's performance against key commercial measures in FY25 is summarised below:

Measure	Performance
Profit/(Loss) before tax	$18.8 million
Shareholder return on equity	0.6%
Dividends declared in respect of 2024–25[1]	–
Dividends paid in 2024–25	–

Australia Post's performance against key prescribed performance standards in FY25 is summarised below:

Prescribed Performance Standard		FY25 Performance
On-time letters delivery	94%	98.70%
Letters delivery frequency		
– to delivery points every second business day	98%	98.81%
– to delivery points at least two days per week	99.70%	99.99%
Delivery timetables	Maintain	Maintained
Street posting boxes	10,000	11,821
Retail outlets		
– in total	4,000	4,118
– in total that are not in major cities	2,500	2,523
– in major cities, residences to be located within 2.5kms of an outlet	90%	92.10%
– not in major cities, residences to be located within 7.5 kms of an outlet	85%	89.40%

1 Subsequent to the adoption of the FY25 Financial Statements on 25 August 2025, a dividend of $9.5 million was declared in respect of FY25.

Annual performance statement

for the year ended 30 June 2025

Analysis

Australia Post returned to profitability in FY25, reflecting a successful execution of its Post26 Strategy. Its unwavering focus on the Post26 Strategy helped it deliver strong results across all three strategic imperatives: Delighting our customers and communities; Supporting each other; and Creating a sustainable future.

The result reflected parcel revenue growth and operational and support cost savings.

Delivering for our customers and communities

In FY25, Australia Post delivered 514.3 million parcels, including a record-breaking 102.8 million during its Peak period. It met or exceeded all Prescribed Performance Standards, including for letter delivery and retail network coverage, and achieved this while rolling out its New Delivery Model.

Key technology investments progressed at pace, including upgrades to the Australia Post app, future website and core logistics systems. New retail formats were piloted to improve customer and parcel delivery experiences. Additionally, air capacity was significantly expanded with the introduction of a new A330 freighter to its fleet.

Australia Post broadened its next-day Metro service to Adelaide and Perth and introduced Day Definite parcels, giving metropolitan customers improved delivery certainty. Furthermore, Australia Post opened new parcel facilities in the Gold Coast, Queensland, Melbourne, Victoria, and Blacktown, New South Wales, and committed to opening six new greenfield sites in regional Australia. There have been a number of retail enhancements throughout the past year, including the completion of the POST+ point of sale retail system roll-out and the launch of three new parcel-focused format retail outlets, called Post Parcels, located at Waterloo and St Leonards, New South Wales, and Fitzroy, Victoria.

Other notable milestones included progressing negotiations with major banking partners for updated Bank@Post contracts to continue providing banking customers with access to services in underserved areas or communities where Australia Post is the last bank in town.

Supporting each other

Australia Post continues to invest in its people, with safety remaining its number one priority. Australia Post launched its ***Be a Friend*** campaign to Operations team members, and new fleet and training initiatives targeted a reduction in motorcycle incidents and physical injuries. The introduction of new vehicle types, including the new Gaius electric three-wheeled motorcycles, will enable more motorcycle rounds to be reduced helping improve one of Australia Post's greatest risk areas.

Our AP Way – The Next Winning Chapter was launched to further support the values-driven, high performance culture. This is the second phase of the program and follows the highly successful launch of Our AP Way in 2022. The program has been fundamental in improving engagement and team culture. Additionally, new digital tools, including Microsoft Copilot, were rolled out to 3,000 team members and contact centre efficiency was improved through AI-powered and self-service solutions.

In FY25, Australia Post successfully negotiated two major enterprise agreements: EA2024 with the Communications Workers Union, which secured conditions for team members over the next three years with above inflation wage rises, and a new enterprise bargaining agreement with the Transport Workers Union for the StarTrack business.

Creating a sustainable future

In FY25, Australia Post made significant strides towards its long-term sustainability. This included completing its Melbourne support office relocation to Burnley, Victoria, and realising cost reductions under its Business Simplification Program.

Operational transformation has continued at pace: At end June 2025, approximately 80% of its corporate rounds are being delivered under the New Delivery Model.

Australia Post also remains on track to exceed its 2025 target of a 15% reduction in carbon emissions (from its FY19 baseline), reinforcing its environmental leadership. Australia Post continues to invest in lower carbon emissions assets and operational efficiency measures, as it targets Net Zero by 2050.

Financial statements audit report

Australian National Audit Office

INDEPENDENT AUDITOR'S REPORT

To the Minister for Communications

Opinion

In my opinion, the financial statements of the Australian Postal Corporation and its subsidiaries (together the Group) for the year ended 30 June 2025:

(a) comply with Australian Accounting Standards and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and

(b) present fairly the financial position of the Group as at 30 June 2025 and its financial performance and cash flows for the year then ended.

The financial statements of the Group, which I have audited, comprise the following as at 30 June 2025 and for the year then ended:

- Statement by Directors, Group Chief Executive Officer and Managing Director, and Group Chief Financial Officer;
- Consolidated statement of comprehensive income;
- Consolidated balance sheet;
- Consolidated statement of changes in equity;
- Consolidated statement of cash flows; and
- Notes to the financial statements comprising material accounting policy information and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Group in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and her delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

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

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Phone (02) 6203 7300

Financial statements audit report

Key audit matter	How the audit addressed the matter

Valuation of unearned revenue liability
 	
Refer to Note A1 'Revenue and other income' and Note B7 'Payables'
 	
The Group has recognised an unearned revenue liability of $137.4 million, which includes a provision for the estimated value of postage products sold but not yet used at 30 June 2025.
 	
The Group defers revenue to reflect the postage products sold which are either unused or undelivered at reporting date, where service will be provided in future accounting periods. The Group's estimate of unearned revenue is considered subjective. It is reliant on key assumptions and inputs including, estimating the amount of postage products sold which are still unused at reporting date and estimating the expected timing and amount of future utilisation of those unused postage products. This requires judgement and expertise to be applied in the calculation.
 	
Due to its subjectivity, I consider the valuation of unearned revenue liability to be a key audit matter.
	To audit the valuation of unearned revenue liability, I performed the following procedures:
	
	• assessed the design, implementation, and operating effectiveness of key controls over revenue recognition by testing a sample of transactions;
	• conducted analytical procedures, including monthly trend analysis, on revenue transactions during the period to confirm year-end unearned revenue balances. Where material variances were identified against set expectations, such as parcel and mail volumes and seasonality of business, supporting documentation has been examined and enquiries made of the Group to obtain explanations for the variances; and
	• assessed the actuarial calculation of postage products sold but not yet used. This involved:
	  ○ testing the integrity of the underlying postage product revenue data used in the actuarial calculation; and
	  ○ assessing the reasonableness of the key assumptions related to the expected timing and amount of future utilisation of those unused products, through comparison to historical balances and past practice.

Key audit matter	How the audit addressed the matter
Valuation of goodwill *Refer to Note B3 'Intangible assets' and Note B5 'Impairment of non-financial assets'* The Group has recognised $501.9 million in relation to goodwill. These assets are required by the Australian Accounting Standards to be tested annually for impairment. The estimation process includes the use of a valuation model which is complex, involves significant judgement, and is based on assumptions about the future, such as the discount rate adopted and cash flow forecasts. As such, I consider this to be a key audit matter. The Group provides details on the assumptions used in the impairment tests, including those regarding the level at which the assets are tested, the discount rate, the expected future cash flows and the type of valuation model used, in Note B5 to the financial statements.	To audit the valuation of goodwill, I performed the following procedures: • evaluated the appropriateness of the methodologies used by the Group to perform the valuation; • assessed the reasonableness of the composition of the discount rate adopted by the Group, by independently determining the discount rate; • agreed the cash flow forecasts used in the impairment test to the business plans approved by the Board; • assessed the Group's historical accuracy in meeting its forecasts, through comparison of actual results to original budgets; and • assessed the adequacy of the financial statements disclosures. The assumptions that have the most significant effect on the determination of the recoverable amount of its assets were evaluated. These disclosures were considered with reference to the applicable Australian Accounting Standards requirements.

Key audit matter	How the audit addressed the matter

Valuation of net superannuation asset
 	
Refer to Note C3 'Post employment benefits'
 	
The Group recognised a net superannuation asset of $467.8 million at 30 June 2025 which comprises a superannuation asset and defined benefit obligation. The measurement of the net superannuation asset involves significant judgement.
 	
The measurement of the Group's superannuation asset includes investments which are recognised at fair value.
 	
The measurement of the defined benefit obligation involves the selection and application of multiple complex assumptions such as salary growth, discount and inflation rates.
 	
The valuation of the net superannuation asset is sensitive to long-term assumptions consistent with those disclosed in Note C3. Movements in these assumptions for the defined benefits obligation together with the fair value movement of the investments can result in material movements in the net superannuation asset. As such, I consider this a key audit matter.
 	
The Group provides disclosures in Note C3 on how the changes in the present value of the defined benefit obligation and change in fair value of plan assets are recognised and measured in the statement of comprehensive income.
	To audit the valuation of the net superannuation asset I performed the following procedures:
	
	• assessed the design, implementation and operating effectiveness of internal controls over the management of the defined benefit scheme, including management of the members' data used for the valuation;
	• assessed and evaluated the independence and competency of the Group's actuary;
	• tested the superannuation contribution data provided to the Group's actuary for accuracy and completeness including assessing the quality assurance processes used by the Group to confirm the integrity of the data;
	• evaluated the appropriateness of the methodology and reasonableness of the key assumptions applied when performing the valuation by:
	  ○ comparing economic assumptions to long-term expectations over the term of the defined benefit obligation, based on the Government's economic forecasts;
	  ○ assessing the detailed analysis undertaken by the Group's actuary for consistency with historical membership experience in relation to:
	  ▪ rates of mortality, redundancy, resignation, disability and retirement;
	  ▪ the proportion of members who will select each form of payment option available under the plan terms; and
	  ▪ promotion and future salary increases;
	• assessed the reasonableness of the results of the valuation by confirming the appropriateness of the reconciliation of changes in the valuation of the scheme asset and defined benefit obligations;
	• tested the fair value of the investments including agreement of amounts to supporting documentation such as external confirmations; and
	• evaluated the appropriateness of the disclosure of the significant assumptions applied and of the uncertainties that impact the key assumptions, including the sensitivity analysis.

Financial statements audit report

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Group, the Board of Directors is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards and the rules made under the Act. The Accountable Authority is also responsible for such internal control as the Accountable Authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Accountable Authority is responsible for assessing the ability of the Group to continue as a going concern, taking into account whether the entity's operations will cease as a result of an administrative restructure or for any other reason. The Accountable Authority is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial statements

My objective is 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 my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- 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 my 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;
- 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;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting 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 I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern;
- 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; and
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements. I am responsible for the direction, supervision and performance of the Group audit. I remain solely responsible for my audit opinion.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Consolidated statement of comprehensive income

for the year ended 30 June 2025

Consolidated ($m)	Note	2025	2024
Revenue			
Goods and services	A1	9,342.3	9,043.3
Other income			
Interest	A1	22.4	14.9
Rental	A1	23.3	31.6
Other income and gains	A1	66.4	39.3
	A1	112.1	85.8
Total income	A1	**9,454.4**	**9,129.1**
Expenses (excluding finance costs)			
Employees	A2	3,710.7	3,631.9
Suppliers	A2	4,957.3	4,720.6
Depreciation and amortisation	A2	585.9	651.2
Other expenses	A2	117.3	158.5
Total expenses (excluding finance costs)	A2	**9,371.2**	**9,162.2**
Profit/(loss) before income tax, finance costs and share of net profits of equity-accounted investees		**83.2**	**(33.1)**
Finance costs	A2	(63.3)	(55.5)
Share of net profits/(losses) of equity-accounted investees		(1.1)	0.1
Profit/(loss) before income tax		**18.8**	**(88.5)**
Income tax (expense)/benefit	A3	(5.3)	20.4
Net profit/(loss) for the year attributable to equity holders of Australian Postal Corporation		**13.5**	**(68.1)**
Other comprehensive income/(loss)			
Items that will not be reclassified to profit or loss			
Remeasurements of defined benefit plans	C3	(109.6)	(156.4)
Income tax on items that will not be reclassified to profit or loss	A3	32.9	46.9
Total items that will not be reclassified to profit or loss, net of tax		**(76.7)**	**(109.5)**
Items that may be reclassified subsequently to profit or loss			
Exchange differences on translation of foreign operations		1.0	0.3
Unrealised gains/(losses) on cash flow hedges		(0.2)	(0.5)
Income tax on items that may be reclassified to profit or loss	A3	0.1	3.4
Total items that may be reclassified to profit or loss, net of tax		**0.9**	**3.2**
Other comprehensive income/(loss) for the year		**(75.8)**	**(106.3)**
Total comprehensive income/(loss) for the year attributable to equity holders of Australian Postal Corporation		**(62.3)**	**(174.4)**

This statement should be read in conjunction with the accompanying notes.

Consolidated balance sheet

as at 30 June 2025

Consolidated ($m)	Note	2025	2024
Assets			
Current assets			
Cash and cash equivalents	A4	677.5	617.7
Trade and other receivables	B1	1,010.6	925.8
Prepayments		136.2	149.8
Inventories		29.9	44.1
Other current assets		1.0	1.4
Assets held for sale	B2, B6	–	8.8
Total current assets		**1,855.2**	**1,747.6**
Non-current assets			
Net superannuation asset	C3	467.8	610.6
Property, plant and equipment	B2	1,860.8	1,726.6
Intangible assets	B3	735.8	760.1
Right-of-use assets	B4	918.7	920.2
Investment property	B6	107.1	100.5
Deferred tax assets	A3	263.2	222.6
Equity-accounted investees		4.6	5.6
Other non-current assets		16.7	28.0
Total non-current assets		**4,374.7**	**4,374.2**
Total assets		**6,229.9**	**6,121.8**
Liabilities			
Current liabilities			
Current lease liabilities	B4	266.6	248.9
Trade and other payables	B7	1,504.3	1,386.1
Employee provisions	C1	800.3	785.7
Other provisions	B8	33.8	42.0
Income tax payable		12.5	0.3
Total current liabilities		**2,617.5**	**2,463.0**
Non-current liabilities			
Interest-bearing liabilities	D2	381.0	373.6
Employee provisions	C1	311.4	285.4
Other provisions	B8	56.6	55.3
Non-current lease liabilities	B4	760.4	772.7
Other non-current liabilities		–	6.5
Total non-current liabilities		**1,509.4**	**1,493.5**
Total liabilities		**4,126.9**	**3,956.5**
Net assets		**2,103.0**	**2,165.3**
Equity			
Contributed equity		400.0	400.0
Reserves		5.9	8.2
Retained profits		1,697.1	1,757.1
Equity attributable to equity holders of the parent		**2,103.0**	**2,165.3**

This statement should be read in conjunction with the accompanying notes.

Consolidated statement of changes in equity

for the year ended 30 June 2025

Consolidated ($m)	Contributed equity	Reserves	Retained profits	Total equity
Balance at 30 June 2023	**400.0**	**17.7**	**1,922.0**	**2,339.7**
Comprehensive income				
Profit/(loss) for the year	–	–	(68.1)	**(68.1)**
Other comprehensive income/(loss)	–	(0.2)	(156.4)	**(156.6)**
Tax on other comprehensive income/(loss)	–	3.4	46.9	**50.3**
Total comprehensive income/(loss) for the year	**–**	**3.2**	**(177.6)**	**(174.4)**
Transfer of reserves	–	(12.7)	12.7	**–**
Balance at 30 June 2024	**400.0**	**8.2**	**1,757.1**	**2,165.3**
Comprehensive income				
Profit/(loss) for the year	–	–	13.5	**13.5**
Other comprehensive income/(loss)	–	0.8	(109.6)	**(108.8)**
Tax on other comprehensive income/(loss)	–	0.1	32.9	**33.0**
Total comprehensive income/(loss) for the year	**–**	**0.9**	**(63.2)**	**(62.3)**
Transfer of reserves	–	(3.2)	3.2	**–**
Balance at 30 June 2025	**400.0**	**5.9**	**1,697.1**	**2,103.0**

Contributed equity is the issued capital. Reserves include asset revaluation, foreign currency translation and hedging reserves. This statement should be read in conjunction with the accompanying notes.

Consolidated statement of cash flows

for the year ended 30 June 2025

Consolidated ($m)	Note	2025	2024
Operating activities			
Cash received			
Goods and services		10,168.5	9,827.4
Interest		22.2	15.4
Income tax refunds		–	1.7
Total cash received		**10,190.7**	**9,844.5**
Cash used			
Employees		(3,622.7)	(3,588.5)
Suppliers		(5,547.8)	(5,234.7)
Financing costs		(62.9)	(55.7)
Income tax paid		(0.8)	–
Goods and services tax paid		(322.8)	(314.9)
Total cash used		**(9,557.0)**	**(9,193.8)**
Net cash from operating activities	A4	**633.7**	**650.7**
Investing activities			
Cash received			
Proceeds from sales of property, plant and equipment and investment properties		65.6	71.8
Total cash received		**65.6**	**71.8**
Cash used			
Payments for investment in equity-accounted investees		(10.0)	–
Purchase of property, plant and equipment		(305.7)	(215.6)
Purchase of intangibles		(66.2)	(90.5)
Total cash used		**(381.9)**	**(306.1)**
Net cash used by investing activities		**(316.3)**	**(234.3)**
Financing activities			
Cash used			
Repayment of borrowings		–	(175.0)
Cash payments for the principal portion of lease liabilities		(256.6)	(264.0)
Total cash used		**(256.6)**	**(439.0)**
Net cash used by financing activities		**(256.6)**	**(439.0)**
Net increase/(decrease) in cash and cash equivalents		**60.8**	**(22.6)**
Effects of exchange rate changes on cash and cash equivalents		(1.0)	0.1
Cash and cash equivalents at beginning of year		617.7	640.2
Cash and cash equivalents at end of the year		**677.5**	**617.7**

This statement should be read in conjunction with the accompanying notes.

Notes to the financial statements

for the year ended 30 June 2025

About the financial statements

This section outlines the basis on which the Australian Postal Corporation and its controlled entities (the 'Group') financial statements have been prepared, including discussion on any new accounting standards or government rules that directly impact financial statement disclosure requirements. In this section, we also outline significant events and transactions that have occurred after balance date affecting the Group's financial position and performance.

The Australian Postal Corporation (the Corporation) is incorporated under the provisions of the *Australian Postal Corporation Act 1989* as amended, and is an Australian Government owned for-profit entity.

Australia Post support office:

480 Swan Street
Richmond VIC 3121
Australia

The consolidated general purpose financial report of the Group for the year ended 30 June 2025 was authorised for issue in accordance with a resolution of the Directors on 25th August 2025.

The consolidated financial report is a general purpose financial report which:

- is required by clause 1(a) of Paragraph 42 of the *Public Governance Performance and Accountability Act 2013* (PGPA Act);
- has been prepared in accordance with the requirements of:
  (a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
  (b) Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period and International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB);
- has been prepared on an accrual basis and in accordance with the historical cost convention, except for investment property and derivative financial instruments, which have been measured at fair value. The carrying values of recognised assets and liabilities that are designated as hedged items in fair value hedge relationships are adjusted to record changes in the fair values attributable to the risks that are being hedged;
- is prepared on the basis that it will continue to operate as a going concern;
- is presented in Australian dollars with all values rounded to the nearest hundred thousand dollars unless otherwise stated;
- presents reclassified comparative information where required for consistency with the current year's presentation;
- adopts all new and amended Accounting Standards and Interpretations issued by the AASB that are relevant to the operations of the Group and effective for reporting periods beginning on or after 1 July 2024. Refer to note E5 (d) for further details; and
- does not early adopt any Accounting Standards and Interpretations that have been issued or amended but are not yet effective. Refer to note E5 (e) for further details.

As per the prior comparative period, the Leadership Team contemplates business decisions on the basis of Group profitability, with the Group viewed as a single operating segment, comprising the provision of delivery and related services to customers across a shared network. Consistent with the manner in which the chief operating decision makers view performance information, total income and net profit or loss after tax are the relevant measures of performance.

In accordance with AASB 8 *Operating Segments*, segment information is not required as the Group's equity and debt instruments are not traded in a public market, nor does the Group file the consolidated financial report with a securities commission or other regulatory organisation for the purpose of issuing any class of instruments in a public market. It is noted that performance information within the single operating segment is available at a profit before tax level for reserved and non-reserved product lines. However, the business is not managed on this basis, and the information is made available only to satisfy regulatory requirements within the *Australian Postal Corporation Act 1989*. The Directors will continue to monitor, in future periods, the need to present any additional Group profitability information.

Key judgements and estimates

In the process of applying the Group's accounting policies, management has made a number of judgements and applied estimates and assumptions to future events. Judgements and estimates which are material to the financial report are found in the following notes:

Note	Note description
A1	International mail revenue
B1	Allowance for expected credit losses
B4	Leases
B5	Impairment
B6	Investment property
B7	Unearned delivery revenue
B8	Other provisions
C1	Employee provisions
C3	Post-employment benefits

Basis of consolidation

The consolidated financial statements comprise the financial statements of the Group. A list of controlled entities (subsidiaries) at year end is contained in note E1.

A subsidiary is an entity that the Group controls. Control is deemed when the Group is exposed to variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity.

Subsidiaries are consolidated from the date on which control is obtained through to the date on which control ceases. The acquisition of subsidiaries is accounted for using the acquisition method of accounting.

The financial statements of the subsidiaries are prepared for the same reporting period as the parent company, using consistent accounting policies. Adjustments are made to align any inconsistent accounting policies that may exist.

In preparing the consolidated financial statements, all intercompany balances and transactions, income and expenses and profit and losses resulting from intra-group transactions have been eliminated in full.

Foreign currency translation

The functional currency of the Corporation and its Australian subsidiaries is Australian dollars.

The Group has five overseas subsidiaries, as discussed in note E1. On consolidation:

- assets and liabilities are translated into Australian dollars at the rate of exchange prevailing at the reporting date; and
- the statement of comprehensive income is translated at exchange rates prevailing at the dates of the transactions.

The exchange rate differences arising are recognised in other comprehensive income.

Transactions in foreign currencies are initially recorded by the Group at their respective functional currency spot rates at the date the transaction first qualifies for recognition. Monetary assets and liabilities denominated in foreign currencies are retranslated at the presentation currency spot rate of exchange at the reporting date.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate as at the date of the initial transaction. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item.

Other accounting policies

Other material accounting policies that summarise the measurement basis used and are relevant to an understanding of the financial statements are provided throughout the notes to the financial statements.

Notes to the financial statements

for the year ended 30 June 2025

The notes to the financial statements

The notes to the financial statements include information which is required to understand the financial statements and is material and relevant to the operations, financial position and performance of the Group. Information is considered material and relevant if, for example:

- the amount in question is significant because of its size or nature;
- it is important for understanding the results of the Group;
- it helps explain the impact of significant changes in the Group, for example, acquisitions and restructuring activities; and
- it relates to an aspect of the Group's operations that is important to its future performance.

The notes have been grouped into sections to help readers understand how the Australia Post strategy, as outlined in the Annual Report, is reflected in the financial performance and position of the Group. These sections comprise:

- **Our business performance:** Our Post26 strategy focuses on creating a modernised and financially sustainable e-commerce, digital, mail and retail organisation. Our financial performance section provides the key financial performance measures of these business areas, as well as Group level financial metrics incorporating revenue, taxation, cash flow and dividends.
- **Our asset platform:** Delivery of our Group strategy requires optimising the use of our balance sheet including streamlining and integrating certain operations. Our asset platform section outlines the key operating assets owned and liabilities incurred by the Group.
- **Our people:** To support the execution of our Group strategy we must embed our values of Trust, Inclusivity, Empowerment and Safety and align and engage our workforce. This requires us to continue to invest in our people so that we may achieve an inclusive and capable workforce. This investment includes remuneration activities outlined in this section of the financial report.
- **Our funding structure and managing our risks:** The Group is exposed to a number of financial risks. Our funding structure and managing our financial risks section sets out the strategies and practices the Group utilises to minimise the exposure to these risks in order to execute our Group strategy in a prudent way, as well as outlining the current Group funding structure.
- **Other information:** This section includes mandatory disclosures required by Australian Accounting Standards and the Australian Government's *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*, all of which Australia Post must comply with.

Events after balance date

There are no matters or circumstances that have arisen since balance date which significantly affected or may significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years.

Our business performance

This section analyses the financial performance of the Group for the year ended 30 June 2025. The focus is on Group revenue streams, expenses, taxation, cash flows and dividend performance.

A1 Revenue and other income

Revenue and other income for the year

The components of revenue and other income for the year ended 30 June are as follows:

Consolidated ($m)	2025	2024
Rendering of services to:		
– Related entities[1]	194.8	194.8
– External entities	8,952.4	8,630.9
	9,147.2	8,825.7
Sale of goods to external entities	195.1	217.6
Revenue from contracts with customers	**9,342.3**	**9,043.3**
Interest income from:		
– Cash and cash equivalents	22.4	14.9
Interest income	**22.4**	**14.9**
Rental income from:		
– Operating lease income	12.3	13.2
– Operating sub-lease income	11.0	18.4
Rental income	**23.3**	**31.6**
Net gain from sales of investment property	–	9.3
Net revaluation gain on investment property	6.4	–
Gain on disposal of property, plant and equipment	44.7	11.5
Gain on lease reassessments/modifications (lessee)	0.7	6.5
Other income	14.6	12.0
Other income and gains	**66.4**	**39.3**
Total other income	**112.1**	**85.8**
Total income	**9,454.4**	**9,129.1**

1 Related entities – related to the Australian Government.

Revenue from contracts with customers

Within the Group's contracts with customers, the Group identifies its performance obligations for each of the distinct goods or services it has promised to provide to the customer. The expected consideration in the contract is allocated to each performance obligation identified based on their relative standalone selling prices, and is recognised as revenue when or as performance obligations are satisfied by transferring the promised goods or services to customers. Revenue is recognised on a commission basis where the Group acts as an agent rather than a principal. Estimates of variable consideration are constrained where it is not highly probable they would not be reversed when the cause of variability is resolved.

For the Group's domestic mail products, parcels and express services and international letters and parcels, the Group's collection, processing and distribution of articles is identified collectively as a single performance obligation to deliver the series of articles lodged to the specified destination in the manner requested by the customer. In respect of a single delivery, the Group has assessed that another entity would not need to re-perform previously completed collection, processing or distribution activities if it were to fulfil the remainder of a partially complete delivery. Accordingly, the delivery performance obligation is satisfied progressively over time and revenue is recognised on this basis. Time elapsed (delivery days) since lodgement is used to reflect progress towards satisfaction of each delivery performance obligation.

Notes to the financial statements

for the year ended 30 June 2025

A1 Revenue and other income (continued)

Key estimates

The Group recognises an accrual for revenue earned from international deliveries where statements have not been received. Revenue is determined based on a number of factors including the volume of articles delivered, the international postal organisation counterparty and with reference to the Universal Postal Union guidelines. At 30 June 2025, the international mail related accrual was $76.4 million (2024: $82.2 million).

For the Group's retail, agency and other products and services, the Group identifies the following performance obligations:

- For services the Group provides consumers on behalf of the Group's customers, including payment, banking, identity and insurance offerings, the Group identifies a single performance obligation to perform the agency services over the agreed duration of the customer contract. The performance obligation is satisfied over time as each individually distinct day of service elapses, with variable transactional revenue recognised on the day that the specific agency services are provided.
- For retail services including post office box and mail redirection offerings, the Group identifies a single performance obligation to provide the service over the agreed contract duration. As the benefit of these services is simultaneously received and consumed by customers over time, revenue is recognised over time on a straight-line basis.
- For sale of merchandise, the Group identifies a single performance obligation to supply the product (inclusive of delivery). Revenue is recognised at the point of completion of the delivery to the customer, when control of the product is deemed to have been transferred.

Disaggregation of revenue from contracts with customers

Revenue from contracts with customers is disaggregated by products and services, as well as the manner in which the Group satisfies its performance obligations and recognises revenue:

Consolidated ($m)	2025	2024
Over time		
– Domestic mail products, parcels and express and international	8,565.1	8,202.8
– Retail, agency and other	582.1	622.9
Point in time		
– Retail, agency and other	195.1	217.6
Revenue from contracts with customers	**9,342.3**	**9,043.3**

Remaining performance obligations

The Group's contracts with customers for certain products and services include performance obligations which the Group has either not satisfied, or partially satisfied, at 30 June 2025.

Excluding estimated amounts of variable consideration which are constrained, revenue from completing these performance obligations that is expected to be recognised in future periods commencing more than one year from reporting date is $207.0 million (2024: $243.2 million).

The Group has elected not to disclose the amount of revenue expected to be recognised from unsatisfied performance obligations with a remaining contract duration of less than one year from reporting date.

Other income

Interest income

Interest income is recognised in profit or loss as it accrues using the effective interest method; and if not received at balance date, is reflected in the balance sheet as a receivable.

Rental income

Rental income consists of rentals from investment properties and sub-lease rentals. Rentals received under operating leases and initial direct costs are recognised on a straight-line basis over the lease term. Lease incentives granted are recognised as an integral part of the total rental income.

A2 Expenses

Expenses for the year

The components of expenses for the year ended 30 June are as follows:

Consolidated ($m)	2025	2024
Salaries and wages	2,920.3	2,839.5
Leave and other entitlements	334.7	327.1
Superannuation expenses	291.6	268.0
Other employee expenses	164.1	197.3
Employee expenses	**3,710.7**	**3,631.9**
Purchase of services from external entities	4,778.6	4,543.4
Purchase of goods from external entities	178.7	177.2
Supplier expenses	**4,957.3**	**4,720.6**
Depreciation:		
– Property, plant and equipment	243.7	262.7
– Right-of-use assets	258.8	257.9
Amortisation	83.4	130.6
Depreciation and amortisation expenses	**585.9**	**651.2**
Impairment of assets:		
– Receivables	9.0	11.6
– Inventory	7.2	9.6
– Property, plant and equipment	8.5	11.2
– Right-of-use assets	6.8	14.7
– Intangibles	10.9	31.4
– Equity-accounted investees	10.0	6.2
	52.4	84.7
Net revaluation loss on investment property	–	7.7
Net loss on disposal of subsidiary	8.3	–
Sundry expenses	56.6	66.1
Other expenses	**117.3**	**158.5**
Total expenses (excluding finance costs)	**9,371.2**	**9,162.2**

The components of finance costs for the year ended 30 June are as follows:

Consolidated ($m)	2025	2024
Bonds	17.0	20.5
Interest on lease liabilities	42.3	30.2
Other interest	4.0	4.8
Total finance costs	**63.3**	**55.5**

Finance costs

Finance costs are recognised as an expense as they are incurred, except for certain interest charges attributable to major projects, for which interest is capitalised into the cost of the asset. Interest expense is calculated using the effective interest method.

Provisions and lease liabilities are measured at their present value. Interest on lease liabilities and the impact of unwinding of discounted provisions and any changes in discount rate adjustments are also recognised in finance costs. The impact of unwinding of discounted employee provisions and changes in discount rate adjustments are recognised as employee benefits expense.

Notes to the financial statements

for the year ended 30 June 2025

A3 Taxation

Taxation for the year

The major components of tax expense/(benefit) are:

Consolidated ($m)	2025	2024
Statement of comprehensive income		
– current income tax charge	12.9	0.9
– adjustments for current income tax of previous years	–	(3.3)
– deferred income tax relating to origination and reversal of temporary differences	(7.1)	(22.9)
– adjustments for deferred income tax of previous years	(0.5)	4.9
Income tax expense/(benefit) reported in the statement of comprehensive income	**5.3**	**(20.4)**
Other comprehensive income		
Net remeasurement on defined benefit plans	(32.9)	(46.9)
Sundry items	(0.1)	(3.4)
Income tax expense/(benefit) recognised in other comprehensive income	**(33.0)**	**(50.3)**

Tax reconciliation:		
Profit/(loss) before income tax	**18.8**	**(88.5)**
At the Group's statutory income tax rate of 30% (2024: 30%)	5.7	(26.5)
Adjustments relating to prior years	(0.5)	1.6
Capital gains tax impact of property disposals, revaluations and divestments	(7.1)	3.7
Disposal of subsidiary	2.9	–
Overseas subsidiary and equity-accounted investee tax impacts	1.0	(1.3)
Impairment of equity-accounted investees	3.0	1.9
Sundry items	0.3	0.2
Income tax expense/(benefit) on profit/(loss) before tax	**5.3**	**(20.4)**

Deferred income tax in the balance sheet relates to the following:

	2025	2024
Accrued revenues	(31.4)	(32.1)
Right-of-use assets	(276.1)	(277.1)
Net superannuation asset	(140.3)	(183.2)
Other	(14.7)	(10.9)
Deferred tax liabilities	**(462.5)**	**(503.3)**
Property, plant and equipment	27.4	28.6
Lease liabilities	318.8	317.3
Intangibles	20.4	25.9
Accrued expenses and other payables	48.2	38.1
Provisions	284.8	278.6
Make good	20.0	20.4
Tax losses	–	14.6
Other	6.1	2.4
Deferred tax assets	**725.7**	**725.9**
Net deferred tax assets	**263.2**	**222.6**

A3 Taxation (continued)

Deferred income tax relates to the following:

Consolidated ($m)	2025	2024
Provisions	(6.2)	(8.5)
Intangibles	5.5	(14.0)
Right-of-use assets and lease liabilities	(2.5)	(1.6)
Property, plant and equipment	1.2	(5.9)
Accrued expenses	(10.1)	(2.1)
Accrued revenue	(0.7)	8.4
Net superannuation asset	(10.0)	(10.0)
Make good	0.4	2.3
Tax losses	14.6	12.9
Other	0.2	0.5
Deferred income tax expense/(benefit)	**(7.6)**	**(18.0)**
Net superannuation asset	(32.9)	(46.9)
Other	(0.1)	(3.4)
Deferred tax charged to other comprehensive income	**(33.0)**	**(50.3)**

Recognition and measurement

Income tax

Current income tax is calculated based on tax laws that are substantively enacted at reporting date. For deferred income tax, consideration is given to the tax laws expected to be in place when the related asset is realised or the liability is settled.

Current tax assets and liabilities reflect the amount expected to be recovered from or paid to taxation authorities. In some instances, income tax is recognised directly in other comprehensive income rather than through the income statement.

Deferred tax assets and liabilities

Deferred tax assets and liabilities are recognised for all assets and liabilities that have different carrying values for tax and accounting purposes, except for:

- the initial recognition of goodwill; and
- any undistributed profits of subsidiaries, associates or joint ventures where either the distribution of those profits would not give rise to a tax liability or the timing of reversal of the temporary differences can be controlled.

Deferred tax assets are:

- recognised only to the extent it is probable that there are sufficient future taxable amounts to recover these assets. This assessment is reviewed at each reporting date.
- offset against deferred tax liabilities only if a legally enforceable right exists to do so and the deferred tax assets and liabilities relate to the same taxation jurisdiction.
- acquired as part of a business combination but not satisfying the criteria for separate recognition at that date, would be recognised subsequently if new information about facts and circumstances changed. The adjustment would be treated as a reduction to goodwill (as long as it does not exceed goodwill), if it was incurred during the measurement period, or reflected in profit or loss.

Tax consolidation

Australian Postal Corporation (the head entity) and its 100% owned Australian resident subsidiaries (members) formed a tax consolidated group effective 1 July 2002.

Members of the tax consolidated group continue to account for their own current and deferred tax amounts and have entered into a tax sharing arrangement in order to allocate income tax expense to the subsidiaries on a pro-rata basis. This agreement allows the allocation of income tax liabilities between the entities should the head entity default on its tax payment obligations. No amounts have been recognised in the financial statements in respect of this agreement on the basis that the possibility of default is remote.

Members have also entered into a tax funding agreement which provides for the allocation of current taxes to members of the tax consolidated group in accordance with their contribution to the actual tax payable by the head entity for the period, while deferred taxes are allocated to members of the tax consolidated group in accordance with the principles of AASB 112 *Income Taxes and UIG 1052 Tax Consolidation Accounting.*

Notes to the financial statements

for the year ended 30 June 2025

A4 Cash flows

Consolidated ($m)	2025	2024
Cash at bank and on hand	677.5	483.5
Cash equivalents	–	134.2
Total cash and cash equivalents	**677.5**	**617.7**

The reconciliation of net profit after tax to net cash provided by operating activities for the year ending 30 June is as follows:

Consolidated ($m)	2025	2024
Net profit/(loss) for the year	**13.5**	**(68.1)**
Impairment of assets:		
– Property, plant and equipment	8.5	11.2
– Intangibles	10.9	31.4
– Inventory	7.2	9.6
– Right-of-use assets	6.8	14.7
– Equity-accounted investees	10.0	6.2
– Receivables	9.0	11.6
	52.4	84.7
Other non-cash/investing items:		
– Depreciation and amortisation	585.9	651.2
– Net revaluation (gain)/loss on investment property	(6.4)	7.7
– Net gain from sale of investment property	–	(9.3)
– Net gain from sale of property, plant and equipment	(44.7)	(11.5)
– Loss/(gain) on lease reassessments/modifications (lessee)	(0.7)	(6.5)
– Net loss on disposal of subsidiary	8.3	–
– Sundry items	(6.1)	(4.6)
(Increase)/decrease in assets:		
– Receivables	(91.0)	(112.8)
– Other current assets	31.2	(2.6)
– Deferred income tax asset	(7.7)	(18.0)
– Superannuation asset	33.2	33.5
Increase/(decrease) in liabilities:		
– Creditors, other payables and accruals	(1.1)	98.7
– Employee entitlements	54.7	9.9
– Income tax payable	12.2	(1.6)
Net cash from operating activities	**633.7**	**650.7**

Recognition and measurement

Cash and cash equivalents comprise cash at bank and on hand, short-term deposits, negotiable certificates of deposit and commercial papers with an original maturity of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value. Cash flows are included in the statement of cash flows on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the taxation authority, is classified as part of operating cash flows.

A5 Dividends

The breakdown of dividends paid during the year ended 30 June is as follows:

Consolidated ($m)	2025	2024
Final ordinary dividend (from prior year results)	–	–
Interim ordinary dividend	–	–
Total dividends paid	**–**	**–**
Dividend not recognised as a liability	–	–

Our asset platform

This section analyses the primary elements of our asset platform used to generate the Group's financial performance and operating liabilities incurred as a result.

B1 Receivables

The composition of trade and other receivables at 30 June is:

Consolidated ($m)	2025	2024
Trade receivables	835.2	734.1
Accrued revenue	208.6	218.3
Allowance for expected credit losses	(44.5)	(40.1)
	999.3	912.3
Other receivables	11.3	13.5
Total current trade and other receivables	**1,010.6**	**925.8**

Total trade receivables are aged as follows ($m):

Consolidated ($m)	2025	2024
Not past due	664.4	648.8
Past due 1 – 30 days	80.5	43.3
Past due 31 – 60 days	35.6	12.6
Past due 61 – 90 days	9.8	3.5
Past due 91 days	44.9	25.9
Total trade receivables	**835.2**	**734.1**

Recognition and measurement

Receivables for the sale of goods or performance of services (trade receivables) are recognised initially at the price on the invoice issued to the customer and subsequently at the amount considered receivable from the customer (amortised cost using the effective interest rate method) less any expected credit loss. Receivables are written off when deemed uncollectable. Factors indicating there is no reasonable expectation of recovery include insolvency and ageing of the invoice issued. Refer to note D2 for further information on the Group's credit risk management policy.

Accrued revenues in relation to the sale of goods or performance of services are recognised when the good has been transferred or the service has been performed, but an invoice has not yet been issued.

These receivables are interest-free and for Australian customers, they normally have settlement terms of between 10 and 30 days. International customers are settled in accordance with Universal Postal Union arrangements that may be longer than 30 days.

Key estimate: Allowance for expected credit losses

The Group recognises lifetime expected credit loss allowances on initial recognition of receivables and accrued revenue using the simplified approach with a provision matrix based on the historical credit loss experience within invoice ageing categories, adjusted for the Group's forward-looking estimate of recovery conditions based on macroeconomic data specific to receivable and accrued revenue profiles.

The Group also considers broader macroeconomic impacts, recognising the uncertainty that exists in relation to the evolving nature of domestic and international economic factors. Expected credit loss allowances are not recognised on receivables or accrued revenue from entities related to the Australian and State Governments with a carrying value of $58.5 million (2024: $63.4 million) for which the probability of default is negligible.

At 30 June 2025, the total receivables determined to be impaired is $44.5 million (2024: $40.1 million).

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for the year ended 30 June 2025

B2 Property, plant and equipment

The reconciliation of the opening and closing balances of owned property, plant and equipment at 30 June is as follows:

Consolidated ($m)	Land	Buildings	Total land and buildings	Plant and equipment	Total
Gross book value	223.4	1,779.1	2,002.5	2,383.1	**4,385.6**
Accumulated depreciation	–	(1,181.2)	(1,181.2)	(1,343.1)	**(2,524.3)**
Net book value at 30 June 2023	**223.4**	**597.9**	**821.3**	**1,040.0**	**1,861.3**
Additions	0.3	57.6	57.9	132.8	**190.7**
Depreciation	–	(84.3)	(84.3)	(178.4)	**(262.7)**
Disposals	(20.9)	(1.4)	(22.3)	(3.9)	**(26.2)**
Impairment	–	(0.8)	(0.8)	(10.4)	**(11.2)**
Sundry items [1]	(1.5)	(10.2)	(11.7)	(13.6)	**(25.3)**
Gross book value	201.3	1,784.5	1,985.8	2,379.2	**4,365.0**
Accumulated depreciation	–	(1,225.7)	(1,225.7)	(1,412.7)	**(2,638.4)**
Net book value at 30 June 2024	**201.3**	**558.8**	**760.1**	**966.5**	**1,726.6**
Additions	2.0	68.4	70.4	320.5	**390.9**
Depreciation	–	(74.7)	(74.7)	(169.0)	**(243.7)**
Disposals	(0.7)	(0.2)	(0.9)	(9.5)	**(10.4)**
Impairment	–	(0.8)	(0.8)	(7.7)	**(8.5)**
Sundry items [2]	–	4.6	4.6	1.3	**5.9**
Gross book value	202.6	1,840.0	2,042.6	2,634.2	**4,676.8**
Accumulated depreciation	–	(1,283.9)	(1,283.9)	(1,532.1)	**(2,816.0)**
Net book value at 30 June 2025	**202.6**	**556.1**	**758.7**	**1,102.1**	**1,860.8**

1 Sundry items comprised of:
2025 – $6.1 million of net transfers from intangible assets and ($0.2 million) net transfers to investment property.
2024 – ($21.6 million) of net transfers to intangible assets, ($3.8 million) of reclassification to assets held for sale and $0.1 million of foreign currency translation.

2 Sundry items comprised of:
2025 – $6.1 million of net transfers from intangible assets and ($0.2 million) net transfers to investment property.
2024 – ($21.6 million) of net transfers to intangible assets, ($3.8 million) of reclassification to assets held for sale and $0.1 million of foreign currency translation.

Recognition and measurement

Owned property, plant and equipment assets are measured at the cost of the asset, less depreciation and impairment. The cost of the asset also includes the cost of replacing parts that are eligible for capitalisation, and the cost of major inspections. Where the replacement of part of an asset is considered significant, the Group recognises these as separate assets with specific useful lives. All other repairs and maintenance are recognised in the statement of comprehensive income as incurred. The expected cost for decommissioning an asset after its use is included in the cost of the respective asset at its present value, if the recognition criteria for a provision are met.

Depreciation

Owned property, plant and equipment assets, excluding land and any assets under construction, are depreciated to their estimated residual values over the expected useful lives using the straight-line method of depreciation. Useful lives and residual values are reviewed annually considering key assumptions including forecast usage, changes in technology, physical condition and potential climate change implications which are recognised in the current or future reporting periods, as appropriate.

A summary of the useful lives of owned property, plant and equipment assets is as follows:

Asset	Useful life
Buildings	General post offices: 70 years Other facilities: 40 – 50 years
Plant and equipment	Motor vehicles: 3 – 10 years Specialised plant and equipment: 7 – 20 years Leasehold improvements: lower of lease term and 10 years Other plant and equipment: 3 – 10 years

B2 Property, plant and equipment (continued)

Derecognition

An item of owned property, plant and equipment and any significant part initially recognised is derecognised upon disposal or when no further future economic benefits are expected from its use.

Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of comprehensive income in the year the asset is derecognised.

Commitments

Capital expenditure contracted for at the end of the reporting period but not yet incurred is as follows:

Consolidated ($m)	2025	2024
Owned property, plant and equipment	75.2	112.3

B3 Intangible assets

The reconciliation of the opening and closing balances of intangible assets at 30 June is as follows:

Consolidated ($m)	Computer software	Goodwill	Brand names and trademarks	Customer relationships	Total intangibles
Gross book value	1,510.8	501.6	29.5	18.8	**2,060.7**
Accumulated amortisation	(1,227.9)	–	(15.1)	(12.0)	**(1,255.0)**
Net book value at 30 June 2023	**282.9**	**501.6**	**14.4**	**6.8**	**805.7**
Additions	89.9	–	5.6	–	**95.5**
Amortisation expense	(125.7)	–	(2.9)	(2.0)	**(130.6)**
Impairment	(25.8)	–	(5.6)	–	**(31.4)**
Sundry items [1]	20.9	–	–	–	**20.9**
Gross book value	1,593.1	501.6	29.5	18.8	**2,143.0**
Accumulated amortisation	(1,350.9)	–	(18.0)	(14.0)	**(1,382.9)**
Net book value at 30 June 2024	**242.2**	**501.6**	**11.5**	**4.8**	**760.1**
Additions	71.8	–	5.4	–	**77.2**
Amortisation expense	(78.5)	–	(2.9)	(2.0)	**(83.4)**
Disposals	(2.1)	–	–	–	**(2.1)**
Impairment	(5.5)	–	(5.4)	–	**(10.9)**
Sundry items [2]	(5.5)	0.3	–	0.1	**(5.1)**
Gross book value	1,471.3	501.9	29.5	18.9	**2,021.6**
Accumulated amortisation	(1,248.9)	–	(20.9)	(16.0)	**(1,285.8)**
Net book value at 30 June 2025	**222.4**	**501.9**	**8.6**	**2.9**	**735.8**

1 Sundry items comprised of:
2025 – ($6.1 million) of transfers to property, plant and equipment and foreign currency translation of $1.0 million.
2024 – $21.6 million of transfers from property, plant and equipment, ($0.6 million) of reclassification to other assets and foreign currency translation of ($0.1 million).

2 Sundry items comprised of:
2025 – ($6.1 million) of transfers to property, plant and equipment and foreign currency translation of $1.0 million.
2024 – $21.6 million of transfers from property, plant and equipment, ($0.6 million) of reclassification to other assets and foreign currency translation of ($0.1 million).

Recognition and measurement

Goodwill

Goodwill is initially measured at the excess of the aggregate consideration transferred and the amount recognised for non-controlling interest over the net identifiable assets acquired and liabilities assumed. After initial recognition, goodwill is measured at cost less any accumulated impairment losses.

Notes to the financial statements

for the year ended 30 June 2025

B3 Intangible assets (continued)

Brand names, trademarks, computer software and customer relationships

Brand names, trademarks, computer software and customer relationships that are acquired separately are initially measured at cost. The cost of intangible assets acquired in a business combination is their fair value as at the date of acquisition. After initial recognition, intangible assets are measured at cost less amortisation and any impairment losses. Intangible assets with finite useful lives are tested for impairment whenever there is an indication of impairment while intangible assets with indefinite lives are tested for impairment in the same way as goodwill, as discussed in note B5 Impairment of non-financial assets.

Derecognition

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the statement of comprehensive income when the asset is derecognised.

Commitments

Capital expenditure contracted for at the end of the reporting period but not yet incurred is as follows:

Consolidated ($m)	2025	2024
Intangible assets	1.6	9.5

Amortisation

Intangible assets with finite lives are amortised over their useful life. Amortisation is calculated on a straight-line basis over the anticipated useful lives. The amortisation period and the amortisation method for each intangible asset with a finite useful life are reviewed annually.

A summary of useful lives of intangible assets is as follows:

Asset	Useful life
Computer software	Finite between 4 – 8 years
Brand names and trademarks	Finite not exceeding 10 years
Customer relationships	Finite up to 8 years

Goodwill with indefinite useful lives acquired through business combinations have been allocated to individual cash-generating units (CGUs) as follows:

Consolidated ($m)	2025	2024
Goodwill – Parcels	492.9	492.9
Goodwill – Australia Post Global CGU	9.0	8.7
	501.9	**501.6**

B4 Leases

This note provides information on the Group lease arrangements, as a lessee and lessor, including where the Group is an intermediate lessor.

As a lessee

The Group primarily leases commercial buildings, industrial sites, retail stores and parcel lockers. Additionally, the Group leases other assets including dedicated freighters network, vehicles fleet, load-shifting equipment and IT equipment. The leases for which the Group is a lessee are shown below along with a maturity analysis of the corresponding lease liabilities.

Right-of-use assets

The reconciliation of the opening and closing balances of right-of-use assets at 30 June is as follows:

Consolidated ($m)	Property	Plant and equipment	Total
Balance at 1 July 2023	**766.6**	**124.6**	**891.2**
Additions	225.2	84.1	**309.3**
Depreciation	(191.6)	(66.3)	**(257.9)**
Reassessments and modifications	(5.7)	(2.0)	**(7.7)**
Impairment	(14.7)	–	**(14.7)**
Balance at 1 July 2024	**779.8**	**140.4**	**920.2**
Additions	235.0	23.0	**258.0**
Depreciation	(187.9)	(70.9)	**(258.8)**
Reassessments and modifications	(0.2)	6.3	**6.1**
Impairment	(6.8)	–	**(6.8)**
Balance at 30 June 2025	**819.9**	**98.8**	**918.7**

Lease liabilities

The Group's lease liabilities at 30 June are as follows:

Consolidated ($m)	2025	2024
Current lease liabilities	266.6	248.9
Non-current lease liabilities	760.4	772.7
Total lease liabilities	**1,027.0**	**1,021.6**

The table below details the contractual undiscounted cash flows for arrangements where the Group is a lessee:

Consolidated ($m)	2025	2024
Less than 1 year	300.3	274.8
1 to 2 years	202.0	231.6
2 to 5 years	375.4	358.2
Over 5 years	292.0	280.5
Total undiscounted lease liabilities	**1,169.7**	**1,145.1**

Other amounts recognised in the statement of comprehensive income for the year ended 30 June are as follows:

Consolidated ($m)	2025	2024
Depreciation expense for right-of-use assets	258.8	257.9
Interest expense on lease liabilities	42.3	30.2
Expenses relating to short-term leases	1,417.1	1,351.6
Expenses relating to leases of low-value assets	21.1	25.8
(Income) from sub-leasing of right-of-use assets	(11.0)	(18.4)

Notes to the financial statements

for the year ended 30 June 2025

B4 Leases (continued)

Amounts recognised in the statement of cash flows for the year ended 30 June are as follows:

Consolidated ($m)	2025	2024
Interest paid on lease liabilities	42.3	30.2
Principal portion of lease payments	256.6	264.0
Total cash outflow for leases	**298.9**	**294.2**

The value of future cash outflows of leases not yet commenced to which the Group is committed is $82.1 million (2024: $103.9 million).

Key judgement: Determining whether an arrangement is or contains a lease

The Group has applied judgement when assessing commercial arrangements as to whether it is or contains a lease. Specifically, the Group has considered whether or not it has the right to direct how and for what purpose any identified assets related to such commercial arrangements are used throughout the period of use.

Where it is determined that the Group has a right to direct how and for what purpose an identified asset can be used in an arrangement, the Group accounts for the identified asset subject to the agreement as a lease, and, to the extent it has not applied any short-term or low-value practical expedients, a lease liability and corresponding right-of-use asset is recognised from the commencement date of the lease.

Recognition and measurement

The determination of whether an arrangement is or contains a lease is based on the substance of the arrangement at the date of inception. A contract is or contains a lease when there is an identified asset, and the lessee has the right to obtain substantially all of the economic benefits from use of the asset throughout the contract term. Furthermore, the lessee must be able to direct the use of the asset throughout the period of use.

Where the Group is a lessee, at the lease commencement date, the Group recognises lease liabilities and right-of-use assets for all leases with a term of more than 12 months, unless the underlying asset is of low value (AUD 10,000 or less).

Right-of use assets

Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, lease payments made at or before the commencement date less any incentives received and an estimate of the cost of removing or dismantling the underlying asset. Right-of-use assets are subsequently depreciated on a straight-line basis over the lease term.

Lease liabilities

Lease liabilities are measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any incentives receivable, variable lease payments that depend on an index or rate and amounts expected to be paid under residual value guarantees. Variable lease payments not included in the measurement of the lease liability are recognised as an expense in the period in which they are incurred.

In calculating the present value of lease payments, the Group uses an Incremental Borrowing Rate (IBR) where the interest rate implicit in the lease is not readily available, which considers the asset type, the lessee's credit quality and level of indebtedness, the lease term and macroeconomic factors such as currency and the general economic environment.

After the commencement date, the amount of lease liabilities is adjusted to reflect the accretion of interest and lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification or re-assessment of lease terms after the commencement date.

B4 Leases (continued)

Key judgement: Determining the lease term

The Group determines a lease term as the non-cancellable period of a lease, together with both:

- Periods covered by an option to extend the lease if the Group is reasonably certain to exercise that option;
- Periods covered by an option to terminate the lease if the Group is reasonably certain not to exercise that option; and
- If a significant penalty or economic disincentive exists for either party to the lease agreement on termination. When assessing whether an option to extend or terminate a lease is reasonably certain, the Group considers several factors including the nature of the asset, its location and its strategic significance to the Group.

At 30 June 2025, the Group's lease arrangements contain options to extend leases. However, the Group has assessed that there are extension options that are not reasonably certain to be exercised and the Group has not committed any cash flows in respect of these optional terms. Accordingly, these cash flows have not been included in the measurement of the Group's lease liabilities as at 30 June 2025. The undiscounted cash flows of these extension options not considered reasonably certain of being exercised are estimated to be $1,412.4 million (2024: $1,333.4 million).

The Group regularly re-assesses its determination of lease terms for leases that include options to ensure that any exposure to these options which is reasonably certain of being exercised is reflected in the Group's lease liabilities.

As a lessor

The Group leases or sub-leases commercial buildings, industrial sites and retail stores to external parties. The total operating lease income received from these arrangements is $23.3 million (2024: $31.6 million).

Operating leases

Lease payments receivable generally comprise a base amount plus an incremental contingent rental based on movements in the Consumer Price Index and reviews to market-based levels.

The future aggregate minimum lease payments receivable under non-cancellable operating leases are as follows:

Consolidated ($m)	2025	2024
– within 1 year	19.6	18.5
– from 1 year to 2 years	15.8	13.0
– from 2 years to 3 years	13.9	10.2
– from 3 years to 4 years	6.9	8.5
– from 4 years to 5 years	4.4	5.3
– over 5 years	5.9	10.0
Total lease receivable under operating leases	**66.5**	**65.5**

Recognition and measurement

Where the Group is a lessor or an intermediate lessor in a sub-lease arrangement, it is required to classify each of its leases as either an operating or finance lease. The Group is a lessor where the Group is the entity providing the right to use an underlying asset for a period in exchange for consideration, or an intermediate lessor in sub-leasing arrangements, where the Group has entered into a lease as a lessee and subsequently re-leases the underlying asset to a third party.

As a lessor, lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership of an underlying asset. A lease is classified as an operating lease if it does not transfer substantially all of the risks and rewards incidental to ownership of an underlying asset.

As an intermediate lessor, a sub-lease is classified as a finance lease or operating lease by reference to the right-of-use asset arising from the head lease, rather than by reference to the underlying asset. If the head lease is a short-term lease that the Group, as a lessee, has accounted for applying the short-term practical expedient, the sub-lease is classified as an operating lease.

Notes to the financial statements

for the year ended 30 June 2025

B5 Impairment of non-financial assets

Assessing for impairment

The Group tests property, plant and equipment, right-of-use assets, intangible assets, intangible assets not yet available for use and goodwill for impairment:

- at least annually for indefinite life intangible assets, intangible assets not yet available for use and goodwill; and
- where there is an indication that the asset may be impaired (which is assessed at least each reporting date); or
- where there is an indication that previously recognised impairment (on an asset other than goodwill) may have changed.

If the asset does not generate largely independent cash inflows and its value in use cannot be estimated to be close to its fair value, the asset is tested for impairment as part of the CGU to which it belongs. Assets are impaired if their carrying value exceeds their recoverable amount. The recoverable amount of an asset or CGU is determined as the higher of its fair value less cost of disposal or value in use. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's CGUs that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units or groups of units.

In the prior year, amendments to the *Australian Postal Corporation (Performance Standards) Regulations 2019* came into effect, with the purpose of modernising postal services. The outcomes of the amendments continue to be implemented into operations, including through the roll-out of the New Delivery Model. The Group will continue to monitor changes in Government policy with respect to the regulatory framework and modernisation of postal services, particularly where changes result in a material change to the Group's estimated cash flows.

CGUs containing goodwill

There was no impairment recognised during the 2025 financial year for CGUs containing goodwill (2024: nil).

Impairment testing for CGUs containing goodwill

The recoverable amount of each CGU is determined using a value in use calculation based on a discounted cash flow model. Cash flow forecasts are extracted from four-year corporate plans approved by senior management and the Board. The corporate plans are developed annually with a four-year outlook and, for the purpose of value in use calculations, are adjusted on the understanding that actual outcomes may differ from the assumptions used. The forecasts are extrapolated for a further one year and a terminal value applied based on Group estimates, taking into consideration historical performance and consensus forecasts of the long-term average growth rate for the industry of each CGU or asset.

The Group continues to assess the potential impacts of climate change and the transition to a lower carbon economy in impairment assessments. To the extent applicable, financial impacts of climate-related risks, opportunities and meeting our targets are incorporated into management forecasts. Whilst a best estimate of these impacts has been considered in the current period impairment assessment, the Group will continue to assess its understanding of the potential long-term financial impacts from climate-related risks and opportunities, updating the cash flow forecasts used for impairment testing as required.

A pre-tax discount rate applicable to the specific cash-generating unit has been applied. Discount rates used are based on the weighted average cost of capital determined by prevailing or benchmarked market inputs, risk adjusted where necessary. Other assumptions are determined with reference to external sources of information and use consistent, risk adjusted estimates for variables such as terminal revenue growth rates. Increases in discount rates or changes in other key assumptions, such as operating conditions or financial performance, may cause the recoverable amounts to fall below carrying values.

B5 Impairment of non-financial assets (continued)

Key assumptions for impairment testing for CGUs containing goodwill

The value in use calculations used to determine the recoverable amount of all CGUs includes management estimates to determine income, expenses, capital expenditure and cash flows for each CGU.

The revenue growth rate applied to the one-year period outside the Corporate Plan, terminal growth rate and pre-tax discount rate applicable to each CGU are as follows:

	Revenue growth rate one year outside Corporate Plan (%)		Terminal growth rate (%)		Discount rate (%)	
Consolidated	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Parcels CGU	5.8	5.5	2.0	2.0	11.0	11.5
Australia Post Global CGU	6.1	4.9	2.0	2.0	20.0	19.8

Management believes that any reasonably possible change in the key assumptions would not cause the carrying amount of any CGUs containing goodwill to change materially.

B6 Investment property

Investment property as at 30 June is as follows:

Consolidated ($m)	2025	2024
Investment property	107.1	100.5

Investment property is held by the Group for leasing to third parties for rental return as well as capital appreciation. Approximately 70.0% (2024: 60.0%) of the Group's investment properties generate rental return with the remainder being held for development and capital appreciation. Rental income from investment property is included in operating lease income in note A1.

At 30 June 2025, there were no investment properties classified as held for sale (30 June 2024: one investment property classified as held for sale with a carrying value of $5.0 million).

The Group has no restrictions on the use of its investment property portfolio but is subject to an annual maintenance requirement on a number of properties subject to heritage requirements.

Recognition and measurement

Investment property is measured initially at cost, including transaction costs. The cost of the asset also includes the cost of replacing parts that are eligible for capitalisation, but excludes the costs of day-to-day servicing.

Subsequent to initial recognition, investment property is measured at fair value, with gains or losses arising from changes in the fair value recognised in the statement of comprehensive income.

Derecognition

When investment properties are disposed of, they are derecognised with the difference between the net disposal proceeds and the carrying amount of the investment property recorded in the statement of comprehensive income.

Transfers

Transfers are made to investment property when there is a change in use, evidenced by ending of owner-occupation or commencement of an operating lease to a third party. Where an owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under property, plant and equipment up to the date of change in use. Where an investment property is reclassified to owner-occupied property, the deemed cost of the property for subsequent accounting is its fair value at the date of change in use.

Notes to the financial statements

for the year ended 30 June 2025

B6 Investment property (continued)

Key judgement: Classification

The classification of property as investment property requires management judgement, with the determination subject to change over time depending on how the property is being used by the Group. The Group has determined that these properties classified as investment property are held for the primary purposes of generating rental income or for capital appreciation. Where a property is also occupied by the Group, it is classified as an investment property where the floor space occupied for internal use is an insignificant portion of total floor space.

Key estimate: Valuation

At each period end, the Group reassesses the fair value of its investment property portfolio. In the 2025 financial year, this assessment was conducted by Herron Todd White (HTW) (2024: Opteon), an accredited, external and independent valuer. HTW is an industry specialist in valuing these types of investment properties in accordance with Australian Valuation Standards. The fair value for each property has been determined by reference to the highest and best use of the property taking into account the specific characteristics and location of the assets and the economic environment as at the reporting date.

Key valuation inputs and sensitivities

The Group's valuer has considered current economic growth alongside sector-specific uncertainties, particularly in retail, which have informed this valuation where relevant.

The best evidence of fair value is current prices in an active market for similar properties. Where such information is not available, information is considered from a variety of sources including:

- current prices in an active market for properties of different nature or recent prices of similar properties in less active markets, adjusted to reflect those differences;
- discounted cash flow projections based on reliable estimates of future cash flows; or
- capitalised income projections based upon a property's estimated net market income, and a capitalisation rate derived from an analysis of market evidence.

At 30 June 2025, the measurement of fair value for most of the investment properties has been categorised as Level 2 with the exception of a General Post Office owned by the Group which has been categorised as Level 3 as there is no active market for similar properties. Refer to note D4 for fair value categories.

At reporting date, the investment property that is measured at Level 3 is carried at $66.0 million (2024: $64.9 million).

B6 Investment property (continued)

Key valuation inputs and sensitivities (continued)

Level 3 key inputs

Inputs to the Level 3 fair value hierarchy are the capitalisation of income and discounted cash flow valuation methods that require assumptions to be made to determine certain inputs that are not based on observable market data. At reporting date, the key unobservable inputs used by the Group's valuer in assessing the fair value of the investment property measured under Level 3 are summarised below; all key assumptions have been taken from the latest external valuation reports:

Unobservable inputs	2025	2024
Capitalisation rate [1]	7.75%	7.75%
Discount rate [2]	8.00%	7.75%

1 The capitalisation rate is the required annual yield of net market income used to determine the value of the property. The rate is determined with regards to comparable market transactions.
2 The discount rate is a required annual total rate of return used to convert the forecast cash flow of an asset into present value terms. It should reflect the required rate of return of the property given its risk profile relative to competing uses of capital. The rate is determined with regards to comparable market transactions.

Level 3 sensitivities

Sensitivity is considered with regard to the tabled unobservable inputs. The higher the capitalisation rate, discount rate and terminal yield, the lower the fair value.

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B7 Payables

The components of payables at 30 June are as follows:

Consolidated ($m)	2025	2024
Trade creditors and accruals	824.9	741.3
Agency creditors [1]	70.6	81.1
Salaries and wages	150.4	141.0
Unearned revenue:		
– Unearned delivery revenue	137.4	129.1
– Other advance receipts	177.5	170.0
Borrowing costs	1.3	1.6
Other payables	142.2	122.0
Total current trade and other payables	**1,504.3**	**1,386.1**

1 Non-interest bearing and normally settled on next business day terms.

Unearned revenue

Current year unearned revenue of $314.9 million (2024: $299.1 million) represents obligations to transfer goods or services to customers for which the Group has received consideration (contract liabilities). A total of $299.1 million (2024: $304.8 million) of revenue recognised in the reporting period was included in the contract liabilities balance at the beginning of the reporting period. The reconciliation of the opening and closing is as follows:

Consolidated ($m)	2025	2024
Balance as at 1 July	**299.1**	**304.8**
Additions (consideration received)	388.3	362.8
Utilised (recognised as revenue)	(372.5)	(368.5)
Balance as at 30 June	**314.9**	**299.1**

Recognition and measurement

Trade and other payables are carried at the amount owing to counterparties for goods and services provided, which is usually the invoice amount that remains unpaid. Trade creditors includes both domestic and international non-interest bearing creditors. Domestic creditors are normally settled on 30-day terms, while international creditors are settled in accordance with Universal Postal Union arrangements, which may be longer than 30 days. Salaries and wages are accrued for in accordance with note C1.

Unearned delivery revenue arises where payment has been received from or invoiced to an external party, but the associated delivery performance obligation (refer to note A1) has yet to be fully satisfied.

Other advance receipts is comprised predominantly of consideration received from external parties for Post Office boxes and bags which are rented out to the public, where the performance obligation has yet to be fully satisfied.

Other payables includes amounts accrued for capital expenditure, GST obligations and other accruals of the Group.

Key estimate: Unearned delivery revenue

With respect to revenue generated from postage product sales, an allowance is made at balance date where products have not yet been used. An actuarial valuation is undertaken every three years incorporating updates to key input assumptions including changes to product mix and patterns of purchase and use. The actuarial valuation also makes certain assumptions including applying an average initial credit balance before each postage meter reset, constant postage meter usage between resets and that the timing of resets follows a reasonably random process for business customers. The provision is reassessed every six months and where necessary, an update to the actuarial factors is made where a significant change in assumption is observed.

With respect to revenue generated from delivery-related products and services, the Group performs a cut-off adjustment on balance day to allow revenue for partially completed delivery-related services to be recognised over time. The adjustment is calculated using time elapsed since lodgement against delivery timeframes, as indicated by delivery survey performance data and published delivery timetables.

B8 Other provisions

The Group's other provisions at 30 June are as follows:

Consolidated ($m)	Property make good provision	Other provisions [1]	Total
Balance at 30 June 2023	**79.0**	**11.2**	**90.2**
– current provision	**15.1**	**11.2**	**26.3**
– non-current provision	**63.9**	**–**	**63.9**
Reassessments and additions	0.4	18.0	18.4
Unused amount reversed	(2.9)	(0.3)	(3.2)
Utilised	(7.1)	(1.6)	(8.7)
Discount rate adjustment	0.6	–	0.6
Balance at 30 June 2024	**70.0**	**27.3**	**97.3**
– current provision	**14.7**	**27.3**	**42.0**
– non-current provision	**55.3**	**–**	**55.3**
Reassessments and additions	3.5	11.4	14.9
Unused amount reversed	(3.4)	(14.1)	(17.5)
Utilised	(2.6)	(2.0)	(4.6)
Discount rate adjustment	0.3	–	0.3
Balance at 30 June 2025	**67.8**	**22.6**	**90.4**
– current provision	**11.2**	**22.6**	**33.8**
– non-current provision	**56.6**	**–**	**56.6**

1 Includes legal provisions $22.5 million (2024: $26.1 million) and onerous agreement provision $0.1 million (2024: $1.2 million).

Recognition and measurement

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are measured as the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a financing cost.

Key estimates: Property make good provisions

Property make good provisions represent the estimated cost to make good leases entered into by the Group. The estimated cost is based on management's best estimate of the cost to restore a square metre of floor space and is dependent on the nature of the building being leased. The provision recognised is periodically reviewed and updated based on the facts and circumstances available at the time. Changes to the estimated future costs are recognised by adjusting both the asset and provision. The expected timing of the make good cost is based on the expiry of each underlying individual lease agreement.

Notes to the financial statements

for the year ended 30 June 2025

Our people

This section describes a range of employment and post employment benefits provided to our people.

C1 Employee provisions

The components of employee provisions at 30 June are as follows:

Consolidated ($m)	2025	2024
Current provisions		
Annual leave	248.0	240.5
Long service leave	421.8	409.2
Separations and redundancy	33.7	49.1
At-risk variable remuneration	23.8	18.0
Workers' compensation	64.5	58.6
Other employee provisions	8.5	10.3
Balance at 30 June	**800.3**	**785.7**
Non-current provisions		
Long service leave	73.3	63.0
Separations and redundancy	10.6	10.1
Workers' compensation	227.5	212.3
Balance at 30 June	**311.4**	**285.4**

Recognition and measurement

Employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

Annual leave

The liability for annual leave benefits where the Group does not have an unconditional right to defer settlement for at least 12 months after the reporting date is presented as current. Liabilities for benefits which are expected to be settled beyond 12 months are discounted to present value using market yields on corporate bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows. On-costs included within the liability for the year amounted to $28.1 million (2024: $26.3 million).

At-risk variable remuneration

The Group recognises a liability and expense for at-risk variable remuneration payments to be made to employees. The Group recognises a provision where current performance indicates that a probable constructive obligation exists.

Separation and redundancy

Separation and redundancy provisions are recognised at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises costs for a restructuring involving payment of termination benefits.

Provisions arising from restructuring-related activities are recognised when steps have been taken to implement a detailed plan and discussions with affected personnel have created a valid expectation that the restructuring is being carried out or the implementation has been initiated. Redundancy provision comprises the expected termination payments (including notice period as applicable), outplacement costs and payroll tax based on the location of the employee, staff level affected by the restructuring and their anticipated years of service. In estimating the expected termination payments, historical termination payments have also been considered.

Provisions for separation payments resulting from an employee's decision to accept an offer of benefits in exchange for voluntary termination of employment is recognised when the employee accepts the offer. Separation provision comprises the expected termination payments and payroll tax based on the location of the employee.

C1 Employee provisions (continued)

Long service leave

The liability for long service leave is recognised and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to key assumptions as below. Expected future payments are discounted using market yields at the reporting date on corporate bonds with terms to maturity and currencies that match, as closely as possible, the estimated future cash outflows. On-costs included within the liability for the year amounted to $33.7 million (2024: $31.2 million).

Key estimates:

The long service leave provision at balance date required management judgement and independent actuarial assessment of key assumptions including, but not limited to:

- future salaries and wages increases;
- future on-cost rates; and
- period of service and experience of employee departures.

Workers' compensation

The Group self-insures the majority of its liability for workers' compensation as a licence holder under the *Safety, Rehabilitation and Compensation Act 1988* (SRC Act). A provision is recognised in the financial statements based on claims reported, and an estimate of claims incurred but not reported. The provision is measured using an independent actuarial assessment at each balance date, with the estimate of present value taking into account key assumptions as below, as well as pay increases, attrition rates, interest rates and the time over which settlement is made.

The liability for workers' compensation at balance date includes $59.7 million of claims made in the 2025 financial year (2024: $58.3 million).

Key estimates:

The self-insured risk liability required management judgement and independent actuarial assessment of key assumptions including, but not limited to:

- future inflation;
- interest rates;
- average claim size;
- claim development; and
- claim administration expenses.

Notes to the financial statements

for the year ended 30 June 2025

C2 Key management personnel remuneration benefits

This note has been prepared in accordance with the requirements of the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* and AASB 124 *Related Party Disclosures*.

For the purposes of this note, the Group has defined key management personnel as Non-Executive Directors, the Group Chief Executive Officer and Managing Director (Group CEO & MD) and Senior Executives who report directly to the Group CEO & MD and who have authority and responsibility for planning, directing and controlling the activities of the organisation. These employees, typically titled Executive General Managers, are the only employees considered to have the capacity and responsibility for decision making that can have a significant and direct impact on the strategic direction and financial performance of the Group. Executive directors are classified as Senior Executives and are disclosed in this note.

Key management personnel remuneration by category

Remuneration received directly or indirectly by key management personnel under an accrual basis for the year ended 30 June is as follows:

	Key management personnel	
Corporation and consolidated ($)	**2025**	**2024**
Short-term employee benefits [1]	15,309,600	11,060,457
Post-employment benefits	358,425	316,635
Other long-term benefits [2]	228,593	137,536
Termination and retirement benefits [3]	–	504,038
Total key management personnel remuneration	**15,896,618**	**12,018,666**

1 Short-term employee benefits comprises cash salary, accrued annual leave, at-risk variable remuneration (if payable within 12 months of the end of the period) and reportable and non-reportable fringe benefit amounts as determined for taxation.
2 Other long-term benefits comprises accrued long service leave and long-term retention arrangements for certain key team members.
3 Termination and retirement benefits are payments made on separation of the Senior Executive role.

Total number of key management personnel

The total number of key management personnel who held office at any time during the year is disclosed below:

	Key management personnel	
Corporation and consolidated (number)	**2025**	**2024**
Senior Executives	8	10
Non-Executive Directors	8	8
	16	**18**

Related party transactions

Transactions entered into directly by key management personnel or key management personnel related entities with the Australian Postal Corporation have been either domestic or trivial in nature.

A number of key management personnel of the Australian Postal Corporation are also directors of or have interests in other entities which have transacted with the Australian Postal Corporation Group. These transactions have occurred on terms and conditions no more favourable than those which it is reasonable to expect the Group would have adopted if dealing with any third party on normal commercial terms.

C3 Post-employment benefits

Prior to 1 January 2012, new Contract employees and prior to 1 July 2012, new Award employees could choose to join either the Australia Post Superannuation Scheme (APSS) defined benefit or a complying accumulation superannuation fund of their choice. The APSS provides members with a lump sum superannuation benefit that is based on a formula that accrues at a fixed rate based on the member's final average salary and length of service. The APSS closed to new employees from the above dates and since then all new employees have joined either the Corporation's default accumulation fund or a complying accumulation fund of their choice. All employees who are members of an accumulation fund receive employer superannuation contributions at least at the rate prescribed by the *Superannuation Guarantee (Administration) Act 1992*. Australia Post and StarTrack Award employees receive superannuation benefits of 12.0% of their Ordinary Time Earnings (OTE) while all other employees receive superannuation benefits of 11.0% of their OTE for the financial year ended 30 June 2024, 11.5% of their OTE for the financial year ended 30 June 2025 and 12.0% of their OTE from 1 July 2025.

Defined benefit post-employment benefits

Amount recognised in the statement of comprehensive income and in the balance sheet

The amount recognised in the statement of comprehensive income for the year ended 30 June is as follows:

Consolidated ($m)	2025	2024
Current service cost	121.2	125.4
Interest cost on benefit obligation	165.6	170.0
Interest income on plan assets	(193.7)	(209.0)
Plan expenses	2.5	2.6
Defined benefit superannuation expense	**95.6**	**89.0**

The reconciliation of the changes in the present value of the amounts recognised in the balance sheet at 30 June is as follows:

Changes in the present value of defined obligation		
Opening defined benefit obligation at 1 July	3,099.2	3,117.7
Interest cost	165.6	170.0
Current service cost	121.2	125.4
Benefits paid and payable	(295.0)	(401.7)
Actuarial (gain)/loss due to changes in financial assumptions	87.2	60.4
Actuarial (gain)/loss due to changes in demographic assumptions	–	(1.0)
Other remeasurements	20.3	28.4
Closing defined benefit obligation at 30 June	**3,198.5**	**3,099.2**
Changes in the fair value of the plan assets		
Opening fair value of plan assets at 1 July	3,709.8	3,918.2
Return on plan assets excluding interest income	6.9	(60.7)
Interest income on plan assets	193.7	209.0
Contributions by employer	62.4	55.5
Benefits paid and payable	(295.0)	(401.7)
Plan expenses	(2.5)	(2.6)
Contributions tax reserve	(9.0)	(7.9)
Fair value of plan assets at 30 June	**3,666.3**	**3,709.8**
Amount recognised in other comprehensive income		
Remeasurements on liability	(107.5)	(87.8)
Return on plan assets excluding interest income	6.9	(60.7)
Contributions tax	(9.0)	(7.9)
Total amount to be recognised in other comprehensive income	**(109.6)**	**(156.4)**

Notes to the financial statements

for the year ended 30 June 2025

C3 Post-employment benefits (continued)

Recognition and measurement

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using market yields of corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms approximating the terms of the related obligation.

Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognised in the statement of comprehensive income as past service costs at the earlier of the date on which the amendment or curtailment occurs or when associated restructuring costs are recognised. Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the period in which they occur, directly in other comprehensive income. They are included in retained earnings in the statement of changes in equity and in the balance sheet.

Superannuation plan

From 1 July 1990 to 29 April 2022, the APSS was operated by the APSS Trustee (PostSuper Pty Ltd) in accordance with the APSS Trust Deed. On 30 April 2022, members and assets of the APSS defined benefit were transferred, via successor fund transfer, to Australian Retirement Trust (ART) and since then it has operated as a sub-fund within ART, hereafter referred to as the APSS Plan. The APSS Plan also provides accumulation benefits to members who make voluntary contributions to their APSS Plan account, however accumulation benefits are excluded from these disclosures. The APSS was closed to new entrants on 1 July 2012.

The Corporation is the Principal Employer contributing to the APSS Plan. In addition, certain employees of the Associated Employers (StarTrack Express Pty Ltd, StarTrack Retail Pty Ltd and Decipha Pty Ltd) are also members of the APSS Plan as at 30 June 2025 and are included in these disclosures.

The APSS Plan is governed by the following documents:

- The Trust Deed of the Australian Retirement Trust;
- The Benefit Deed, Participation Deed and Services Agreement between Australian Retirement Trust, Australian Postal Corporation, StarTrack Retail Pty Ltd, StarTrack Express Pty Ltd and Decipha Pty Ltd dated 3 March 2022; and
- The Successor Fund Transfer Deed and Deed of Indemnity between Australian Retirement Trust and PostSuper Pty Ltd dated 3 March 2022.

ART is a 'regulated fund' under the provisions of the *Superannuation Industry (Supervision) Act 1993* (SIS) and is a complying defined benefit superannuation fund for taxation purposes. The APSS Plan is operated by the ART Trustee, with a separate APSS Committee acting as a liaison between ART and the Corporation to represent members of the APSS Plan and oversee ART's member services and performance to employee members. The ART Trustee is required to act in good faith and in the best financial interests of members at all times and operate in accordance with the governing rules of the APSS Plan.

Funding arrangement and requirements

The APSS Plan is funded by the Corporation and its Associated Employers, with the funding requirements being based on the recommendations of the APSS Plan Actuary. The current funding recommendations are based on a methodology that calculates the long-term costs to provide the APSS Plan defined benefits, taking into account expected long-term investment returns of the assets used to fund the APSS Plan, plus additional contributions that may be required in the event that assets are not sufficient to meet members' vested benefits. The Group is expected to make employer contributions (excluding salary sacrifice contributions in respect of accumulation accounts) of $90.7 million for the year ending 30 June 2026 (2025 actual employer contribution: $62.4 million).

As under the current arrangements, the Corporation can cease making contributions at any time to the APSS Plan, the Corporation has no legal requirement to contribute to the APSS Plan. As such, the Corporation does not currently have any minimum funding requirements in respect of the APSS Plan.

C3 Post-employment benefits (continued)

Categories of plan assets ($m)[1]

The fair value of total plan assets is as follows:

Consolidated ($m)	2025	2024
Cash and cash equivalents	1,213.7	947.6
Australian public equities	362.0	315.4
International public equities	331.7	171.0
Private equity	335.4	621.6
Property	252.7	307.8
Infrastructure	443.2	407.4
Fixed income	691.7	727.8
Other	35.9	211.2
Total fair value of plan assets	**3,666.3**	**3,709.8**

Fair value of plan assets

Active market: Investments for which values are based on quoted market prices in active liquid markets, e.g. recognised stock exchanges and therefore classified as Level 1 investment (consistent with note D4 on fair value categories), include listed equities and exchange traded derivatives.

Inactive or unquoted market: ART's financial assets and liabilities are a combination of directly held investments and indirectly held investments made via unlisted trusts which in turn invest in a variety of underlying investments. These include investments in infrastructure, private credit, private equity and property that are domiciled in Australia and overseas. ART has adopted a valuation policy, the purpose of which is to ensure it has an appropriate framework to value investment assets in a manner that ensures they are valued on an equitable and consistent basis. ART ensures that valuation techniques are consistent and may utilise independent parties to undertake reviews of the investment valuation framework controls and procedures on a periodical and as needs basis.

(i) Directly held assets: ART or its investment manager appoints independent external valuation experts and property appraisers to provide regular investment valuations with most material investments being valued at least annually. ART has policies and procedures governing the appointment and rotation of third-party valuers. The expertise, knowledge and familiarity with local market conditions, market transactions and industry trends of the independent valuation experts and property appraisers are important inputs to the valuation process. Valuations performed by third party valuers are reviewed by internal teams within ART to confirm that an appropriate valuation methodology has been used and that key inputs, assumptions and judgements made by the valuer are appropriate.

ART has a management committee (Valuation Review Committee) which provides assistance to the Audit, Finance & Risk Committee to fulfil its responsibilities to manage valuation risk of the ART's investments. During the year, the Valuation Review Committee may review valuations of the investments with significant unobservable inputs (Level 3 investments) more frequently to ensure that the most current valuations are reflected in member balances. This is to improve the responsiveness and accuracy of the current valuation process in both normal and stressed market circumstances. Where valuations are performed at a date other than balance sheet date, ART considers whether the valuation continues to remain appropriate as at the balance sheet date.

(ii) Indirectly held assets: ART generally values interests in Level 3 investments managed by external investment managers using the valuation provided by the relevant external investment manager. As ART's underlying interests in these investments are not actively traded in a public market, the valuation provided by the external investment manager is considered unobservable and is therefore classified as a Level 3 investment. ART reviews the valuation methodology adopted by the relevant investment manager and makes further enquiries, as appropriate, relating to valuation methodology and key inputs used to determine valuations.

1 There are no in-house assets included in the fair value of the APSS assets, however there may be an immaterial amount of indirect investments in shopping centres where the Corporation has leased certain areas for retail outlets.

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for the year ended 30 June 2025

C3 Post-employment benefits (continued)

Amount recognised in the balance sheet

The amount recognised in the balance sheet as at 30 June is as follows:

Consolidated ($m)	2025	2024	2023	2022	2021
Present value of benefit obligation (wholly funded)	(3,198.5)	(3,099.2)	(3,117.7)	(3,142.6)	(3,495.7)
Fair value of plan assets	3,666.3	3,709.8	3,918.2	4,093.1	4,426.9
Net superannuation asset/(liability) [1]	**467.8**	**610.6**	**800.5**	**950.5**	**931.2**

1 The Corporation's entitlement to any surplus in the APSS Plan is limited by the terms of the relevant Trust Deed and applicable superannuation laws. On termination, any money and other assets remaining in the APSS Plan after the payment of benefits and expenses of the Scheme would ultimately be realised and the proceeds distributed to the employers (including the Corporation) in such shares as determined by the Corporation. Outside termination, there is scope for the Corporation to request a return of surplus, which may be no more than the amount (as determined by the APSS Plan Actuary) by which the total fund value exceeds the total accrued benefit value. In addition, the Corporation benefits from the surplus through reduction in future superannuation expense and contributions.

Management of the plan risks

The funding of the plan is dependent upon future experience. Material adverse risks in respect of funding include market risk, salary inflation risk, liquidity risk, and the risk of higher than expected death and disability benefits.

Key assumptions and sensitivities

The significant actuarial assumptions used in determining superannuation obligations for the Group's plan are shown below (expressed as weighted averages), as well as the sensitivity for each significant assumption:

	Actuarial assumption (% per annum)		Sensitivity ($m)			
			Rate increase of 1%		Rate decrease of 1%	
Consolidated	2025	2024	2025	2024	2025	2024
Discount rate	5.2	5.5	(168.3)	(165.5)	189.4	186.4
Average future inflationary salary increases [1]	4.0 to 30 June 2029; 3.0 thereafter	4.0 to 30 June 2027; 3.0 thereafter	155.0	154.5	(139.9)	(138.8)

1 Excludes promotional salary increases.

The determination of the defined benefit obligation requires a number of other assumptions to be made regarding the future including the demographic profile of membership and level of benefits to be provided by the fund.

Accumulation post-employment benefits

Australia Post pays the Superannuation Guarantee contribution (11.0% up to 30 June 2024 and 11.5% up to 30 June 2025, except Australia Post and StarTrack Award level employees who receive 12.0% of ordinary time earnings) to the nominated superannuation funds of employees who have employer contributions paid to an accumulation fund on their behalf. From 1 July 2025, the Superannuation Guarantee contribution will increase to 12.0%.

Accumulation post-employment benefits are expensed by the Group as service is rendered by the Group's employees. The accumulation superannuation expense recognised in respect of post-employment benefits is as follows:

Consolidated ($m)	2025	2024
Accumulation superannuation expense	196.0	179.0

C3 Post-employment benefits (continued)

Maturity profile

The duration of the liabilities is approximately 7 years (2024: 7 years), calculated using expected benefit payments on an accrual basis.

Superannuation Act 1976

Some of the Corporation's current and past employees are also entitled to benefits under the *Superannuation Act 1976*, but the Group has no contribution obligation in respect of these benefits. The superannuation asset or liability relating to the Commonwealth Superannuation Scheme (CSS) under the *Superannuation Act 1976* is recognised in the financial statements of the Commonwealth and is settled by the Commonwealth in due course. The Commonwealth takes full responsibility for the CSS liabilities for any Australia Post employees (past and present) remaining in the CSS. Disclosures regarding the CSS Scheme are located in the Department of Finance Annual Financial Report.

Our funding structure and management of our financial risks

As a result of its operations, the Group is exposed to multiple forms of risk. This note sets out the nature of the financial risks and their quantification and management. This section also sets out the strategies and practices the Group utilises to minimise the exposure to these risks in order to execute our Group strategy as well as outlining the current Group funding structure.

D1 Capital management

The Group's objectives when managing capital are to safeguard the ability to continue as a going concern while maximising the return to the Australian Government. The Group recognises the impact on shareholder returns of the level of equity capital employed and seeks to maintain a prudent balance between the advantages and flexibility afforded by a strong capital position and the higher returns on equity possible with some leverage. A further consideration when managing capital is targeting an investment grade rating. The Group holds an A+ Stable rating (2024: A+ Negative Outlook) from the independent ratings agency Standard & Poor's.

The capital structure of the Group consists of debt, which comprises bonds payable and syndicated revolving committed facilities, cash and cash equivalents, lease liabilities and equity attributable to equity holders of the Corporation, comprising contributed equity, reserves and retained profits. The capital structure is reviewed annually as part of the Corporate Plan, which includes analysis of the return on equity, return on average operating assets and debt to debt plus equity ratios implicit in the Corporate Plan.

D2 Managing our financial risks

Financial risk management objectives

The Board reviews and agrees policies for managing the Group's financial risks. The main risks arising from the Group's financial instruments are liquidity risk, credit risk, interest rate risk and foreign currency risk. There is no significant exposure to commodity risk in relation to the bulk purchase of fuel and third party contract pricing mechanisms during the financial year.

Liquidity risk management

Liquidity risk is the risk that the Group will not be able to meet its obligations, such as payables, provisions, lease liabilities and interest bearing liabilities when they fall due. The Group's liquidity risk management seeks to ensure that there are sufficient funds available to meet financial commitments in a timely manner and plan for unforeseen events which may cause pressure on liquidity. The Group measures and manages liquidity risk by forecasting liquidity and funding requirements for the next three years as a minimum, which is reviewed annually by the Board. The treasury group also prepares and reviews a rolling daily cash forecast for the quarter to manage short-term liquidity requirements.

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D2 Managing our financial risks (continued)

Financing facilities

At reporting date, the Group has a 3-year revolving credit facility of $300 million expiring 31 July 2026, which is available for draw down for a minimum of 30 days (2024: 3-year revolving credit facility of $300 million expiring 31 July 2026). This facility is used to manage short-term liquidity requirements and remained undrawn at 30 June 2025. Subsequent to 30 June 2025, the Group has replaced this facility with four 4-year bi-lateral committed facilities totalling $200 million expiring on 28 September 2029.

Credit risk

The Group makes sales on credit terms and therefore it is exposed to the risk that a customer may not repay their entire obligations in full as required. In addition to the above, the Group provides financial guarantees to third parties, which commit the Group to make payments on behalf of these parties upon their failure to perform under the terms of the relevant contract. At 30 June 2025, the maximum credit risk in respect to guarantees is $347.1 million (2024: $317.4 million) which mainly relates to bank guarantees over projected workers' compensation liabilities provided by the Group.

Credit risk management: financial instruments

Counterparty limits are reviewed regularly by the treasury group with recommended limits endorsed by the Board. Investment of surplus funds is made only with approved investment grade counterparties as rated by either Standard & Poor's or Moody's or Fitch. Surplus funds are invested with bank counterparties and other deposit-taking Institutions that have an investment grade rating of BBB or better (2024: BBB or better) for Australian institutions and A- or better (2024: A- or better) for foreign owned institutions and corporates.

The Group's 12-month expected credit loss allowances for financial assets other than those measured at fair value through profit and loss are calculated as the product of the assessed probability of counterparty default, the size of the credit loss given default (taking into account collateral arrangements and guarantees), and the exposure to default at reporting date. Probability of default is assessed using historical and forward-looking internal information about the counterparty, as well as available external information including credit ratings. For financial assets that are considered to have significantly increased in credit risk since original recognition, lifetime expected credit loss allowances are recognised.

The maximum exposure to credit loss for the Group's financial assets is considered equivalent to their carrying amount.

Credit risk management: trade and other receivables

It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures, including an assessment of their independent credit rating, financial position, past experience and industry reputation. In addition, individual receivable and accrued revenue balances are monitored on an ongoing basis for increases in credit risk based on repayment history and collection status, with the result that the exposure to credit loss is historically not significant.

Interest rate risk management

The Group's objective in managing interest rate risk is to minimise interest rate exposure by matching asset and liability positions to achieve a natural hedge, whilst ensuring that an appropriate level of flexibility exists to accommodate potential changes in funding requirements. Interest rate risk is measured by regularly reviewing the net exposure from interest-bearing assets and liabilities. The risk can be managed by the use of interest rate swap contracts wherein the Group agrees to exchange the difference between the fixed and floating rate interest amounts calculated on agreed notional principal amounts.

Interest bearing liabilities

The consolidated borrowing position of the Group at 30 June comprises the following fixed-rate unsecured bonds, which are repayable in full with $180 million maturing on 1 December 2026, $100 million maturing on 8 December 2027 and $100 million maturing on 22 May 2029.

The $100 million bond maturing on 22 May 2029 is issued as a Sustainability Bond under the Australia Post Sustainable Finance Framework and aligns with the Sustainability Bonds Guidelines 2021, Green Bonds Principles 2021, Social Bonds Principles 2021, Green Loans Principles 2023 and Social Loan Principles 2023.

On this basis, the weighted average duration of debt is 2.3 years (2024: 3.3 years).

D2 Managing our financial risks (continued)

Consolidated ($m)	2025	2024
Payable in 1 – 5 years [1,2]	381.0	373.6
Non-current loan liabilities	**381.0**	**373.6**
Total	**381.0**	**373.6**

1 Measured at amortised cost.
2 Designated in fair value hedge relationships at amortised cost and adjusted by the gain/loss attributable to interest rate risk.

The table below sets out the changes in interest bearing liabilities:

Consolidated ($m)	Bonds payable	Lease liability [1]	Total
As at 30 June 2023	**546.4**	**989.6**	**1,536.0**
Changes in fair value	2.2	–	**2.2**
New leases	–	299.1	**299.1**
Cash flows	(175.0)	(294.2)	**(469.2)**
Other non-cash movements	–	27.1	**27.1**
As at 30 June 2024	**373.6**	**1,021.6**	**1,395.2**
Changes in fair value	7.4	–	**7.4**
New leases	–	253.8	**253.8**
Cash flows	–	(298.9)	**(298.9)**
Other non-cash movements	–	50.5	**50.5**
As at 30 June 2025	**381.0**	**1,027.0**	**1,408.0**

1 Refer to note B4 for further information on lease liability.

Interest rate risk sensitivity

An interest rate sensitivity analysis of the Group at the reporting date has been performed, using a 132 basis point (2024: 136 basis point) increase to quantify the possible risk based on Australian Government Department of Finance guidance and holding all other variables constant.

The sensitivity analysis indicated that the impact on profit after tax at reporting date would be $6.8 million (2024: $6.3 million) increase in profit after tax.

Exposure

The Group's primary exposure to interest rate risks of interest-bearing financial assets and financial liabilities is set out below. Interest on financial instruments classified as floating rate is repriced at intervals of less than one year. Interest on financial instruments classified as fixed rate is fixed until maturity of the instrument.

	Carrying amount	
Consolidated ($m)	2025	2024
Financial assets		
Cash and cash equivalents (floating rate)	516.6	446.6
Financial liabilities		
Bonds payable (fixed rate)	381.0	373.6
Interest rate swaps (fixed rate)	(220.5)	(213.5)
Interest rate swaps (floating rate)	220.0	220.0

Maturity of financial liabilities and financial assets

The tables below detail the Group's remaining contractual maturity for its material non-derivative financial liabilities, cash outflows arising from derivative financial instruments and financial assets used in managing its liquidity risk associated with its material non-derivative financial liabilities.

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for the year ended 30 June 2025

D2 Managing our financial risks (continued)

The table presents undiscounted cash flows based on the earliest date on which the Group can be required to pay comparing against the carrying amount of the relevant financial liabilities. The tables include both interest and principal cash flows. Where interest flows are floating rate, the undiscounted amount is derived from the interest rate curves at the end of the reporting period.

The table also includes cash inflows and outflows arising from derivative financial instruments, based on the undiscounted net cash inflows or outflows on derivative instruments that settle on a net basis and the undiscounted gross cash inflows or outflows on those derivatives that require gross settlement. The amount disclosed has been determined by reference to the projected cash inflows or outflows illustrated by the yield or forward curves existing at reporting date.

	Contractual maturity (nominal cash flows)					
Consolidated ($m)	Less than 1 year	1 to 2 years	2 to 5 years	Over 5 years	Total nominal cash flows	Carrying amount (assets)/ liabilities
As at 30 June 2025						
Trade and other payables	959.8	–	–	–	**959.8**	**959.8**
Lease liabilities	300.3	202.0	375.4	292.0	**1,169.7**	**1,027.0**
Bonds payable	17.0	193.4	212.0	–	**422.4**	**381.0**
Interest rate swaps (net settled)	0.3	(0.5)	(0.2)	–	**(0.4)**	**–**
Hedge foreign exchange contracts (net settled)	0.2	–	–	–	**0.2**	**0.2**
	1,277.6	**394.9**	**587.2**	**292.0**	**2,551.7**	**2,368.0**
As at 30 June 2024						
Trade and other payables	862.4	–	–	–	**862.4**	**862.4**
Lease liabilities	274.8	231.6	358.2	280.5	**1,145.1**	**1,021.6**
Bonds payable	17.0	17.0	405.4	–	**439.4**	**373.6**
Interest rate swaps (net settled)	2.7	2.1	2.7	–	**7.5**	**6.5**
Hedge foreign exchange contracts (net settled)	–	–	–	–	**–**	**–**
	1,156.9	**250.7**	**766.3**	**280.5**	**2,454.4**	**2,264.1**

Foreign currency risk management

The Group has obligations with overseas postal administrations which are invoiced in Special Drawing Rights (SDR) and settled in Euros (EUR) and United States Dollars (USD). The SDR is a basket currency composed of fixed quantities of the five major traded currencies (USD, Japanese Yen, EUR, British Pound Sterling and Chinese Renminbi). The composition of the basket is set by the International Monetary Fund. International mail receipts and payments are highly variable in amount and timing as well as being ongoing in nature. For the Group, the requirement to settle in a foreign currency exposes it to the risk that future cash payment amounts may fluctuate due to changes in the foreign exchange rates. The Group undertakes hedging strategies with respect to the SDR exposure using forward exchange contracts, options and collars. These aim to mitigate the volatility experienced in the income statement caused by movements in the SDR/AUD exchange rate. Each foreign currency exposure, other than SDR, is measured and managed on an item by item basis and individual exposures over $0.5 million are hedged through the use of forward currency contracts.

Foreign currency exposure and sensitivity

Sources of foreign exchange transaction risk are a result of foreign sourced and priced capital equipment, purchases or sales in foreign currencies (including fuel purchases) and foreign currency bank accounts.

The following table details the carrying amount of financial assets and financial liabilities with foreign currency exposure as at 30 June 2025, with a sensitivity analysis of the effect on profit after tax and equity as at 30 June 2025 from a 8.1% (2024: 8.3%) favourable/unfavourable change in the Australian dollar based on Australian Government Department of Finance guidance with all other variables held constant.

D2 Managing our financial risks (continued)

Consolidated AUD ($m)	Exposure	Exchange +8.1% Impact on profit	Exchange +8.1% Impact on equity	Exchange -8.1% Impact on profit	Exchange -8.1% Impact on equity
2025					
Financial assets					
Cash on hand	18.9	(1.0)	–	1.0	–
Trade and other receivables	106.8	(6.0)	–	6.0	–
Other assets	–	–	–	–	–
Financial liabilities					
Trade and other payables	(147.1)	8.3	–	(8.3)	–
Other liabilities	(0.2)	–	(0.3)	–	0.3
Net exposure	**(21.6)**	**1.3**	**(0.3)**	**(1.3)**	**0.3**

	Exposure	Exchange +8.3% Impact on profit	Exchange +8.3% Impact on equity	Exchange -8.3% Impact on profit	Exchange -8.3% Impact on equity
2024					
Financial assets					
Cash on hand	27.6	(1.5)	–	1.5	–
Trade and other receivables	104.0	(6.1)	–	6.1	–
Other assets	0.1	–	0.8	–	(0.8)
Financial liabilities					
Trade and other payables	(156.6)	9.1	–	(9.1)	–
Other liabilities	(0.1)	–	(0.9)	–	0.9
Net exposure	**(25.0)**	**1.5**	**(0.1)**	**(1.5)**	**0.1**

Of the total $21.6 million of foreign currency denominated exposures, the cash and foreign currency derivative amounts relate to $6.6 million in USD, $5.0 million in HKD, $3.8 million in GBP, $2.9 million in EUR, $0.4 million in NZD and $40.3 million in SDR net payables. (2024: $25.0 million of foreign currency denominated exposures, the cash and foreign currency derivative amounts relate to $11.0 million in USD, $7.3 million in GBP, $7.1 million in HKD, $1.3 million in EUR, $0.8 million in NZD and $52.6 million in SDR net payables).

The receivables and payables denominated in SDR, on which the sensitivity is shown in the table above, are not necessarily representative of the Group's exposure to currency risk for the years ended 30 June 2025 and 30 June 2024. The receivables and payables denominated in SDR are highly variable in amount and timing, in particular due to the timing of receipts and settlements with overseas postal administrations.

Commodity price risk management

Commodity price risk refers to the risk that the fair value or future cash flows will fluctuate because of changes in commodity prices. The Group's objective on commodity price risk management is to ensure that movements in commodity prices do not adversely affect operating costs. The hedging strategy is set annually as part of the planning process and the hedging activities are evaluated monthly.

Exposure

The Group is exposed to commodity prices directly through the bulk purchase of fuel, and indirectly arising from contractual pricing mechanisms with third party providers. The risk is measured by reviewing forecast commodity exposures monthly and managed by entering into long-term supply contracts and the use of fuel surcharges.

Notes to the financial statements

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D3 Using derivatives to hedge risks

Types of hedging instruments

The Group uses the following types of derivative financial instruments as part of its risk management strategy:

Foreign currency derivatives

All foreign currency contracts are entered into on the basis of known or projected exposures. The Group has elected to adopt hedge accounting in respect of some of its foreign currency hedging exposures. The fair value of foreign currency contracts designated as hedging instruments is a net liability of $0.2 million (2024: no material foreign currency contracts designated as hedging instruments) for the Group.

The portion of the gain or loss on the designated forward currency contracts that are determined to be effective hedges is deferred in other comprehensive income and will be recognised in the measurement of the underlying transaction.

As at balance date, the aggregate amount of unrealised gains/losses under foreign forward currency contracts deferred in the hedging reserve related to contracted future payments for inventory, capital expenditure and exposures for SDR revenue receipts. It is anticipated that the payments will mostly take place within 24 months after reporting date at which stage the amount deferred in equity will be included in the initial cost of the inventory and capital equipment.

It is anticipated that the hedged amounts in relation to inventory will impact the statement of comprehensive income over the next one year and amounts in relation to equipment capital expenditure will impact the statement of comprehensive income over the next five to 20 years after the assets are available for use.

The Group hedges its expected SDR revenue flows and the hedged exposures are in a hedge accounting relationship with monthly revaluations recorded in the cash flow hedge reserve.

The following tables detail the foreign currency contracts outstanding as at balance date:

	Notional amount (foreign currency) ($m)		
Consolidated	USD	CHF	SDR
2025			
BUY [1]			
0-12 months	(2.2)	–	–
Over 12 months	(1.5)	–	–
	(3.7)	**–**	**–**
SELL			
0-12 months	–	–	–
	–	**–**	**–**

1 Average buy exchange rates to the Group's functional currency AUD are: USD 0.636.

	Notional amount (foreign currency) ($m)		
Consolidated	USD	CHF	SDR
2024			
BUY [1]			
0-12 months	14.5	2.5	–
Over 12 months	–	–	–
	14.5	**2.5**	**–**
SELL [2]			
0-12 months	–	–	5.3
	–	**–**	**5.3**

1 Average buy exchange rates to the Group's functional currency AUD are: USD 0.663 and CHF 0.591.
2 Average sell exchange rates to the Group's functional currency AUD are: SDR 2.006.

D3 Using derivatives to hedge risks (continued)

Interest rate swaps

Interest rate swaps are used to manage the exposure to interest rate movements arising from the Group's borrowings. Under interest rate swap contracts, the Group agrees to exchange the difference between fixed and floating rate interest amounts calculated on agreed notional principal amounts. Such contracts enable the Group to mitigate the risk of changing interest rates on the fair value of issued fixed rate debt held.

During the year, the Group had several interest rate swap contracts which all settled on a quarterly basis, totalling $220.0 million, hedging debt maturing in 2026, 2027 and 2029.

The following table details the notional principal amounts and remaining terms of fixed for floating interest rate swap contracts as at balance date.

Consolidated	Fixed interest rate %	Notional principal amount ($m)
2025		
From 1 – 5 years	4.00	70.0
From 1 – 5 years	4.99	100.0
From 1 – 5 years	4.76	50.0
2024		
From 1 – 5 years	4.00	70.0
From 1 – 5 years	4.99	100.0
Over 5 years	4.76	50.0

Interest rate swap contracts are designated as fair value hedges in respect of interest rates. The gain or loss from remeasuring the hedging instrument at fair value is recorded in profit or loss and to the extent that the hedge is effective, the carrying amount of the borrowing is adjusted by the gain or loss attributable to the hedged risk through profit or loss.

Recognition and measurement of derivatives

Derivative financial instruments are initially recognised at fair value on the date the derivative contract is entered into and are subsequently remeasured to fair value. Any gains or losses arising from changes in the fair value of derivatives are taken directly to the statement of profit and loss, except for derivatives designated in a cash flow hedge arrangement with the effective portion recognised in other comprehensive income. The fair value of non-optional derivatives is determined based on discounted cash flow analysis using the applicable yield curve or forward curve for the duration of the instrument. The fair value of optional derivatives is determined based upon valuation techniques consistent with accepted industry practice. Derivative instruments are classified as current or non-current based on an assessment of the facts and circumstances pertaining to the derivative (i.e. the underlying contracted cash flows) and whether it is designated in a hedge relationship.

Hedge accounting

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which the Group wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge. The documentation includes identification of the hedging instrument, the hedged item or transaction, the nature of the risk being hedged and how the entity will assess the hedged item's fair value or cash flows attributable to the hedged risk.

Such hedges are expected to be highly effective in achieving offsetting changes in fair value or cash flows and are assessed on an ongoing basis to determine their effectiveness.

The Group will discontinue hedge accounting prospectively only when the hedging relationship, or part of the hedging relationship, no longer qualifies for hedge accounting, which includes where there has been a change to the risk management objective and strategy for undertaking the hedge and instances when the hedging instrument expires or is sold, terminated or exercised.

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for the year ended 30 June 2025

D3 Using derivatives to hedge risks (continued)

Hedge accounting designations

Cash flow hedges

> Used by the Group to hedge exposure to variability in cash flows that is attributable either to a particular risk associated with a recognised asset or liability or to a highly probable forecast transaction.

For cash flow hedges, the portion of the gain or loss on the hedging instrument that is effective is recognised directly in equity, while the ineffective portion is recognised in profit or loss.

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

Hedge accounting is discontinued when a hedging instrument expires, is sold, terminated, or no longer meets the criteria for hedge accounting. At that time, any cumulative gains or losses relating to cash flow hedges recognised in equity are initially retained in equity and subsequently recognised in profit or loss as the previously hedged item affects profit or loss.

The Group uses cash flow hedges to mitigate the risk of variability of future cash flows attributable to foreign currency fluctuations over the hedging period associated with foreign exchange business activities. The maturity profile of cash flow hedges is shown in note D2.

Fair value hedges

> Used by the Group to hedge the exposure to changes in the fair value of a recognised asset or liability or unrecognised firm commitment.

The carrying value of the hedged item is adjusted for gains and losses attributable to the risk being hedged. The derivative is also remeasured to fair value, with the net gain or loss recognised in the statement of comprehensive income.

If the hedged item is a firm commitment (and therefore not recognised), the subsequent cumulative change in the fair value of the hedged risk is recognised as an asset or liability with a corresponding gain or loss recognised in profit or loss. The changes in the fair value of the hedging instrument are also recognised in the statement of comprehensive income.

Hedge accounting is discontinued when a hedging instrument is sold, terminated or no longer meets the criteria for hedge accounting. The cumulative adjustment recorded against the carrying value of the hedged item at the date hedge accounting ceases is amortised to profit or loss using the effective interest method.

The Group uses fair value hedges to mitigate the risk of changes in the fair value of borrowings from interest rate fluctuations over the hedge period. The Group has used interest rate swap contracts to convert fixed-rate interest exposures to floating rate exposures.

The maturity profile of fair value hedges is shown in note D2.

D4 Fair value measurement

Valuation of financial instruments

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

D4 Fair value measurement (continued)

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows:

- Level 1: Quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- Level 2: Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; or
- Level 3: Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The methods and assumptions used to estimate the fair value of financial instruments are as follows:

Cash

The carrying amount is fair value due to the asset's liquid nature.

Receivables/payables

Due to the short-term nature of these financial rights and obligations, carrying amounts are estimated to represent fair values.

Derivatives

The fair values are calculated as the present value of estimated future cash flows using a market based yield curve sourced from available market data quoted for all major currencies. Accordingly, these financial instruments are classified as Level 2.

The fair value of forward contracts is calculated by reference to forward exchange market rates at reporting date for contracts with similar maturity profiles. As market rates are observable they are classified as Level 2.

Interest-bearing loans and borrowings

Quoted market prices or dealer quotes for similar instruments are used to value long-term debt instruments except corporate bonds based on discounting expected future cash flows at market rates. Accordingly, these financial instruments are classified as Level 2.

Fair value measurements recognised in the balance sheet

Except as detailed in the table below, the carrying amounts of financial assets and financial liabilities recorded at amortised cost in the consolidated balance sheet approximates their fair value.

Consolidated ($m)	Carrying amount	Fair value
2025		
Financial liabilities		
Bonds payable	381.0	383.1
2024		
Financial liabilities		
Bonds payable	373.6	373.7

The financial liabilities not measured at fair value in the consolidated balance sheet disclosed above are categorised as Level 2 with the fair value of each financial liability determined by discounting the expected future cash flows using the applicable yield curve for liabilities with similar risk and maturity profiles.

There were no transfers between levels during the year.

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Other information

This section includes additional financial information that is required by either accounting standards or the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*.

E1 Our subsidiaries

The below is a list of the Group's controlled entities at 30 June, all of which are incorporated in Australia unless otherwise noted:

	2025 %	2024 %
ACN 063 077 850 Pty Ltd (formerly known as Private Syndicate Pty Ltd) Footnote 4	100	100
ACN 081 623 403 Pty Ltd (formerly known as Securepay Holdings Pty Ltd) Footnote 3	100	100
AP Global Holdings Pty Ltd Footnote 1	100	100
AP Global Logistics (Guangzhou) Co., Ltd Footnote 6	100	100
AP International Holdings Pty Ltd Footnote 1	100	100
APost Accelerator Pty Ltd Footnote 4	100	100
APost Innovation Pty Ltd Footnote 4	100	100
Australia Post Digital iD Pty Ltd Footnote 4	100	100
Australia Post Global eCommerce Solutions (Aust) Pty Ltd Footnote 1	100	100
Australia Post Global eCommerce Solutions (UK) Limited Footnote 7	100	100
Australia Post Global eCommerce Solutions (USA) Inc. Footnote 8	100	100
Australia Post Global eCommerce Solutions Private Limited Footnote 9	100	100
Australia Post Licensee Advisory Council Limited (deregistered on 8 June 2025) Footnote 13	–	50
Australia Post Services Pty Ltd Footnote 5	100	100
Australia Post Transaction Services Pty Ltd Footnote 2	100	100
Australian Express Freight Pty. Limited Footnote 4,11	100	100
Australian Express Transport Pty. Limited Footnote 4,12	100	100
AUX Investments Pty Ltd Footnote 3	100	100
Decipha Pty Ltd Footnote 3	100	100
Mardarne Pty.Ltd. (deregistered on 29 December 2024) Footnote 14	–	100
POLi Payments Pty Ltd Footnote 4	100	100
POSTlogistics (Hong Kong) Pte Limited Footnote 10	100	100
PostSuper Pty Ltd Footnote 4	100	100
SecurePay Pty. Ltd. (disposed on 31 March 2025)	–	100
Star Track Express Holdings Pty Limited Footnote 3	100	100
Star Track Express Investments Pty Limited Footnote 1	100	100
Star Track Express Pty Limited Footnote 1	100	100
StarTrack Retail Pty Ltd Footnote 1	100	100

Footnotes

1 Large proprietary company that is party to the deed of cross guarantee with Australia Post Transaction Services Pty Ltd as the holding entity and has opted-in to take advantage of the financial reporting relief under ASIC Corporations (Wholly-owned Companies) Instrument 2016/785.

2 Large proprietary company required to prepare and lodge audited financial statements with ASIC.

3 Small proprietary company not required to prepare and lodge audited financial statements with ASIC. Entity is party to the deed of cross guarantee with Australia Post Transaction Services Pty Ltd as the holding entity.

4 Small proprietary company not required to prepare and lodge audited financial statements with ASIC.

5 Small proprietary company which holds an Australian Financial Services Licence and is required to prepare and lodge audited financial statements with ASIC.

6 Entity incorporated on 16 April 2024 in China and not audited by the ANAO. Audited by Zandar Certified Public Accountants LLP.

7 Entity incorporated in UK and not audited by the ANAO. Audited by Ernst & Young LLP, UK.

8 Entity incorporated in the USA and not audited by the ANAO. Audited by RSM US LLP, USA.

9 Entity incorporated in Singapore and not audited by the ANAO. Audited by Ernst & Young LLP, Singapore.

10 Entity incorporated in Hong Kong and not audited by the ANAO. Audited by Moore CPA Limited, Hong Kong.

11 Trustee of Darra No 2 Trust and Minchinbury No 2 Trust.

12 Trustee of Darra No 1 Trust and Minchinbury No 1 Trust.

13 A public company limited by guarantee required to prepare and lodge audited financial statements with ASIC in prior year. Australia Post has undertaken to meet all expenses of the entity and consolidates the entity as it has influence over decision making as a result of having effective 50% voting rights on the board of directors of the entity and effective 50% membership voting rights. Entity was deregistered on 8 June 2025.

14 Trustee of Mardarne No 1 Trust. Entity was deregistered on 29 December 2024.

E2 Australian Postal Corporation

Corporation ($m)	2025	2024
Current assets	3,275.1	3,402.6
Total assets	8,324.3	8,510.2
Current liabilities	4,539.7	4,678.6
Total liabilities	6,431.3	6,590.2
Net assets	**1,893.0**	**1,920.0**
Contributed equity	400.0	400.0
Retained profits	1,488.0	1,511.7
Asset revaluation reserve	5.1	8.3
Hedging reserve	(0.1)	–
Total equity	**1,893.0**	**1,920.0**
Net profit/(loss) of the parent entity	49.8	(249.5)
Total comprehensive income/(losses) of the parent entity	(76.7)	(109.5)
Transfer of reserves	3.2	12.7

Australian Postal Corporation, which is the Group's ultimate parent and controlling entity of the Australian Postal Corporation Group, also has:

- contingent liabilities which relate to legal liability claims that have been lodged against the Corporation, including motor vehicle accident and personal injury claims in the amount of $0.9 million (2024: $1.8 million);
- issued bank guarantees amounting to $288.1 million (2024: $261.2 million) which represent guarantees supporting workers' compensation self-insurance licences in various jurisdictions;
- contract operating lease receivables which relate to sub-lease arrangements in the amount of $66.5 million (2024: $65.5 million); and
- capital commitments of the parent entity in relation to property, plant and equipment amount to $68.2 million (2024: $111.8 million).

E3 Auditor's remuneration

The Corporation's auditor is the Australian National Audit Office who has retained Ernst & Young (Australia) to assist with the assignment.

Amounts received or due and receivable by the Group's auditors and Ernst & Young (Australia) are as follows:

Consolidated ($)	2025	2024
Australian National Audit Office		
– An audit or review of the financial report of the entity and any other entity in the consolidated entity	1,801,000	1,808,986
– Assurance related	228,000	228,000
	2,029,000	**2,036,986**
Ernst & Young (Australia)		
– Other non-audit related [1]	375,000	338,000
Other auditors for the Group's overseas subsidiaries		
– Audit of financial reports [2]	337,000	329,000
Total auditor's remuneration	**2,741,000**	**2,703,986**

1 These services are performed by Ernst & Young (Australia) directly and include governance and compliance services.
2 Further details of these auditors are outlined in note E1.

Notes to the financial statements

for the year ended 30 June 2025

E4 Contingencies

The Group has the following contingent assets and liabilities as at 30 June. Due to the nature of the Group's contingent liabilities, the Group is not able to ascertain with any certainty the expected timing of any cash outflow that may arise, or the probability of reimbursement.

	Guarantees		Claims for damages or other costs		Total	
Consolidated ($m)	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Balance from previous period	317.4	297.6	1.8	0.8	319.2	298.4
New contingent liabilities	340.2	–	1.0	1.7	341.2	1.7
Re-measurement	–	19.8	–	(0.7)	–	19.1
Liabilities realised	–	–	–	–	–	–
Obligations expired	(310.5)	–	(1.8)	–	(312.3)	–
Total contingent liabilities	**347.1**	**317.4**	**1.0**	**1.8**	**348.1**	**319.2**
Balance from previous period	11.7	10.7	–	–	11.7	10.7
New contingent assets	1.0	6.9	–	–	1.0	6.9
Re-measurement	–	–	–	–	–	–
Rights expired	(4.8)	(5.9)	–	–	(4.8)	(5.9)
Total contingent assets	**7.9**	**11.7**	**–**	**–**	**7.9**	**11.7**
Net contingent liabilities	**339.2**	**305.7**	**1.0**	**1.8**	**340.2**	**307.5**

Recognition and measurement

Contingent liabilities and contingent assets are not recognised in the financial statements but are reported in the relevant schedules and notes. Contingent assets are disclosed when settlement is probable, and contingent liabilities are disclosed when settlement is not considered remote.

Guarantees

Relate to non-financial guarantees, including bank guarantees over projected workers' compensation claims liabilities arising from the Group's self insurance of its liability for workers' compensation as a licence holder under the *Safety, Rehabilitation and Compensation Act 1988*.

Claims for damages or other costs

Arise from legal liability claims that have been lodged against the Corporation and subsidiaries, including motor vehicle accident and personal injury claims.

Insurance

Generally, the Corporation self-insures its own risks. However, with respect to catastrophic losses appropriate insurance coverage for both the Corporation and its subsidiaries has been arranged with general insurers. Payments received on account of losses in any year are recognised in other income or as an offset against cost incurred, as is appropriate. Insurance premiums are recognised in other expenses as incurred. Where appropriate, the subsidiaries insure their other risks with general insurers. At 30 June 2025, other than bank guarantees, there is no material contingent liability with respect to the Group's self insurance activities (2024: nil).

E5 Other accounting policies

a) Accounting for goods and services taxes

Revenues, expenditures and assets are recognised net of the amount of Goods and Services Tax (GST) except:

- when the GST incurred on a purchase of goods and services is not recoverable from the taxation authority, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- receivables and payables, which are stated with the amount of GST included.

b) Inventories

Inventories including raw materials, work in progress and finished goods are valued at the lower of cost and net realisable value. Initial cost of inventories also includes the transfer of gains and losses on qualifying cash flow hedges, recognised in other comprehensive income. Costs incurred in bringing each product to its present location and condition are accounted for as follows:

- raw materials on a first-in, first-out basis. The cost of purchase comprises the purchase price including import duties and other taxes (other than those subsequently recoverable by the Group from the taxation authorities), transport, handling and other costs directly attributable to the acquisition of raw materials. Volume discounts and rebates are included in determining the cost of purchase; and
- finished goods and work-in-progress – cost of direct materials and labour and a proportion of variable and fixed overheads based on normal operating capacity but excluding borrowing costs.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale. Where this is lower than cost, inventory impairment is recognised.

c) Current/non-current classification

Assets are disclosed as current when they are expected to be converted to cash or receivable within 12 months of 30 June 2025. Liabilities are disclosed as current when they are due within 12 months of 30 June 2025 or when there is no unconditional right to defer settlement of the liability for at least 12 months after 30 June 2025.

d) New and amended Australian Accounting Standards adopted by the Group

The Group has applied the following standards and amendments for the first time for the annual reporting period commencing 1 July 2024:

Reference	Description
AASB 2022-5 *Amendments to Australian Accounting standards – Lease Liability in a Sale and Leaseback 2018–2020 and Other Amendments*	The amendments introduce a new accounting model for how a seller-lessee accounts for variable lease payments that arise in a sale-and-leaseback transaction. It confirms the following: • On initial recognition, the seller-lessee includes variable lease payments when it measures a lease liability arising from a sale-and-leaseback transaction. • After initial recognition, the seller-lessee applies the general requirements for subsequent accounting of the lease liability such that it recognises no gain or loss relating to the right of use it retains. There were no material changes to the Group's financial statements from the application of these amendments.
AASB 2020-1 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current* AASB 2022-6 *Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants*	AASB 2020-1 is a narrow-scope amendment to AASB 101 *Presentation of Financial Statements* to clarify that liabilities are classified as either current or non-current, depending on the rights that exist at the end of the reporting period. AASB 2022-6 amends AASB 101 to improve the information an entity provides in its financial statements about liabilities arising from loan arrangements for which the entity's right to defer settlement of those liabilities for at least 12 months after the reporting period is subject to the entity complying with conditions specified in the loan arrangement. There were no material changes to the Group's financial statements from the application of these amendments.

Notes to the financial statements

for the year ended 30 June 2025

E5 Other accounting policies (continued)

e) New and amended Australian Accounting Standards not yet adopted by the Group

Reference	Title	Nature of change to accounting policy	Application date of standard	Application date for Group
AASB 2014-10	*Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*	The amendments to AASB 10 *Consolidated Financial Statements* and AASB 128 *Investments in Associates and Joint Ventures* clarify that a full gain or loss is recognised when a transfer to an associate or joint venture involves a business as defined in AASB 3 *Business Combinations*. Any gain or loss resulting from the sale or contribution of assets that does not constitute a business, however, is recognised only to the extent of unrelated investors' interests in the associate or joint venture. Management is yet to complete its assessment of the likely impact on the Group's financial statements.	1 January 2028	1 July 2028
AASB 18	*Presentation and Disclosure in Financial Statements*	AASB 18 *Presentation and Disclosure in Financial Statements* aims to provide greater consistency in presentation of the income and cash flow statements, and more disaggregated information. The standard will change how companies present their results on the face of the income statement and disclose information in the notes to the financial statements. Certain 'non-GAAP' measures – management performance measures (MPMs) – will now form part of the audited financial statements. There will be three new categories of income and expenses, two defined income statement subtotals and one single note on management-defined performance measures. Management is yet to complete its assessment of the likely impact on the Group's financial statements.	1 January 2027	1 July 2027
AASB 2024-2	*Amendments to the Classification and Measurement of Financial Instruments (Amendments to AASB 7 and AASB 9)*	The amendments clarify requirements relating to settlement of financial liabilities using an electronic payment system and assessment of contractual cash flow characteristics of financial assets with environmental, social and corporate governance (ESG) and similar features. The amendments also require additional disclosures for financial assets and liabilities with contractual terms that reference a contingent event (including those that are ESG-linked), and equity instruments classified at fair value through other comprehensive income. Management is yet to complete its assessment of the likely impact on the Group's financial statements.	1 January 2026	1 July 2026
AASB 2024-3	*Amendments to Australian Accounting Standards – Annual Improvements Volume 11*	The amendments are annual improvements to the following standards: • AASB 1 *First-time Adoption of Australian Accounting Standards*; • AASB 7 *Financial Instruments: Disclosures*; • AASB 9 *Financial Instruments*; • AASB 10 *Consolidated Financial Statements*; and • AASB 107 *Statement of Cash Flows*. The amendments aim to improve clarity and internal consistency. Management is yet to complete its assessment of the likely impact on the Group's financial statements.	1 January 2026	1 July 2026

Community Service Obligations

for the year ended 30 June 2025

Australia Post's Community Service Obligations (CSOs) are set out in section 27 of the Australian Postal Corporation Act 1989, which requires that:

- Australia Post provide a letter service at a single uniform rate for standard letters carried by ordinary post within Australia;
- the letter service Australia Post is obliged to provide be reasonably accessible to all Australians on an equitable basis, in view of the social importance of the letter service; and
- ensures that the performance standards (including delivery times) for the letter service reasonably meet the social, industrial and commercial needs of the Australian community.

Prescribed Performance Standards

The *Australian Postal Corporation (Performance Standards) Regulations 2019* ***(Regulations)*** prescribe standards required to be met in connection with Australia Post's CSOs, commonly referred to as Prescribed Performance Standards. Performance against the Prescribed Performance Standards is subject to independent audit by the Australian National Audit Office.

Australia Post's performance under the Prescribed Performance Standards is summarised below:

Prescribed Performance Standard (PPS)		Performance 30 June 2025
On-time letters delivery	94%	98.70%
Letters delivery frequency		
– to delivery points every second business day	98%	98.81%
– to delivery points at least two days per week	99.70%	99.99%
Delivery timetables	Maintain	Maintained
Street posting boxes	10,000	11,821
Retail outlets		
– in total	4,000	4,118
– not in major cities (must also be at least 50% of all outlets)	2,500	2,523
– in major cities, residences to be located within 2.5 kms of an outlet	90%	92.10%
– not in major cities, residences to be located within 7.5 kms of an outlet	85%	89.40%

Community Service Obligations

for the year ended 30 June 2025

Organisational arrangements

Australia Post considers the arrangements it has in place to carry out its CSOs are appropriate and adequate. The ongoing focus on monitoring Prescribed Performance Standards satisfaction is coordinated primarily by the office of the Corporate Secretary, with input from deliveries and retail areas.

CSO Costs

There is a financial cost associated with meeting CSOs. Australia Post is required to provide certain domestic and international products to customers at a uniform price but costs can vary considerably, primarily as a result of the higher operational unit costs to service more remote destinations.

The cost of providing the CSO for FY25 is estimated at $391.0 million (FY24: $447.0 million), including $199.7 million not in major cities (FY24: $232.8 million).

Auditor-General's report – performance standards

Australian National Audit Office

INDEPENDENT ASSURANCE REPORT

To the Minister for Communications

Opinion

The Australian Postal Corporation (Australia Post) is required to meet the performance standards prescribed by the *Australian Postal Corporation (Performance Standards) Regulations 2019* (the Regulations), which are made under section 28C of the *Australian Postal Corporation Act 1989* (the Prescribed Performance Standards). I have undertaken a reasonable assurance engagement, pursuant to section 28D of *the Australian Postal Corporation Act 1989*, on the extent to which Australia Post met the Prescribed Performance Standards that were in force during the year ended 30 June 2025.

In my opinion, the Australian Postal Corporation has, in all material respects, complied with the Prescribed Performance Standards for the year ended 30 June 2025.

Basis for Opinion

I have conducted the engagement in accordance with the Australian National Audit Office Auditing Standards, which include the relevant Standard on Assurance Engagements ASAE 3100 *Compliance Engagements* issued by the Auditing and Assurance Standards Board.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Director's responsibilities

The Directors of the Australian Postal Corporation are responsible for the following:

(a) undertaking activities to meet the Prescribed Performance Standards; and

(b) identifying risks that threaten meeting the Prescribed Performance Standards and controls which will mitigate those risks and monitor ongoing compliance.

The Prescribed Performance Standards require the Australian Postal Corporation to:

(a) service 98% of all postal delivery points at least every second day (disregarding Saturdays, Sundays, and public holidays) (Regulation 7(1)(a)) and service 99.7% of all postal delivery points at least two days each week (Regulation 7(1)(b));

(b) deliver at least 94% of reserved services letters to the indicated or appropriate address within the delivery time mentioned for the address according to the prescribed timetable (Regulation 8(4)), excluding letters for which an additional fee is paid for priority delivery (Regulation 8(2)(ca));

(c) maintain mail lodgement points in Australia for the lodgement of postal articles (other than bulk mail) at each of its retail outlets and maintain at least 10,000 street posting boxes (Regulation 10); and

(d) maintain at least 4,000 retail outlets at which persons can purchase Australia post products and services (Regulation 11(1)); maintain at least 2,500 retail outlets that are not in major cities and such outlets must be at least 50% of all the retail outlets (Regulation 11(2)); locate retail outlets so that at least 90% of residences in major cities are within 2.5 kilometres of a retail outlet; and at least 85% of residences not in major cities are within 7.5 kilometres of a retail outlet (Regulation 11(3)).

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

Auditor-General's report – performance standards



Domestic letter service monitor (Kantar)

KANTAR

14 Hill Street
Cremorne, VIC 3121

T +61 (3)8862 5900

July 22, 2025

To The Board of the Australian Postal Corporation

Re: Yearly Basic Monitor Result Certification

We have undertaken an independent monitor of Australia Post's domestic reserved letter service (Regular service) against its delivery undertakings for the year ended June 2025 in accordance with the requirements of the Australian Postal Corporation Act 1989 and the Australian Postal Corporation (Performance Standards) Regulation 2019.

Our monitor was based on a properly prepared, statistically valid sample of approximately 104,792 test letters. The sample size was determined based on information Australia Post supplied about the postal network design parameters.

Our testing involves comparing the delivery time taken for each test letter with Australia Post's delivery undertaking for the mail path concerned.

Test letters represented the full range of letter sizes and types recognised as ordinary mail, posted in locations having a daily clearance to locations having a daily delivery, from small to large letters. They were addressed by hand and machine fonts, reflecting the varied mailing practices of postal users.

All addressing was in accordance with Australia Post's specifications for the proper preparation of letter mail. The letters, as specified under the terms of our contract, were indistinguishable from other mail flowing through the Australia Post network.

Results

For the year ended June 2025, the monitor showed that Australia Post delivered 98.7 per cent of all letters early or on time, and 99.4 per cent of letters were delivered on time or not more than one working day after your delivery undertakings.

Domestic letter service monitor (Kantar)

KANTAR

Opinion

In our opinion, at a 95 per cent confidence level and with a maximum weighted actual precision limit of 0.1 per cent, these results present fairly the performance of Australia Post's domestic letter service for the year ended June 2025 against the scope provided.

Yours faithfully,





Jon Foged
Managing Director
Kantar Australia & New Zealand
Insights Division

Margaret Persico
Senior Director
Kantar Australia
Insights Division

Letters/non-letters services

(including reserved services)

2025	Letters[1] $m	Letters[1] %	Non-Letters $m	Non-Letters %	Total $m	Total %
Revenue	1,817.4	19.2%	7,637.0	80.8%	9,454.4	100.0%
Expenditure	2,047.8	21.9%	7,323.4	78.1%	9,371.2	100.0%
Profit/(loss) before income tax, finance costs and share of net profits of equity-accounted investees	**(230.4)**	**(276.9%)**	**313.6**	**376.9%**	**83.2**	**100.0%**
Finance costs					63.3	
Share of net profits of equity-accounted investees					1.1	
Profit/(loss) before income tax					**18.8**	
Income tax (expense)/benefit					5.3	
Net profit/(loss) for the year					**13.5**	

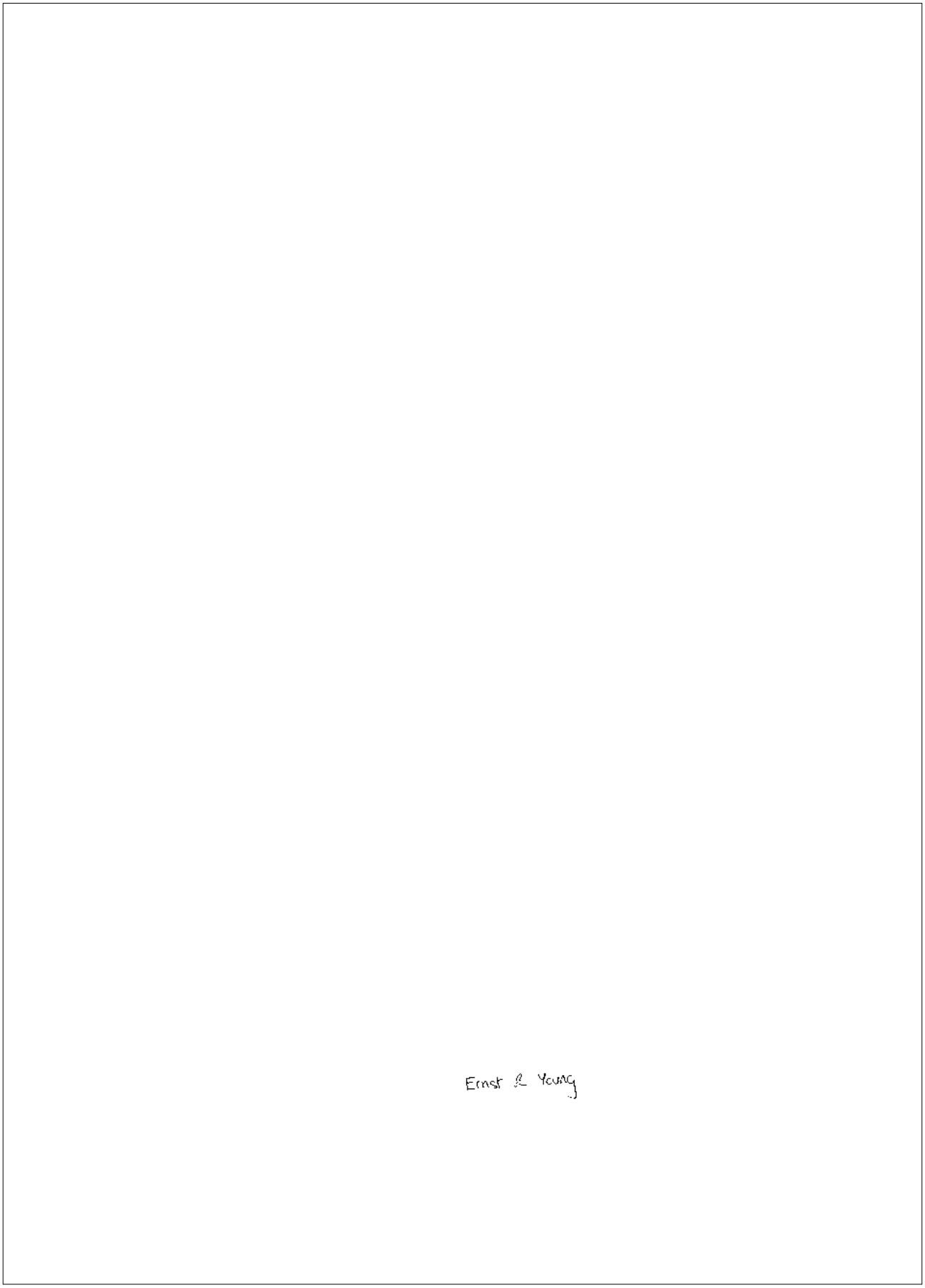
1 Letters includes reserved letters (Revenue $1.5 billion (2024: $1.4 billion) and loss before income tax expense and share of net profits of equity-accounted investees of $90.6 million (2024: loss before income tax expense and share of net profits of equity-accounted investees of $202.1 million)), non-reserved letters (including unaddressed mail), international letters and small packets (i.e. regulated packets less than 2kg).

2024	Letters $m	Letters %	Non-Letters $m	Non-Letters %	Total $m	Total %
Revenue	1,706.1	18.7%	7,423.0	81.3%	9,129.1	100.0%
Expenditure	2,067.9	22.6%	7,094.3	77.4%	9,162.2	100.0%
Profit/(loss) before income tax, finance costs and share of net profits of equity-accounted investees	**(361.8)**	**1,093.1%**	**328.7**	**(993.1%)**	**(33.1)**	**100.0%**
Finance costs					(55.5)	
Share of net profits of equity-accounted investees					0.1	
Profit/(loss) before income tax					**(88.5)**	
Income tax (expense)/benefit					20.4	
Net profit/(loss) for the year					**(68.1)**	

Independent Limited Assurance Statement



Independent Limited Assurance Statement



Statutory reporting requirements index

for the year ended 30 June 2025

This Report is compliant with the reporting requirements of, and contains information required to be included by, the *Public Governance, Performance and Accountability Act 2013* ***(PGPA Act)***, the *Australian Postal Corporation Act 1989* ***(APC Act)***, and other applicable legislation. To assist readers to locate information in this Annual Report that is required to be included by legislation, the following index identifies where relevant information can be found.

Section	Subject	Pages
Australian Postal Corporation Act 1989		
s43(1)(d)	Strategies and policies relating to Community Service Obligations (CSOs)	13, 51–56, 100, 106, 118, 173
s43(1)(e)	Directions by the Minister under s40(1) of the APC Act (CSOs)	186
s43(1)(f)	Assessment of appropriateness and adequacy of strategies and policies for CSOs	173
s43(1)(fa)	Performance standards relating to CSOs	173
s43(1)(g)(i)	Notifications by the Minister under s22 of the PGPA Act	186
s43(1)(g)(ii)	Directions by the Minister under s49 of the APC Act	186
s43(1)(h)(i)	Impact of Ministerial notifications under s22 of the PGPA Act and directions under s49 of the APC Act	n/a
s43(1)(h)(ii)	Impact of other Government obligations	187
s43(1)(j)	Ministerial power under s33(3) of the APC Act to disapprove postage determinations	n/a
s43(1)(k)	Companies and other associations established or sold	168
s43(1)(m)	Shares and other interests purchased and disposed of	182
s43(1)(n)	Exercise of authority to open or examine the contents of postal articles	189
s43(1)(o)	Disclosure of information	190
s44(1)(a)	Financial targets	15, 118–120
s44(1)(b)	Ministerial direction under s40(1) of the APC Act to vary a financial target	n/a
s44(1)(c)	Progress in achieving the financial targets	15, 118–120
s44(1)(d)	Dividend paid or payable to the Commonwealth	15, 119, 138
s44(1)(e)	Ministerial direction under s54(3) of the APC Act as to dividend	n/a
s44(1)(f)	Capital repaid to the Commonwealth	n/a
s44(1)(g)(i)	Cost impact of CSOs	15, 174
s44(1)(g)(ii)	Cost impact of Ministerial notifications under s22 of the PGPA Act	n/a
s44(1)(g)(iii)	Cost impact of Ministerial directions under s49 of the APC Act	n/a
s44(1)(g)(iv)	Cost impact of other Government obligations	187
s44(1)(h)(i)&(ii)	Financial information requested by the Minister in relation to the reserved services and other activities	n/a
Environment Protection and Biodiversity Conservation Act 1999		
s516A(6)(a)&(b)	Report on the compliance with and contribution to the principles of ecologically sustainable development	6–7, 16–19, 68–77, 90-99
s516A(6)(c)	Effect of activities on environment	6–7, 16–19, 68–77, 90–99
s516A(6)(d)	Measures taken to minimise environmental impact	16–19, 68–77, 90–99

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Section	Subject	Pages
s516A(6)(e)	Mechanisms for reviewing and increasing the effectiveness of measures	16–19, 68–77, 90–99
***Equal Employment Opportunity (Commonwealth Authorities) Act 1987* (EEO Act)**		
s9(1)(a)	Development and implementation of equal employment opportunity program	28–35
s9(2)(a)	Action taken to develop and implement the equal employment opportunity program	28–35
s9(2)(b)	Effectiveness of the equal opportunity program and achievement of its objectives	28–35
s9(2)(c)	Ministerial Directions under s12 (Performance) of the EEO(CA) Act	186
Public Governance, Performance and Accountability Act 2013		
s39(1)(b)	Annual Performance Statement	118–120
s43(4)	Annual financial statements and Auditor-General's report	118–172
Public Governance, Performance and Accountability Rule 2014		
s17BB(b)	Signed by the accountable authority, or a member of the accountable authority, of the entity	8, 11, 117
s17BB(c)	Details of how and when approval of the annual report was given	2, 117
s17BB(d)	State that the accountable authority of the entity is responsible for preparing and giving the annual report to the entity's responsible Minister in accordance with section 46 of the Act	2
s17BE(a)	Details of the legislation establishing the body	186
s17BE(b)(i)	A summary of the objects and functions of the entity as set out in legislation	118
s17BE(b)(ii)	The purposes of the entity as included in the entity's corporate plan for the reporting period	118
s17BE(c)	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	186
s17BE(d)	Directions given to the entity by the Minister under an Act or instrument during the reporting period	186
s17BE(e)	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	186
s17BE(f)	Particulars of non-compliance with: (a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	n/a
s17BE(g)	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	118–120
s17BE(h), s17BE(i)	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with finance law and action taken to remedy non-compliance	n/a
s17BE(j)	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	82–84, 89
s17BE(k)	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	168, 189

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for the year ended 30 June 2025

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s17BE(ka)	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location.	34–35
s17BE(l)	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	5, 192
s17BE(m)	Information relating to the main corporate governance practices used by the entity during the reporting period	88–89
s17BE(n), s17BE(o)	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than $10,000 (inclusive of GST): (a) the decision-making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions	n/a
s17BE(p)	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	n/a
s17BE(q)	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	n/a
s17BE(r)	Particulars of any reports on the entity given by: (a) the Auditor-General (other than a report under section 43 of the Act); or (b) a Parliamentary Committee; or (c) the Commonwealth Ombudsman; or (d) the Office of the Australian Information Commissioner	191
s17BE(s)	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report	n/a
s17BE(t)	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)	186
s17BE(taa)	The following information about the audit committee for the entity: (a) a direct electronic address of the charter determining the functions of the audit committee; (b) the name of each member of the audit committee; (c) the qualifications, knowledge, skills or experience of each member of the audit committee; (d) information about each member's attendance at meetings of the audit committee; (e) the remuneration of each member of the audit committee	82–84, 88–89, 111, 113
s17BE(ta)	Information about executive remuneration	100–115
s17BE(u)	The list of requirements as set out in Schedule 2A that references where those requirements are to be found in the annual report	183–185
s17BF(1)(a)(i)	An assessment of significant changes in the entity's overall financial structure and financial conditions	n/a

Statutory reporting requirements index

for the year ended 30 June 2025

Section	Subject	Pages
s17BF(1)(a)(ii)	An assessment of any events or risks that could cause financial information that is reported not to be indicative of future operations or financial conditions	78–81
s17BF(1)(b)	Information on dividends paid or recommended	15, 119, 138
s17BF(1)(c)	Details of any community service obligations the government business enterprise has including: (a) an outline of actions taken to fulfil those obligations; and (b) an assessment of the cost of fulfilling those obligations	15, 118, 173
s17BF(2)	A statement regarding the exclusion of information on the grounds that the information is commercially sensitive and would be likely to result in unreasonable commercial prejudice to the government business enterprise	n/a
s17CE(4)	An exemption, and any requirement to give the information to a person or body specified in the exemption	n/a
Work Health and Safety Act 2011		
Sch.2, s4(2)(a)	Health, safety and welfare initiatives	24–27
Sch.2, s4(2)(b)	Health and Safety outcomes	24–27
Sch.2, s4(2)(c)	Statistics of any notifiable events	187
Sch.2, s4(2)(d)&(e)	Details of investigations and other matters as prescribed	187
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s6(1)(b)	Report on operation of superannuation arrangements	187

Statutory reporting requirements

for the year ended 30 June 2025

Introduction

Australia Post is subject to various statutory reporting requirements, including under the *Australian Postal Corporation Act 1989*, the *Public Governance, Performance and Accountability Act 2013*, the *Public Governance, Performance and Accountability Rule 2014*, the *Work Health and Safety Act 2011*, the *Superannuation Benefits (Supervisory Mechanisms) Act 1990*, the *Environment Protection and Biodiversity Conservation Act 1999* and the *Equal Opportunity (Commonwealth Authorities) Act 1987*.

The index on pages 183 to 185 shows where information relating to statutory reporting requirements can be found in this annual report. A number of items are dealt with in the main body of the report. Others are covered below.

Legislation

The functions and powers of Australia Post are set out in sections 14–19 of the *Australian Postal Corporation Act 1989 (APC Act)*.

Shareholder Ministers

The Minister for Communications, the Hon Anika Wells MP, has portfolio responsibility for Australia Post. Under a dual shareholder model, overall responsibility for Australia Post is exercised jointly by the Hon Anika Wells MP and the Minister for Finance, Senator the Hon Katy Gallagher.

Ministerial direction & Government policy orders

Section 40(1) of the APC Act empowers the Minister to, after consultation with the Board, direct the Board to vary either or both of: the statement included in the corporate plan of the strategies and policies that Australia Post is to follow to carry out its community service obligations; and the financial target included in the plan. No directions have been issued under this provision.

Section 49 of the APC Act empowers the Minister to, after consultation with the Board, give the board written directions in relation to the performance of Australia Post's functions as appear to be necessary in the public interest. No directions have been issued under this provision.

Section 54(3) of the APC Act empowers the Minister to give the board written directions in relation the payment of a dividend recommended by Australia Post. No directions have been issued under this provision.

Section 22 of the *Public Governance, Performance and Accountability Act 2013* empowers the Finance Minister (i.e. the Minister for Finance) to make an order specifying a policy of the Australian Government that is to apply in relation to one or more corporate Commonwealth entities (which may include Australia Post). No orders with application to Australia Post have been issued under this provision.

In February 2004, the Minister of Communications, Information Technology and the Arts provided formal notification under section 28 of the *Commonwealth Authorities and Companies Act 1997* that the Government's National Code for the Construction Industry and associated implementation guidelines were to apply to all construction-related activity undertaken by and on behalf of Australia Post. The notification has had no major impact on the corporation as Australia Post has, since its introduction in 1997, made compliance with the code and guidelines a condition of all of its construction related tenders.

Section 12(1) of the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987* empowers the Minister to give the Board written directions about Australia Post's performance if its obligations under that Act, and section 12(2) of that Act empowers the Minister to give the Board written directions to revise Australia Post's corporate plan to give effect its obligations under this Act. No directions have been issued under either of these provisions.

Indemnities and insurance premiums for directors and officers

Australia Post has in place directors' and officers' liability insurance arrangements, which provide cover in respect of any person who is or was a director or officer of Australia Post, when acting in these capacities. Directors of Australia Post are also indemnified by Australia Post, to the extent permitted by law, against liability incurred in their capacity as a director. Confidentiality commitments relevant to these arrangements limit more detailed disclosure.

Statutory reporting requirements

for the year ended 30 June 2025

Impact of other obligations

Border clearance and security activities

Australia Post assists other Government agencies in ensuring the integrity of Australian border security by participating in border clearance and security activities in relation to the postal system. The cost of Australia Post's participation in border clearance and security activities in FY25 is estimated to be $31.0 million.

Postal Industry Ombudsman

Australia Post and StarTrack are members of the Postal Industry Ombudsman Scheme. The Postal Industry Ombudsman has estimated the costs of investigating complaints relating to Australia Post (including StarTrack) during FY25 to be in the range of $1.65 – 1.75 million.

ACCC record keeping rules

The cost of compliance with the ACCC's record keeping rules in FY25 is estimated to be $400,000.

Maintaining heritage properties

The cost of repairing and maintaining heritage listed properties in FY25 was approximately $5.0 million.

Medical/Educational Remote Area Parcel Service

The Medical/Educational Remote Area Parcel Service provides for the delivery of medical or education supplies to or from approximately 300 eligible postcodes across Australia at a reduced rate.

In FY25, revenue foregone in relation to the service is estimated to be $52,237.

Superannuation

All Australia Post employees are provided superannuation benefits of at least, and in many cases above, the minimum required by law. Until 2012, Australia Post offered membership of the Australia Post Superannuation Scheme (APSS) to new employees, which pays a lump sum defined benefit. The APSS was closed to new employees engaged under a management contract of employment from 1 January 2012 and to all other employees from 1 July 2012. Since 30 April 2022, the APSS has operated as a sub plan within Australian Retirement Trust (ART). New Australia Post employees are able to join AustralianSuper, Australia Post's default defined contribution superannuation fund. They may also nominate any complying, self-managed or stapled superannuation fund of their own choice.

Work Health and Safety report

Our Work Health and Safety report is contained on pages 24–27 of this report with the following additional statutory information. 101 incidents were notified to Comcare under section 38 of the *Work Health & Safety Act 2011* ***(WHS Act)***. The outcomes of the notifiable incidents and investigations conducted during the year include:[1]

- no seizures made under section 175 or 176 of the WHS Act;
- no improvement notices were issued under section 191 of the WHS Act;
- no prohibition notices issued under section 195 of the WHS Act;
- no non-disturbance notice was issued under section 198 of the WHS Act;
- no remedial action was taken under section 211 or 212 of the WHS Act;
- no written undertakings were accepted by Comcare under section 216 of the WHS Act;
- no applications for internal review were made under section 224 of the WHS Act;
- no applications for external review were made under section 229 of the WHS Act;
- no infringement notices were given under section 243 of the WHS Act; and
- no prosecution was instituted under the WHS Act.

31 people completed the Health and Safety Representative (HSR) five-day initial training course and 4 people completed the one-day refresher HSR training course during the financial year.

1 A notifiable incident means: the death of a person, or a serious injury or illness of a person, or a dangerous incident. *Source: Comcare – Work Health and Safety Incident Notification guide.*

Statutory reporting requirements

for the year ended 30 June 2025

Freedom of information report

In FY25 Australia Post received 147 applications under the *Freedom of Information Act 1982* ***(FOI Act)***.

Including the eight applications on hand on 30 June 2024, and with one application outstanding on 30 June 2025, a total of 154 applications were resolved in the financial year.

These were handled as follows:

Access granted in full	21
Access granted in part	9
Access refused	101
Requests withdrawn	23
Total Resolved	154

There were 12 applications for internal review received during the year.

Categories of documents

The categories of documents maintained by Australia Post include those relating to:

- commercial activities;
- corporate organisation and administration;
- Australia Post's financial management;
- management of assets;
- internal administration including policy development and program administration, reports, briefings, correspondence, minutes, submissions, statistics and other documents;
- Board submissions relating to the business of Australia Post;
- reference material used by team members including guidelines and manuals;
- legal advice; and
- operational documents.

Access to documents

Access to documents under the FOI Act can be obtained by making a written request to foi@auspost.com.au or by mail to:

Australia Post Group
Freedom of Information Officer
GPO Box 1777
Melbourne VIC 3001

Privacy and access to personal information

Australia Post will, upon request, and subject to applicable privacy laws, provide an individual with access to their personal information held by us.

Individuals may apply for access to their personal information held by Australia Post by calling us at our Customer Contact Centre on 13 POST (13 76 78) between 9.00am and 5.00pm EST Monday to Friday or writing to us at:

Australia Post Group
Privacy Contact Officer
GPO Box 1777
Melbourne VIC 3001

Our Privacy Statement, available on www.auspost.com.au/privacy includes more information on how Australia Post handles personal information.

Statutory reporting requirements

for the year ended 30 June 2025

Fraud control

Australia Post does not tolerate fraud and is committed to the highest level of integrity. Our purpose is to reduce fraudulent activity by developing a sustainable anti-fraud culture, building resilience in our systems, processes and behaviours through improved insights, whilst delivering better outcomes for the Group and our customers.

Fraud governance, prevention, detection and response for Australia Post is governed by our Group Fraud Policy (Policy), which is a fundamental component of the Group's Fraud Program and other related policies. Roles and responsibilities for the Board, management and team members are articulated in the Policy, which was last updated in May 2025. The PGPA Act provides the principles of fraud risk management and outlines our responsibility to mitigate, detect and respond to fraudulent activity. We have identified the key provisions as they relate to fraud management and have aligned our Group Fraud and Corruption Framework (Framework) as appropriate.

The Framework aligns with the Group's Risk Management Policy and other related policies, and adopts a methodology consistent with the Australian Standard for Fraud and Corruption Control (AS 8001:2021). Application of the Framework is facilitated by the Chief Risk Officer. The Framework is reviewed at least every two years, but a review can be triggered at any time by changes in the Australian Standard or by other legislative and operational requirements.

Examination of mail

Australia Post is authorised under the Aviation Transport Security Act 2004 to examine items using X-ray and open items unable to be cleared by X-ray.

Section 90Q of the APC Act authorises Australia Post to open articles if they are considered undeliverable and Section 90R if the article requires repairs.

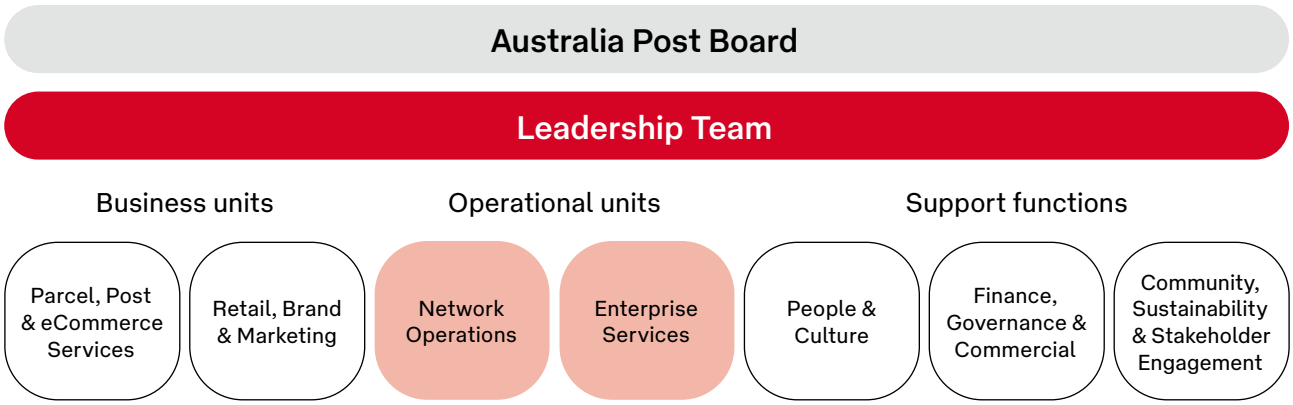
Section 90UA authorises Australia Post to remove articles from the mail stream where it is suspected that the article consists of, or contains, scam mail. Suspected scam mail may also be withdrawn from the mail upon receipt of a written request from a consumer protection agency.

Section 90Z authorises Australia Post to open mail suspected of containing explosive, dangerous or injurious things and remove the prohibited thing.

Section 90S authorises the AFP to open articles on which duty or tax is payable or which may be in contravention with a law of the Commonwealth.

Section 90U authorises Biosecurity Inspection and Quarantine officers from a prescribed State or Territory to request Australia Post to open, for inspection, any article for delivery in that prescribed State or Territory; where the inspection officer has reasonable grounds to believe the item consists of, or contains, quarantine material.

Our organisational structure



Statutory reporting requirements

for the year ended 30 June 2025

Disclosure of information

Australia Post is prohibited from disclosing information and documents except in specified circumstances under the APC Act, for example, to Commonwealth, State and Territory bodies which have the legislative power to obtain such information. As required under sections 43(1)(o) of the APC Act, Table 1 details the number of times that such information was disclosed during the year and the authorities or bodies to which it was disclosed.

Table 1. Disclosure of information/documents

Authority for disclosure	Number of disclosures	Disclosures made to
90JA Disclosure under warrant	15	NSW Police TAS Police Department of Health and Aged Care
90JC(1) Permitted disclosure under Commonwealth law	2,355	Australian Border Force Australian Taxation Office Department of Health – Therapeutic Goods Department of Agriculture, Fisheries and Forestry Australian Federal Police Services Australia
90JC(2) Permitted disclosure under State or Territory laws	44	Corruption and Crime Commission (WA) Crime and Corruption Commission (QLD) NSW Crime Commission
90JC(3) Permitted disclosure under Australian Crime Commission legislation	23	Australian Criminal Intelligence Commission
90JD(1) Permitted disclosure to various persons	1,492	Department of Fair Trading (NSW) Department of Justice (QLD) Department of Mines, Industry Regulation (WA) NSW Police NT Police QLD Police TAS Police VIC Police WA Police SA Police Office of Fair Trading (QLD) Revenue NSW State Revenue Office VIC
90JE Permitted disclosure to reduce threat to life or health	7	Emergency services

Statutory reporting requirements

for the year ended 30 June 2025

Reports by outside bodies

The Australian Government Competitive Neutrality Complaints Office delivered a Competitive Neutrality Complaints Report no.19 (30 October 2024) investigating a complaint from Conference of Asia Pacific Express Carriers Limited against Australia Post.

Competitive Neutrality

Australia Post and its subsidiaries operate subject to the Australian Government's Competitive Neutrality Policy. This policy aims to promote efficient competition between public and private businesses. Australia Post takes seriously its obligation to comply with competitive neutrality principles and carefully considers, and obtains necessary advice, as competitive neutrality issues arise. No changes have been made to Australia Post's competitive neutrality arrangements during the reporting period.

Providing avenues for raising and addressing concerns

We offer clear, confidential channels for team members, suppliers and customers to raise concerns or seek advice – without fear of reprisal. In FY25, 186 reports were made through our Ethics and Whistleblower service, all of which were investigated and addressed.

Team members can report Harassment, Discrimination or Bullying (HDB) through multiple channels, including leaders, the People Services portal, the HDB Matters hotline, or the Whistleblower service. Around 250 Harassment Contact Officers (HCOs) across Australia Post provide confidential guidance and support, and team members regularly complete training on respectful workplace behaviour.

We also welcome customer feedback through our websites and engage key stakeholders, including unions, in shaping and maintaining these mechanisms. As a mandatory member of the Postal Industry Ombudsman Scheme, we're committed to transparency and continuous improvement.

Commitments to external initiatives

We are an active supporter of leading national and international sustainability initiatives, including:

- Australian Human Rights Commission Include Ability Employer Network (member since 2021)
- Australian Disability Network (member since 2012)
- Australian Packaging Covenant (a signatory since 2011)
- Australian Red Cross Collective (member since 2021)
- Business for Societal Impact (formerly known as the London Benchmarking Group) (member since 2009)
- CDP (formerly known as the Carbon Disclosure Project) (since 2015)
- Disability Confident Recruiter status, reviewed on 30 May 2025 (5th year)
- Diversity Council Australia (member since 2025)
- Global Reporting Initiative (adopted since 2010)
- Healthy Heads in Trucks and Sheds (Board Chair and inaugural member since 2019)
- Hidden Disabilities Sunflower Australia (member since 2025)
- International Post Corporation (member)
- International Integrated Reporting <IR> Framework (adopted since 2016)
- Midsumma Silver Partnership and Midsumma Art Prize sponsor (since 2015)
- National Association of Women in Operations (NAWO) (since 2010)
- Parents at Work (member since 2024)
- Philanthropy Australia (member since 2000)
- Pride in Diversity (member since 2021)
- Reconciliation Action Plan program – Reconciliation Australia (member since 2011)
- Safety and Rehabilitation and Compensation Licensees Association (SRCLA) (Executive committee representation and member since 2009)
- Social Traders Connect (member since 2015)
- Supply Nation (member since 2010)
- United Nations Global Compact (signatory since 2010)
- UN Sustainable Development Goals and the Global Compact Network Australia's CEO Statement of Support (signatory since 2016)
- WORK180 (member since 2024)

Corporate directory

Major locations

Australia Post Support Offices

Melbourne 480 Swan St Richmond VIC 3121
Adelaide 26 Franklin St Adelaide SA 5000
Brisbane 259 Queen Street, Brisbane QLD 4000
Sydney 219–241 Cleveland St, Strawberry Hills NSW 2012

Post Offices

Australia Post has General Post Offices in each capital city. Locations of Post Offices, street posting boxes, parcel lockers and parcel collect can be found at https://auspost.com.au/locate/

GPO Adelaide 2/10 Franklin Street, Adelaide SA 5000
GPO Brisbane 261 Queen Street, Brisbane QLD 4000
GPO Canberra 53 Alinga Street, Canberra ACT 2601
GPO Darwin 48 Cavenagh Street, Darwin NT 0800
GPO Hobart 9 Elizabeth Street, Hobart TAS 7000
GPO Perth Forrest Place, Perth WA 6000
GPO Melbourne 440 Collins Street, Melbourne VIC 3000
GPO Sydney 1/1 Martin Place, Sydney NSW 2000

Major Facilities

Adelaide Parcel Facility
Bayswater PDC
Botany PDC
Boorna Wangkiny Mia (Perth Parcel Facility)
Brisbane Parcel Facility
Chullora PDC
Dandenong Letters Centre
Kemps Creek Parcel Facility
Melbourne Gateway Facility
Melbourne North PDC
Melbourne Parcel Facility
Sunshine West PDC
Sydney Gateway Facility
Sydney Parcel Facility
Sydney West Letters Facility
Tullamarine Parcel Facility

Feedback and copies of the report

The 2025 Annual Report and supporting documentation can be found online at auspost.com.au

To order a printed copy of the Report email annual.report@auspost.com.au or phone 13 POST (13 76 78).

We'd like to hear your feedback so we can continue to improve our business, including how we report on our performance.

To provide feedback, visit our website or email annual.report@auspost.com.au

Contact details

Phone: Customer Contact Centre on 13 POST (13 76 78) between 9.00am and 5.00pm EST Monday to Friday.
Website: auspost.com.au/contactus

Mail:
Australia Post
GPO Box 1777
Melbourne VIC 3011



Australia Post