wisetech global

Annual Report 2025

wisetechglobal.com

Acknowledgement of Country

In the spirit of reconciliation we acknowledge the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

02 About us

10 2025 highlights

14 Financial highlights

16 Executive Chair's letter

18 CEO report

24 Our business

40 Sustainability report

70 Board of Directors

74 Corporate Governance Statement

90 Operating and financial review

103 Remuneration Report

126 Directors' Report

129 Lead Auditor's Independence Declaration

130 Financial Report

191 Independent Auditor's Report

197 Shareholder information

199 Glossary

201 Corporate directory

This annual report is a summary of WiseTech Global and its subsidiary companies' operations, activities and financial position as at 30 June 2025. References to "WiseTech", "the Company", "the Group", "we", "us" and "our" refer to WiseTech Global Limited (ABN 41 065 894 724) unless otherwise stated. This document is dated 8 October 2025 and includes the FY25 Financial Report originally published on 27 August 2025.

02

About us

We are a leading innovator and provider of software solutions to the global trade, logistics and supply chain industries.

About us

Our vision

Be the operating system for global trade and logistics.

Our mission

Create breakthrough products that enable and empower those that own and operate the supply chains of the world.

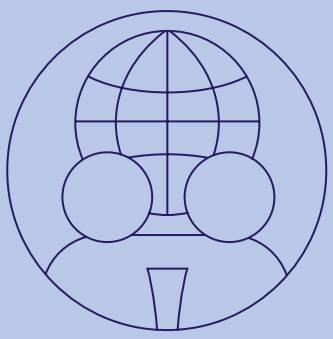
Engineer founded and led; research and development is at the heart of what we do. WiseTech's team of over 3,600 people across 39 countries is united in our goal to transform the world of global trade and logistics one innovation at a time.

This means helping goods move around the world as quickly and efficiently as possible to make the supply chain faster, more productive, efficient, secure and reduce its impact on the environment.

CargoWise is our industry-leading flagship product. A deeply integrated, global software platform, CargoWise provides logistics service providers with powerful productivity, extensive functionality, comprehensive integration, deep compliance capabilities and truly global reach to help them run their business more efficiently and profitably.

Our credo

Our culture is not by accident.
Our creativity is by design.
Our people define us.



We favor principles over policy, open and frank communication over secrecy, agreement over control, results over busywork. We realize that real creativity is delicate and dies with processes, bureaucracy, chain of command and centralized decision making.

Our work environment is flat and open, hierarchy rises only when essential and recedes immediately. We know that 'little things are infinitely the most important' and that 'culture eats strategy for lunch'.

We actively embed our creativity, the seeds to our success and the antidote to many problems, deep within our people and culture.

We love to challenge the status quo and to think of breakthrough ideas in order to build something delightfully better. We cannibalize that which needs to be superseded, improve that which is imperfect and add that which is missing, and we have fun!

We think bold ideas and build bold products that people don't know they want… until they see them, and can't live without… because they come to love them.

We strive every day to build products that surprise and delight our customers and empower their success, but we also give incredible value to our customers, so they drive us to flourish and grow.

We are truly, deeply passionate about what we do, and we use all of our empathy, energy, focus, courage, talent, drive and logic to confront the really big stuff that others will not.

We surround ourselves with incredibly smart people with diverse and eclectic experience, an abundance of talents and motivation fueled by purpose.

We care deeply, have real ownership, and a sense of connection in every place and in every role. We belong.

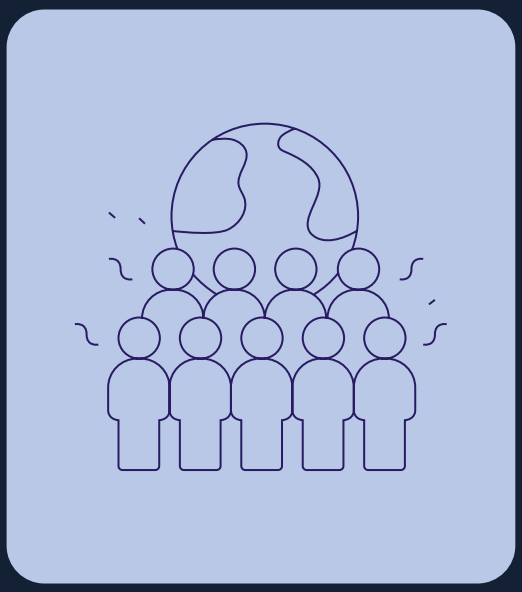
We stand with humility on the shoulders of the many that have led us here. We owe them our dedication, our energy, and our results.

Corporate grind be damned! We're doing something that really matters, and it requires us to strive, learn, grow, and flourish.

We will change the world: one innovation at a time.

Richard White
Co-Founder & Executive Chair

WISETECH
GLOBAL



Our mantras

Anyone can talk to anyone at any time for any reason.

Slower today, faster forever.

Lead with content.

Lead others, manage yourself.

Creative abrasion fuels collaboration.

Productivity at the center of everything.

Find the root cause and solve for that.

Culture eats strategy for lunch.

Win-win or no deal.

Our values

We continuously improve our culture so that it empowers and drives us.

We work hard to improve ourselves, our teams, our products and our business.

We have a clear purpose and a shared vision for everything we do.

We invent things our customers cannot live without.

We lead when we see the need and inspire and support each other always.

We focus on the deeper needs of real customers in our chosen markets.

We strive for excellence at all times and in everything we do.

We manage ourselves and are always focused on results.

Our mantras and values aren't just words on a wall – we live by them. The environment is vibrant, creative, and full of energy. Ideas flow freely, and you're constantly surrounded by incredibly bright people. Creativity is encouraged, productivity is high, and there's a shared passion for solving complex problems. We invent. We create. We build products we're proud of and our customers love them.

Angela Gadaev
Product Portfolio Leader – International Logistics

2025 highlights (AS AT 30 JUNE 2025)

3,600+
team members globally

64%
of our people focused on product development

90%+
of our people hold shares or share rights

55
CargoWise global rollouts including more than 50% of the Top 25 Global Freight Forwarders [1]

$940m+
product investment over the last five years (FY21–FY25)

1 Armstrong & Associates: Top 25 Global Freight Forwarders ranked by 2023 gross logistics revenue/turnover and freight forwarding volumes – Updated 14 August 2024.

600+

team members participated in our rotations program globally

127

students part of our Earn & Learn program

50%

increase in number of WiseTech Academy industry courses completed by external customers

~41,000

CargoWise Certified Practitioners

100%

of our Scope 1 and Scope 2 market-based emissions offset

Scope 2 (market-based) emissions down over

55%

on FY24

CASE STUDY

How Metro Shipping unlocks efficiency with CargoWise

UK-headquartered Metro Shipping takes digital innovation seriously. Established in 1981, the business has been a paperless forwarder since 2005. Growing from a team of six people in the UK to over 300 globally, and with a second data center in India, Metro provides resilient and adaptable solutions that connect shippers to their entire supply chain.

Grant Liddel, Managing Director at Metro, has been with the company for 13 years.

"We're extremely agile, with very fast decision-making processes – that's the culture of the business. We really spend the time to understand how our customers work, and their aspirations within supply chain and logistics. We're part of the overall strategy and planning process with our customers," shares Grant.

Rapid expansion and overseas offices meant Metro had outgrown its legacy IT system.

"We needed something multifunctional, multilocation and that protected us for the future," says Grant.

When evaluating systems, Grant notes that CargoWise was already being used successfully in parts of the larger group.

"The ability to cover all different modes, as well as different functions of the business was equally important. A lot of the other software was very much either sea freight or air freight focused. There is a really good balance with CargoWise."

Bradley Darkes, Systems Manager, says moving to a cloud-based solution was critical.

"CargoWise is cloud-based, so this really allowed us to exploit that because part of our growth was opening offices across the UK and India. The functionality compared to our legacy system is significant. An added benefit is the Productivity Acceleration and Visualization Engine (PAVE), which enables automated workflows."

Streamlining customs brokerage post-Brexit

The implementation of CargoWise coincided with Brexit, giving Metro the opportunity to pivot into customs brokerage. Natalie Frost, Brokerage Manager, explains that Brexit introduced complexity to what was once a more straightforward process.

"What was a very easy process of moving goods around the EU prior to Brexit became more complicated with the need to complete customs entries for all our European movements," says Natalie Frost, Brokerage Manager. "The customs module of CargoWise gives us multiple benefits, automated workflows, entry creation, integration with tariff information, and information prompts – all of this helps speed up the process and ensure data accuracy."

Metro introduced PAVE and visual boards to track tasks. Triggers for automation enabled electronic data movement from customers to Metro, reviewed and automatically transmitted to UK Customs.

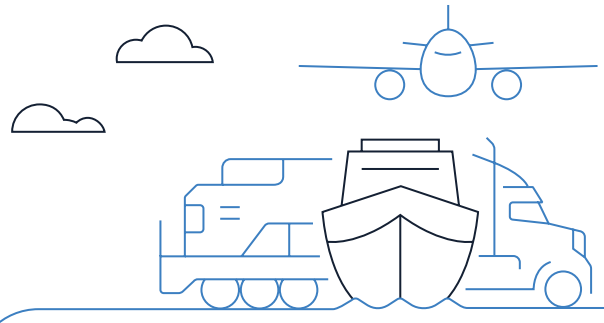
"With the accuracy and speed we get with the system, we're able to provide declarations to clients quicker than some of our competitors," says Natalie.

Efficiency gains across the business

Training and development were central to the rollout. "It's so important to keep people involved and engaged the whole time," says Bradley.

With automation, Metro has been able to take on new business and increase transactions without increasing headcount. "Automations, workflows, and functionality of CargoWise have saved us around 10,000 hours of work over the year, equivalent to about seven full–time staff," explains Sophie Moss, Project Manager.

Natalie adds, "A declaration that is 400–500 lines long, which previously could have taken up to three days to complete, now takes a maximum of two hours."



Automations, workflows, and functionality of CargoWise have saved us around 10,000 hours of work over the year.

Sophie Moss
Project Manager, Metro Shipping

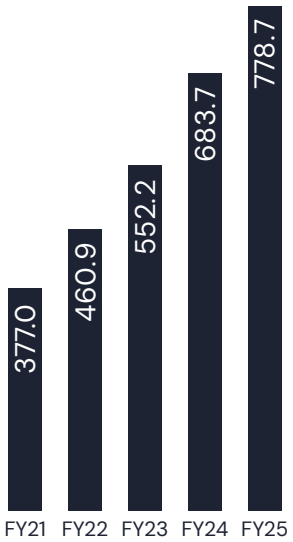
Financial highlights

Strong track record of sustainable revenue, EBITDA and cash flow growth since our listing.

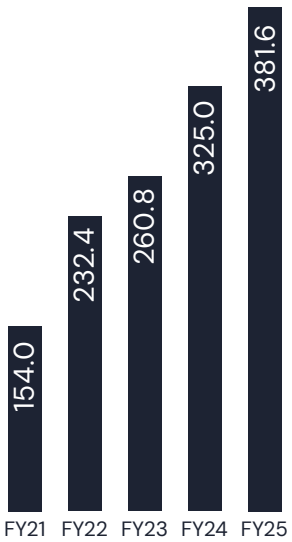
In FY25, we delivered strong margin performance ahead of expectations and cash flows providing excellent liquidity to continue funding our long-term growth. Our EBITDA margin rate excluding e2open M&A costs was above the top end of the FY25 guidance range at 53%, up 5 percentage points versus FY24, with a 52% FY25 EBITDA margin exit run rate. This highlights the underlying operating strength of the business and continued momentum we're seeing with our new and existing Large Global Freight Forwarder customers, as they continue to consolidate and expand their use of the CargoWise application suite.

These results reflect a solid financial foundation and demonstrate the resilience and scalability of our business model, ongoing discipline, operational strength, and commitment to sustainable value creation – positioning us strongly for the opportunities ahead.

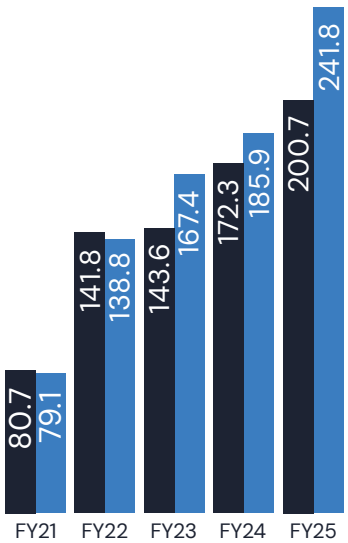
REVENUE (USD)



EBITDA (USD)



NPAT/UNDERLYING NPAT[1] (USD)



1 See glossary for definition.

SUSTAINABLE REVENUE GROWTH

Total revenue $778.7m
↑ 14% reported
(↑ 13% organically)[1]

98% (Group)
recurring revenue (↑ 1pp)

CargoWise revenue
↑ 18% reported
(↑ 17% organically)

CASH FLOW GROWTH

$287.0m free cash flow
↑ 31%

Free cash flow
conversion rate of 75%
(↑ 8pp)

51% Rule of 40 [2]

INVESTMENT IN INNOVATION

$263.8m investment
in R&D

34% of revenue
reinvested in R&D

64% of our team
focused on product
development

EBITDA & UNDERLYING NPAT

$409.5m reported EBITDA
ex. e2open M&A costs
↑ 26% on FY24

53% EBITDA margin
ex. e2open M&A

Underlying NPAT [1] of
$241.8m ↑ 30% on FY24

CONSISTENT OPERATING LEVERAGE

Gross profit margin 87%

Operating expenses
↓ 3pp as % of revenue
(ex. e2open M&A costs)

DIVIDEND GROWTH

Final dividend
7.7 cents per share
↑ 24% on FY24

Fully franked

Payout ratio 20%
of Underlying NPAT

1 See glossary for definition.
2 Rule of 40 is defined as the sum of the year-on-year total revenue growth and the free cash flow margin.

Executive Chair's letter

I'm pleased to share WiseTech's 2025 Annual Report, highlighting a year of disciplined execution and performance. Since February, the team and I have focused on new product releases and revenue growth drivers, laying the foundation for our next phase of global growth, notably now in the trade and logistics sectors, a considerable increase in our total addressable market.

FY25 was a year of solid performance, underpinned by operational discipline and strategic investment. We delivered total revenue of $778.7 million, up 14% on FY24, with CargoWise revenue growing organically by 17% to $682.2 million. Importantly, recurring revenue now represents 99% of CargoWise revenue, demonstrating the durability of our model.

EBITDA increased by 26% (excluding M&A costs) to $409.5 million, lifting our margin by five percentage points to 53%. Underlying NPAT rose 30% to $241.8 million, while free cash flow of $287.0 million was up 31% on FY24. Our Rule of 40 outcome was a strong 51%.

The Board declared a fully franked final dividend of 7.7 cents per share, up 24% on the prior year. The final FY25 dividend coupled with the FY25 interim dividend of 6.7cps equates to a total FY25 dividend of 14.4cps, representing a payout ratio of 20% of underlying NPAT.

These results reflect not only our financial strength, but also the resilience and scalability of our platform and commitment to long-term value creation.

CEO appointment

This year also marked the appointment of Zubin Appoo as CEO. Zubin brings deep product and technology expertise, leadership capability, and a strong history and alignment with WiseTech's culture. Since his appointment, the organization has accelerated execution and sharpened its innovation agenda. The Board and I are confident WiseTech will continue to build on its heritage of product ideation, delivery and industry leadership while unlocking significant new revenue, product and market opportunities.

Strategic progress

Global trade and logistics remain shaped by shifting economic conditions, geopolitical uncertainty, and increased regulatory oversight. Against this backdrop, WiseTech's strong balance sheet, recurring revenue model, and diversified customer base provide resilience and the ability to leverage significant opportunities from the disruption.

Our purpose as a business to transform global trade and logistics through product innovation has remained steadfast for more than three decades and is a purpose I am incredibly proud of. This ongoing investment in innovation ensures we are well placed to adapt and thrive.

This year we achieved important strategic milestones, addressed by Zubin in the CEO report, that set us up for accelerated success in the future. WiseTech's approach has always focused on the importance of setting the right foundations in place to ensure we achieve the most valuable outcomes in the long term.

And since the beginning of the year, we took some important fundamental steps with the acquisition of e2open and introduction of our new commercial model.

Our strategy combines disruptive innovation, disciplined execution, and thoughtful acquisitions to reinforce WiseTech's leadership and capture strategic, long-term value.

People and culture

Our people remain at the heart of WiseTech's success. With more than 90% of employees (excluding the recently acquired e2open) holding shares or rights under our equity programs as at 30 June 2025, our team is directly aligned with long-term value creation. We continue to invest in attracting and retaining the best talent, learning and development, and building a talented and driven workforce that is equipped to innovate, deliver and scale globally.

Board Renewal

The Board has undergone significant renewal, with the appointment of four new independent directors since March, including a Lead Independent Director. Andrew Harrison, Chris Charlton, Sandra Hook, and Rob Castaneda each bring considerable business and industry experience and together with the existing Board will ensure independence, diversity, and strong governance oversight.

I want to thank Charles Gibbon, who retired from the Board on 30 June 2025. Charles served on the Board of WiseTech for over 19 years and his dedication, passion and belief in the company over this time has been a significant contributor to its growth and success. Charles has been and will remain someone that I continue to look up to, and his experience, insights and contributions are things that I will always value.

Beyond governance, we are committed to advancing our sustainability agenda – including reducing our environmental footprint, enhancing data security, and maintaining the highest governance standards across our global operations. These initiatives reflect our broader responsibility to shareholders, customers, employees, and the communities in which we operate. You can read our Sustainability report on pages 40 to 69.

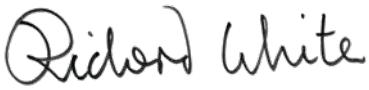
Future & acknowledgements

None of these achievements would be possible without the dedication, ingenuity, and resolve of our global team. To our customers, and partners, and community, thank you for your trust and collaboration. And to our shareholders, thank you for your continued belief in WiseTech.

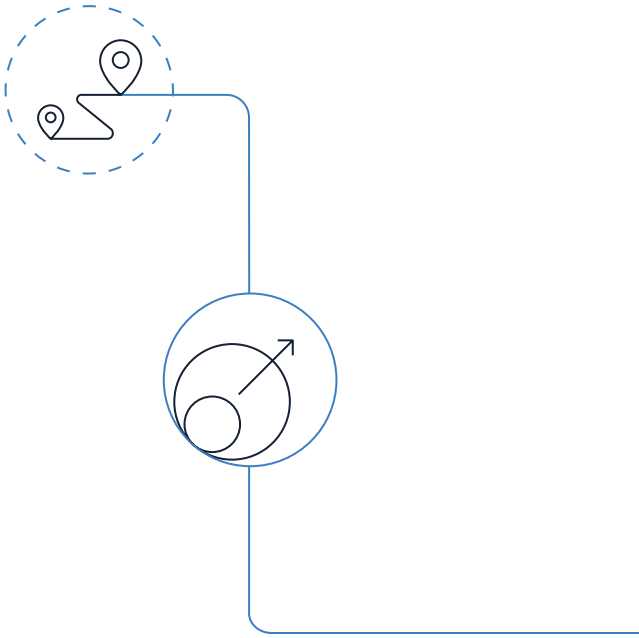
When I look ahead, I see a WiseTech that is more innovative, more global, and more deeply embedded in the world's supply chains than ever before. With Zubin leading the strong WiseTech team, a renewed and independent Board, and an unmatched product pipeline, we are extremely well positioned to seize the opportunities before us.

WiseTech is, and will continue to be, the leading developer of supply chain solutions globally. The work we are doing today – from disruptive products to transformative acquisitions – lays the foundation for decades of growth, value creation and industry leadership.

Thank you for your support and belief in WiseTech. The future we are building together is extraordinary, and I am more committed than ever to making it a reality.



Richard White
Co-Founder, Executive Chair



CEO report

It's an honor to return to WiseTech as Chief Executive Officer at such a pivotal moment in our journey. Having spent nearly 15 years earlier in my career helping to shape the foundations of our technology, product innovation and culture, I have long watched the company's extraordinary growth as both a shareholder and supporter. Today, I bring renewed commitment and focus.

Our expanded vision is clear: to be the operating system for global trade and logistics. This vision builds upon our strong foundation in logistics and extends our reach across the broader $11 trillion global trade and supply chain ecosystem. By bringing together our technology, people, and strategic acquisitions, we are positioning WiseTech to drive the next frontier of growth and long-term value creation.

Strategic highlights

As Richard outlined in his letter to shareholders, FY25 was a year of strong execution, disciplined investment, and transformative progress. Importantly, our financial results highlight the scalability and resilience of our SaaS business model and provide a solid platform for many growth opportunities ahead.

Since the beginning of the 2025 financial year, we continued to lay the groundwork for WiseTech's future by advancing innovation, expanding our ecosystem, and transforming our business model:

- **Transformative acquisition:** The acquisition of e2open significantly expands our product suite, total addressable market, and customer network. Together, we now cover the complete spectrum of global supply chains – from demand to supply – creating a unique end-to-end marketplace for global trade and logistics. This means we can now drive innovation to the 50% of world trade that bypasses logistics service providers and is direct to ocean carriers. We can also now build deep connectivity and automations across every vertical of the supply chain. This is powerful and transformative for WiseTech, but also for the industry and is a strong driver of our future growth.
- **Product innovations:** The rollout of CargoWise Next is essentially complete, delivering functionality upgrades; and Container Transport Optimization (CTO) is preparing for commercialization with our strategic Australian partner ACFS Port Logistics. CTO will transform container movements, driving efficiency gains, cost reductions, and environmental benefits.

- **New commercial model:** We are introducing a simplified CargoWise Value Pack, shifting to a per-transaction packaged pricing model that aligns directly with customer value, removes adoption barriers for all segments of the market, and unlocks new growth opportunities.
- **AI leadership:** Our Agentic AI-enabled workflow and management engines will reshape logistics operations by automating complex processes, reducing costs, and enhancing productivity at scale. We will drive efficiencies into our customers and within WiseTech at a scale that was previously unachievable.
- **Expanded markets:** A strategic government contract with the New Zealand Customs Service to digitize the maintenance of the working Tariff of New Zealand and provide the BorderWise NZ Community Edition. The opportunity to replicate this model to other customs authorities is a further significant opportunity in market expansion.
- **Acquisition strategy:** We completed another five targeted acquisitions to accelerate the CargoWise product development and ecosystem, including Singeste, EdiTrade and Opentecnologia to establish customs footholds in Portugal, Chile, Ecuador, Panama and Colombia. Our global customs platform now covers approximately 80% of global manufactured trade flows including countries in production and development. We completed two strategic tuck-in acquisitions, BSM Global and ImpexDocs, which expand CargoWise's digital documentation capability.

Together, these initiatives will:

- **Expand our addressable market** from logistics execution to end-to-end supply chain solutions across all players in the supply chain as well as expansion into government authorities.
- **Create new growth pathways** by serving shippers,manufacturers, exporters, brand owners, importers and buyers, alongside asset-light providers (freight forwarders, customs brokers, warehousing) and 3PLs and asset-heavy providers (carriers).
- **Drive deep efficiencies for our customers and for WiseTech** through AI-driven operations, automation, compliance, and optimization. These efficiencies will ultimately allow our customers to scale, to grow and to drive more volume through our products.
- **Enhance financial resilience** by evolving our commercial model to capture value across diverse customer segments, allowing for easier adoption and increased usage.

This forward-focused innovation pipeline ensures that WiseTech remains at the forefront of disruptive technology for the global trade and logistics industry, building a fully connected, digital supply chain ecosystem in the years ahead.

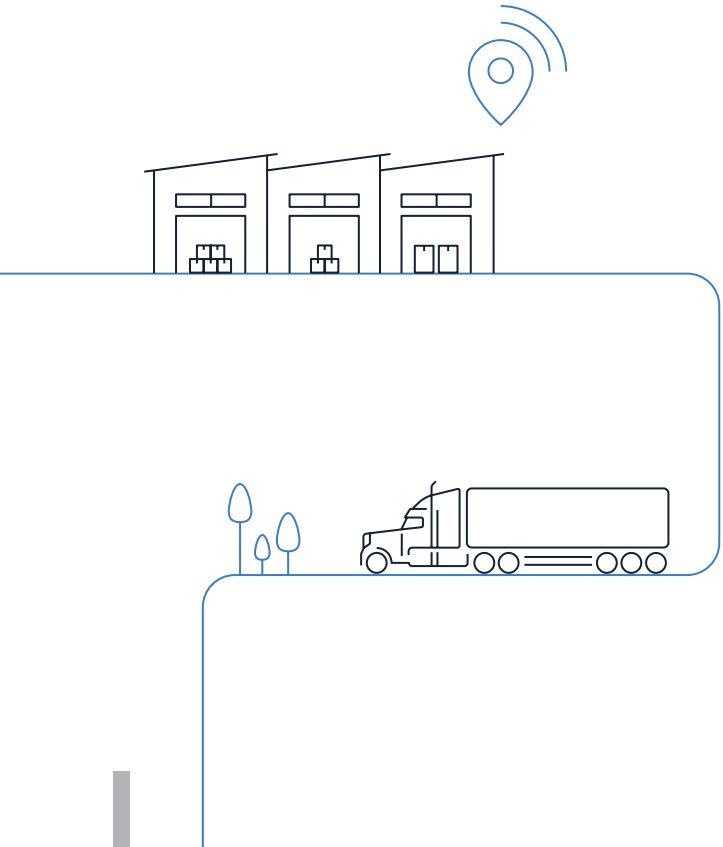
CargoWise growth

CargoWise remains the cornerstone of our growth strategy and is delivering significant value to the world's largest logistics providers. Since IPO in 2016, CargoWise recurring revenue has grown by more than $615 million at a 31% compounded annual growth rate.

In FY25, we achieved our strongest year to date for Top 25 Global Freight Forwarder wins, securing major wins with Nippon Express and LOGISTEED. These two customers alone represent more than three times the expected user base compared with the total Large Global Freight Forwarder customer wins in FY24.

- We now have **14 of the Top 25 Global Freight Forwarders on CargoWise global rollouts**, with many of the remainder still using in-house legacy systems – a significant future opportunity, especially given the complexity that the world faces in terms of tariffs, compliance and border security.
- Across the broader industry, **WiseTech has 55 Large Global Freight Forwarder rollouts either in production or contracted**, with substantial room for further expansion as only a fraction of expected users are currently live.
- Importantly, industry consolidation, such as DSV's integration of DB Schenker, continues to accelerate CargoWise penetration without the need for additional contracts.

This traction reinforces CargoWise's role as the industry's leading platform, and with the launch of our AI workflow and management engines, we expect adoption and penetration to deepen even further.



Driving industry benefits through sustainability

Sustainability is embedded in our vision for the future of WiseTech. We believe that creating long-term shareholder value goes hand-in-hand with supporting our people, communities, and the environment.

- **Environmental responsibility:** Our innovations, such as Container Transport Optimization and Greenhouse Gas Emissions calculator, will help reduce and monitor inefficiencies in global logistics, cutting unnecessary truck journeys and lowering and tracking emissions. These capabilities support our industry's climate transition efforts and create environmental co-benefits for our customers and the industry.
- **WiseTech Earn & Learn program:** We are deeply committed to developing the next generation of technology leaders. Through our Earn & Learn program, we provide young people with the opportunity to gain formal qualifications while working within WiseTech. This initiative creates pathways for talent, supports economic participation, and builds skills essential for the future of trade and logistics. We now have a total of 127 Earn & Learn Associate Software Engineers, building the necessary skills to be the technologists of the future.
- **WiseTech Academy:** Since its launch in 2018, WiseTech has continued to train new entrants to the industry and upskill and cross-train mid-career adults in valuable global trade, logistics and supply chain industry skills and certifications. The Academy has been instrumental in certifying thousands in technical skills and requirements of the logistics industry such as freight forwarding, biosecurity and handling dangerous goods. This year, the number of WiseTech Academy industry courses completed by external customers increased by over 50%.

This year we offset 100% of our Scope 1 and 2 market-based emissions from our global operations using carbon avoidance credits issued under recognized international standards and mechanisms. We know the most effective way to cut our operational emissions is by shifting to clean energy. Electricity is our largest source of our energy consumption, making the move to 100% low or no emissions power the critical step in WiseTech's net zero pathway. In FY25, we purchased 100% renewable electricity for our Sydney headquarters and relocated to the new Bourke and Bowden building, which has a Design Reviewed Target Rating of 5.5 Stars under NABERS, Australia's government-backed energy rating scheme.

You can read our full FY25 Sustainability report from page 40 and on the WiseTech Global Investor Center website.

Our people

With a global team of more than 7,000 talented individuals, including e2open, our people and culture are our greatest assets. Our teams' dedication, creativity, and innovation are the driving force behind our products, customer success, and shareholder value creation.

As a high-performing team, we work with urgency, we are decisive and own outcomes. We push boundaries, focus on the most impactful work and constantly strive to be productive and efficient. This is how we will approach our new frontier of growth and success. I am committed to driving a culture of deep innovation, of challenging the status quo and of laser-focused alignment across our people around the globe.

Our commitment to delivering the best product to our global trade, logistics and supply chain customers is our secret sauce – and is our recipe for success.

As a leader, I am focused on sharpening our productivity, quality, and commercialization of industry changing products. That means investing in tools, data, and skills to empower and enable our people to do their best work.

FY26 outlook

Looking forward, our guidance for FY26 is based on the assumptions set out in our FY25 Results presentation. Assuming there are no material changes to these assumptions and no unforeseen events that arise prior to 30 June 2026, we expect to deliver FY26 revenue of $1.39 billion to $1.44 billion, representing revenue growth of 79% to 85%. CargoWise revenue is expected to grow by approximately 14% to 21%, and we expect FY26 to be approximately 3 percentage points more weighted to the second half than in FY25 due to the launch and roll out of new products and the new commercial model.

In terms of FY26 EBITDA, we expect to deliver $550 to $585 million, reflecting EBITDA growth of between 44% and 53%, with the FY26 EBITDA margin rate expected to be in the 40% to 41% range. The reduced EBITDA margin rate is expected given the acquisition of e2open, however, as with prior acquisitions, we have a clear plan to drive this back to higher rates.

With our strong financial foundation, disciplined execution, and world-class innovation pipeline, we are uniquely positioned to reshape how global supply chains operate, delivering efficiency, productivity, and sustainability at scale.

Acknowledgements

WiseTech has consistently demonstrated its ability to deliver sustainable revenue, EBITDA, and cash flow growth since listing on the ASX. Our track record, combined with the transformative steps we are taking today, gives us confidence that we will continue to deliver strong, long-term value for our shareholders.

I want to thank our people, customers, partners, and shareholders for their trust and support as we enter this exciting next phase of our journey. The opportunity ahead is vast, and I am dedicated to leading WiseTech into its next era of growth with urgency, with a focus on outcomes and with a deep focus on innovation.

Zubin Appoo
Chief Executive Officer

CASE STUDY

Craft's global ambitions and successful CargoWise implementation

Craft is a Brazilian multinational company specialized in international transportation, focused on consolidating shipments and negotiating maritime, air, and land contracts. Founded in 1997, it now operates in 10 countries and 35 offices across South and North America. Its scalable solutions connect 1,200 experts to global networks specialized by mode. Managing more than 200,000 processes annually, the company prioritizes operational excellence, sustainable growth, and digital transformation.

A need for change

Craft experienced rapid growth and the challenges that came with it. "Our existing system served its purpose, but we reached a point where we hit a wall," shares Queit Zunino, Director of Information Technology. "In order to make our legacy system work, we required more people, control and resources than we could justify." The team lacked integration to manage tax, compliance and operational requirements across countries, with heavy dependence on manual processes. "We needed a solution that could pull us from our siloes and help us excel," says Queit.

A digital transformation journey with CargoWise

In 2022, Craft began to implement CargoWise, immediately seeing benefits from centralization and data management. "We can make decisions faster, consult processes and align the business strategy with the data we have in one place," says Natalia Bueno, Air Operations Manager. "It's simple things, like having documents readily attached and team members having direct access, no longer getting lost searching through several portals, to complex information that have significantly improved our processes." "Being able to view the entire cargo journey allows us to extract data, insights and generate value for our customer," says Queit. "Technology is a means to make that happen."

Centralization improved communication with suppliers and customers

"Every day we answer three questions: 'Where is the cargo?', 'When will it arrive?', 'What is the cost?' With CargoWise we are equipped to provide greater visibility and predictability," explains Queit. Customers noted automation and consistent delivery of accurate information. "CargoWise gives you clear visibility, all without borders," highlights Alexandre Toffoli, CargoWise product owner. "This was key, because each country used to have its own process and database. This all shifted once we started thinking globally."

Tailored, human-centric implementation

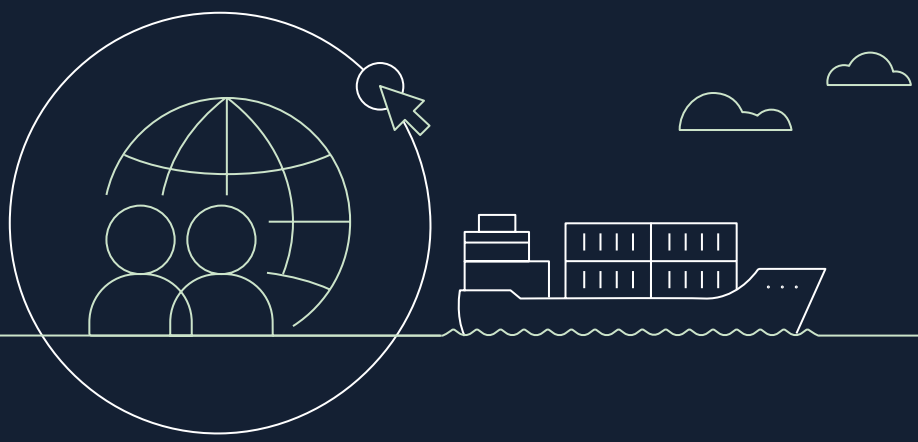
Craft adopted a phased approach, starting with the air freight module in Brazil in August 2022 and going live that November. Almost 90% of the implementation team were internal employees, combining business expertise with technical insights. By the end of 2023, the platform was operational in all Craft's branches across 10 countries. "We involved 300 people from all areas of business," shares Cristiane Alonso, Digital Product Manager. "Today, we see the shift in mindset as we now approach everything as a single process; no longer divided by country or department." "We learned that technology is only as powerful as our ability to make our processes and our people embrace it," adds Priscilla Bueno, Chief Technology Officer.

Looking ahead

Craft's implementation of CargoWise marks a milestone in its digital transformation journey. Its flexibility and scalability position the company for sustained growth. Looking ahead, Craft plans to integrate additional modules and expand automation. As Cristiane summarizes, "CargoWise is not just a system; it's a strategic enabler for our global ambitions."

Today, we see the shift in mindset as we now approach everything as a single process; no longer divided by country or department.

Cristiane Alonso
Digital Product Manager, Craft



24

Our business

Our vision is to be the operating system for global trade and logistics.

Our business

The global logistics industry represents over $11 trillion, accounting for approximately 10% of global GDP.

Despite its immense size, the software spend within this market is well below 1%, indicating substantial untapped potential and opportunities for additional automation and cost efficiency. Global logistics is complex, dynamic, and ultra-competitive, and it faces increasing complexities from macro challenges including global trade and tariff wars, compliance, regulation, labor costs and many localized challenges including legacy systems, cyber security, lack of real-time visibility, manageability issues, inadequate or inaccurate data leading to sub-optimal decision making.

As a product-led innovator, WiseTech's long-term strategy has focused on building breakthrough products to revolutionize, not to simply replace. We look to find fundamental flaws, operating problems, inefficient models and incomplete or ineffective processes, and to embed and automate improvements so that we revolutionize the industry's established model.

Our vision is to be the operating system for global trade and logistics.

This expanded strategic vision is a clear signal to acknowledge the significant expanded opportunity the e2open acquisition, completed in August 2025, brings to WiseTech.

We are transforming one of the world's most complex and vital industries by replacing aging, fragmented legacy systems with efficient, highly automated and integrated global capabilities. By continually embedding automation, compliance, and intelligence into our technology, we help our customers scale, innovate, and succeed in increasingly demanding global trade environments.

Our product strategies create deep value for existing customers, attract new customers in our existing markets, allow us to enter new markets, increase the total addressable market that we serve, and enhance our ability to gain further access to customers and opportunities in new markets.

Our growth is **driven by our people** and underpinned by our **3P strategy**:

Product

Extend technology lead

Penetration

Expand market penetration

Profitability

Enhance operating leverage

This strategy allows us to pursue long-term opportunities while delivering consistent short-term performance.

Our product

Our industry leading flagship product, CargoWise, is a single source, deeply integrated, and truly global platform design to meet the diverse needs of the logistics industry. Delivered via the cloud and supporting multiple languages, currencies, and regulatory environments, CargoWise allows logistics providers to manage complex global operations on a single database.

Key benefits include:

- **Efficiency** – automation reduces rekeying and duplication.
- **Visibility** – real-time data across geographies and transport modes.
- **Compliance** – deep functionality in customs, classification, denied-party screening, and audit readiness.
- **Cost reduction** – replacing fragmented IT with a single integrated system reduces technology spend, labor costs, and compliance penalties.

CargoWise has become the system of choice for logistics service providers globally. As of FY25, 55 LGFFs are in rollout or 'in production'[1], including more than half of the Top 25 Global Freight Forwarders.

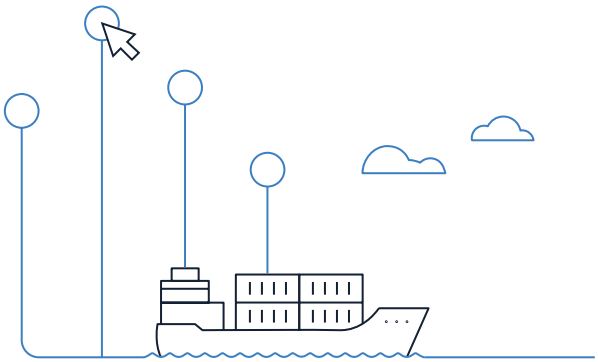
1 See glossary for definition.

I didn't set out to work in logistics, but when the opportunity came, I embraced it. Logistics is complex – it's like a black box – but that's what makes it exciting. You're constantly learning and solving new problems. The goal isn't just to build software – it's about creating long-term, scalable solutions that tackle industry pain points holistically. At WiseTech, we think beyond quick fixes and focus on solutions that benefit the entire logistics ecosystem.

Christ Kpodar
Senior Product Manager – Warehouse

CASE STUDY

Asia Shipping's digital transformation with CargoWise



Founded almost three decades ago in Santos, Brazil, Asia Shipping has grown into a prominent logistics provider with operations spanning more than 45 offices within ten countries. The company specializes in complex shipping solutions and serves a diverse clientele, requiring high levels of accuracy, efficiency, and real-time data availability.

Legacy system growing pains

Asia Shipping's legacy system was outdated, fragmented, and heavily reliant on manual processes. Its inability to scale and meet increasing customer demands directly impacted operations. Built only for Brazil, it struggled to support international growth and real-time updates. "In the past, we operated with different modules for different departments," says Andressa Fialkoski, Ocean Import and Export Customer Service Supervisor. "Each module functioned separately, which resulted in inefficiencies and created challenges in meeting the expectations of our demanding Brazilian clients." With manual input from spreadsheets and emails, it became difficult to maintain service quality and speed. The need for a unified global approach outpaced what the legacy system could deliver. "Our old structure made it hard to connect our systems across countries and achieve real-time data sharing," explains Diego Pontes, Technology and Business Manager. "We needed a global platform capable of integrating our operations."

CargoWise boasts impactful results

After market analysis, Asia Shipping's board selected CargoWise to centralize operations, standardize workflows, and provide automation. "Previously, our customer service team spent hours drafting and sending emails. Now, these processes are automated, saving us enormous amounts of time," says Andressa. "Our team has achieved a 20–25% increase in efficiency, allowing us to handle a rise in volume without increasing headcount." Customers benefit from faster, more accurate information sharing, with improved visibility and responsiveness. Standardizing processes across countries has enhanced collaboration and scalability. "We decided early on to use English as the system's primary language," Andressa explains. "This ensures consistency and facilitates training and communication across all our international offices. Within a year, our customers began noticing the benefits of automation," Andressa adds. "Reports were sent faster, data was more accurate, and the overall experience improved dramatically."

Successful implementation, ongoing support

Asia Shipping partnered with SFL, a CargoWise Partner and integration specialist. "CargoWise has many capabilities, with countless configurations and options," Andressa shares. "Having a partner was critical. SFL's guidance accelerated our learning curve and made it possible to implement the system effectively within our tight timeline." The rollout followed a phased approach, starting with smaller markets before scaling up. "We began with smaller offices to test and adapt workflows," explains Diego. "This allowed us to address challenges before implementing in larger markets like Brazil. We dedicated nine to ten months solely to studying CargoWise, relying heavily on e-learning resources."

Looking ahead

Asia Shipping's transformation with CargoWise emphasizes the value of embracing technology to meet modern logistics demands. The company plans to expand automation efforts globally. "CargoWise has helped us grow and has allowed us to redefine the standards of service in the logistics industry," says Andressa.

CargoWise has helped us grow and has allowed us to redefine the standards of service in the logistics industry.

Andressa Fialkoski
Ocean Import and Export Customer Service Supervisor, Asia Shipping

Expanding our ecosystem with e2open

E2open creates a key change in global scale and reach for WiseTech, adding adjacent markets, customer bases, and product capabilities which allow WiseTech to create a global, multi-sided, global trade and logistics marketplace.

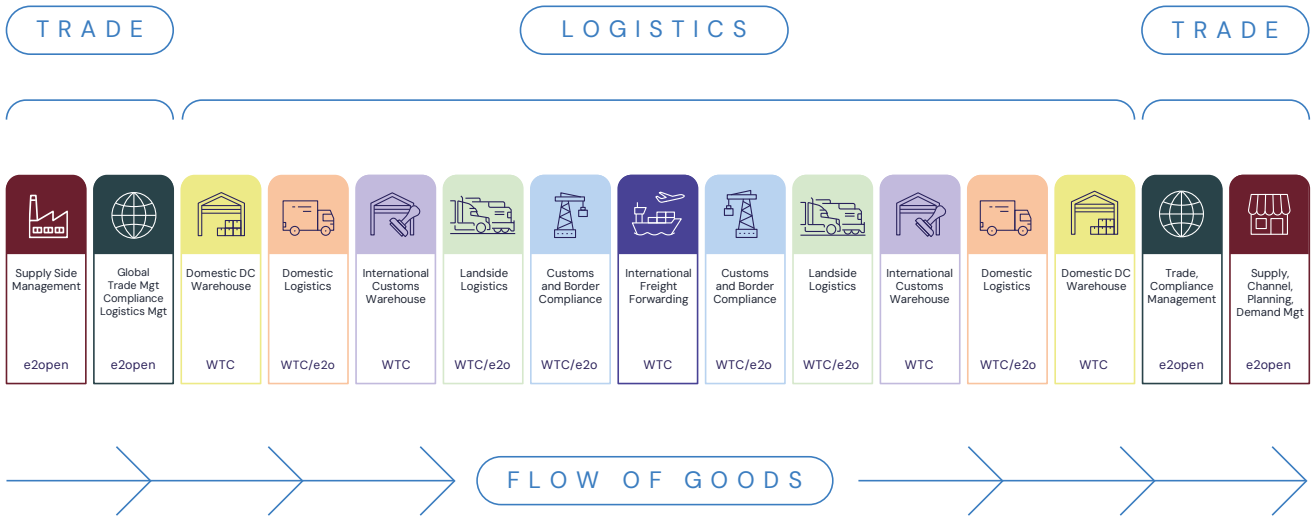
Through the addition of **e2open's capabilities** in the **CargoWise ecosystem** we have:

- added a strong complementary product suite that extends the ecosystem, especially in adjacent areas of domestic logistics, carrier integration, global trade and supply chain management, all of which benefit customers and create cost efficiency and online connectivity between customer groups
- accelerated and deepened WiseTech's plans to create a multi-sided marketplace connecting asset-based carriers, logistics providers, importers, exporters, shippers and many other logistics and supply chain participants.
- expanded WiseTech's total addressable market, extending our global reach and product capabilities and empowering organic growth with a network of 500,000 connected enterprises in adjacent markets including major ocean carriers, approximately 5,600 customers and more than 250 blue-chip customers.

Together, we're taking a significant step, extending into the entire global supply chain.

The graphic below highlights how with e2open, we now extend our capability across global trade. The ability to connect every step of the supply chain process – from order to fulfillment, from supplier through to consumer – not only benefits our collective customers, carriers, shippers, importers and exporters – but ultimately the end consumer.

Through the integration and linking of data and processes, we will bring control, visibility and predictability across the whole value chain, with integrations, capabilities and optimizations that improve productivity and drive efficiencies, all while delivering supply chain cost reductions and other benefits. We are removing the barriers to efficiency and connecting the entire marketplace, allowing all players to access the benefits of a simplified and unified process.



We have consistently shown over the years that our acquisitions accelerate execution, increase the return on investment in innovation, and fuel further and faster organic growth of CargoWise. With e2open's complementary product offerings it makes the bold product moves we have in progress deeper, faster and more valuable to execute effectively. Driving further growth and profitability over time.

Our product development strategy

Innovation is the foundation of our business. WiseTech has invested nearly $1 billion in R&D over the past five years, consistently reinvesting more than one-third of revenue into product development, delivering more than 5,700 product enhancements in the CargoWise application suite.

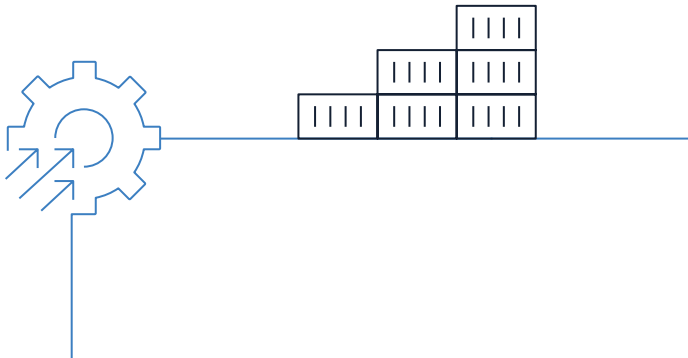
Our strategy is not to release new products commercially until we have delivered an industry leading of breakthrough component that provides the full set of features, functionality and usability that our customers need, at the quality and reliability that our customers expect in today's rapidly changing environment.

Through our development priorities, we drive adoption of or create attraction to implement CargoWise.

Since the beginning of FY25 we have:

- Essentially rolled out CargoWise Next, our 4th generation platform.
- Amplified our enhanced Container Transport Optimization (CTO) model with expanded optimizations and access to even larger data sets that will broaden CTO's scope and extend its potential value. Along with CargoWise's existing container visibility, the addition of e2open and INTTRA adds nearly 40 million additional containers across the supply chain, further lifting the efficiency gains through higher levels of export "matching".
- Entered into a strategic CTO partnership with a leading Australian container transport provider, ACFS Port Logistics, to assist with commercialization and accelerate volume rollout. Under the partnership, ACFS will work with WiseTech to implement CTO to optimize container movements across its operations and infrastructure including drivers, trucks, trailers, gates and terminals.
- Announced our new CargoWise commercial model, 'CargoWise Value Pack', that is expected to drive long-term product adoption, deeper market penetration, and additional value creation through deep AI workflow and management opportunity, further embedding CargoWise's extensive capabilities across the global supply chain. Our new model removes the per-seat component entirely. Instead, customers will pay a single, all-inclusive per transaction price for the new CargoWise Value Pack that covers all core and many extended capabilities.
- Revealed our agentic AI-enabled workflow automation that will integrate directly into CargoWise operations. AI Workflow will use AI personas that understand job roles and skills that automate processing of many aspects of trade and logistics. Our agentic AI-enabled management engine will create wide span management of people, processes and service provision, reducing or removing human bottlenecks, allowing execution of many standard work processes – nearly all without human involvement. The agentic AI can work 24/7 at a fraction of the cost of manual actions.
- Completed six new acquisitions, including the strategically significant acquisition of e2open, as well as Singeste, EdiTrade and Opentecnologia to establish customs footholds in Portugal, Chile, Ecuador, Panama and Colombia. WiseTech's global customs platform covers approximately 80% of global manufactured trade flows including countries in production and development. Strategic tuck-in acquisitions of BSM Global and ImpexDocs were also completed, which expand CargoWise's digital documentation capability.
- Signed a strategic government contract with the New Zealand Customs Service to digitize the maintenance of the working Tariff of New Zealand. During the early phase of this project, WiseTech is releasing, at no cost to users, the BorderWise NZ Community Edition. This is a logical step in our goal to digitally connect all users within global trade and logistics, driving greater productivity and efficiencies across the industry.
- Identified opportunities to combine the enormous data sets that WiseTech and e2open bring, to develop a new revenue line monetizing aggregated trade economic indicators for investors, analysts and other customers and agencies that need early predictive economic trends.

Our disciplined, long-term approach to product development – combining sustained organic R&D with strategic acquisitions such as e2open – ensures that WiseTech continues to lead the transformation of global trade and logistics. With an expanding innovation pipeline in AI workflows and management engines, and a next-generation commercial model, we are positioning our business for enduring growth. These initiatives extend our reach across the supply chain, expand our total addressable market, and reinforce our role as the digital backbone of the global supply chain.



Our network effect and partner ecosystem

Our growth is accelerated by the network effect created by CargoWise and our solutions. As adoption expands, so too does the value of our technology – connecting our customers, associations, logistics businesses and education institutions.

Our Partner and Certification programs are central to this network:

- 716 Partner agreements delivering consulting, sales, and technical services that enable our customers to achieve their digital transformation goals.
- 36 Education Partners (universities, colleges, and training institutions) integrating CargoWise training into curricula. The program allows Education Partners to greatly enhance their offering to students, at no cost.
- ~41,000 certified CargoWise practitioners embedded in customer and partner organizations, acting as product experts and advocates.

This network effect strengthens customer retention, accelerates rollouts, and lowers onboarding friction.

Our customers

Our customers are the people who move the world.

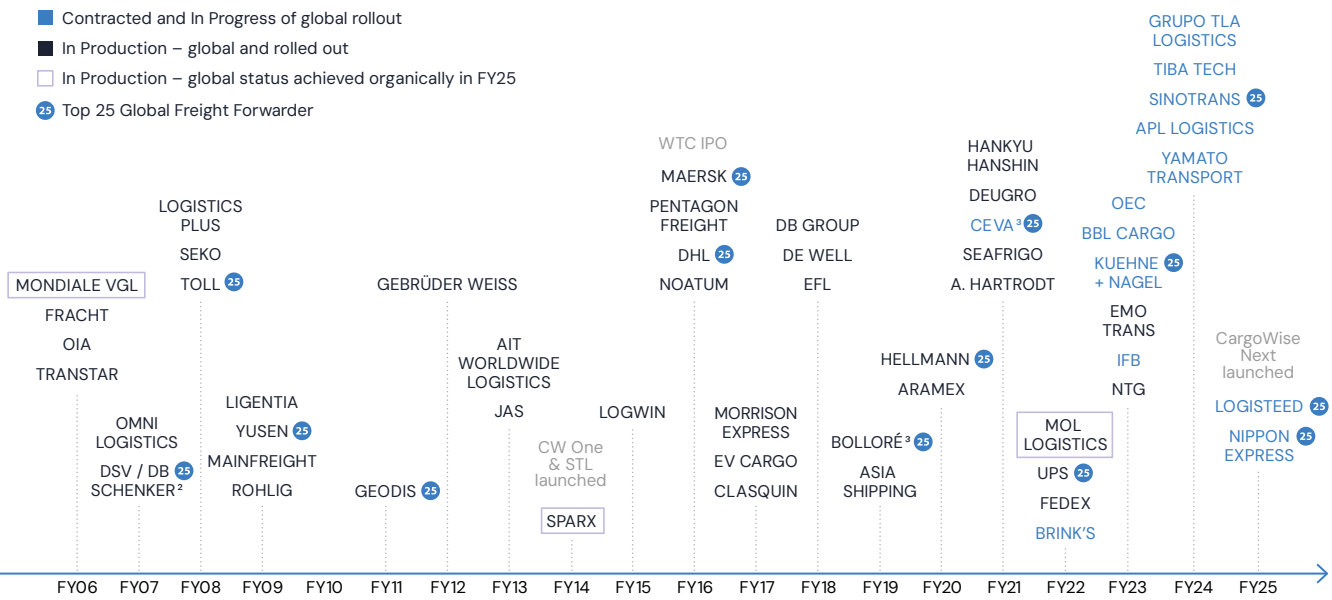
WiseTech serves over 17,000 logistics providers across 193 countries, ranging from SMEs to the largest multinationals.

Our customers include 24 of the Top 25 Global Freight Forwarders, 47 of the Top 50 3PLs, and a broad base of regionally significant providers.

Their common challenge is navigating increasing complexity: volatile trade volumes, tightening regulation, and rising customer expectations for speed, transparency, and reliability. CargoWise directly addresses these challenges.

Our customers grow with us: expanding rollouts across geographies, adding customs and warehouse modules, and adopting our breakthrough innovations. The compounding effect of this growth underpins our 98% recurring revenue and exceptionally low attrition (<1% for 12 consecutive years).

Since the start of FY25, we signed two new Top 25 Global Freight Forwarder rollouts with Nippon Express and LOGISTEED, our best year for Top 25 customer wins, adding more than three times the expected users vs. FY24 wins. We also added three new organic global rollouts 'In Production'[1] with SPARX, MOL Logistics and Mondiale VGL. We now have a total of 55 Large Global Freight Forwarder rollouts which include 14 of Top 25 Global Freight Forwarders. 13 global rollouts that are 'Contracted and In Progress'[1] have less than 25% of their expected users currently live, with a 125% increase in the number of users not yet live compared to FY24 driven by Nippon Express and LOGISTEED.



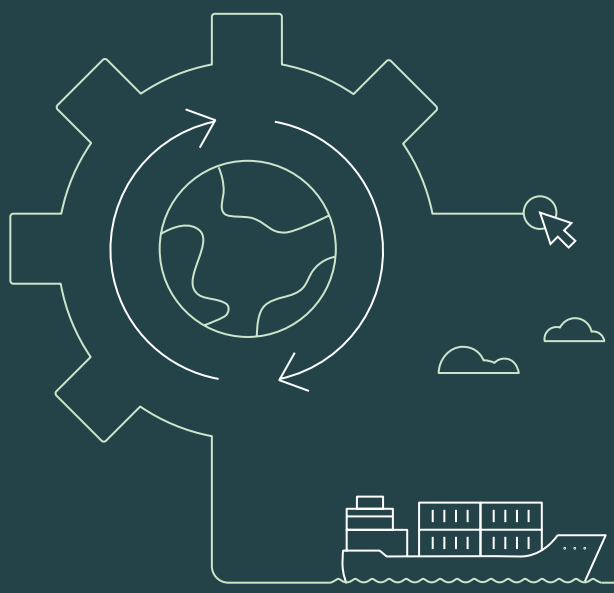
1 See glossary for definition.

2 DSV completes acquisition of Schenker, 30 April 2025, https://www.dsv.com/en/about-dsv/press/news/com/2025/04/dsv-completes-acquisition-of-schenker.

3 CEVA and Bolloré to be consolidated into a single customer in the future following Armstrong & Associates, Inc reporting.

Knowledge is power. Just knowing that you're a little bit more well versed in the different aspects and modules of CargoWise, helps you to understand how the system works and then how you can blend that all together.

Nicholette (Nikki) Jonas
Corporate Support Manager,
SEKO Logistics



CASE STUDY

SEKO Logistics' journey to enhanced efficiency with CargoWise Certifications

Established in 1976 with a single office in Chicago, SEKO Logistics (SEKO) has grown into a global logistics leader. As a valued CargoWise customer for nearly 20 years, SEKO has long recognized the importance of mastering CargoWise to optimize their operations. With a global footprint of 150 offices across 60 countries, ensuring consistent knowledge and effective use of CargoWise across its teams has become a top priority. To deliver on this, SEKO launched an initiative to certify all team members in CargoWise, starting with its U.S. branches. This commitment to system-wide expertise has improved operational efficiency and positioned SEKO for sustained growth.

Overcoming training challenges

Like many businesses, SEKO faced challenges during the rapid transition to remote work during the COVID-19 pandemic. "The biggest challenge was just finding the time," explains Nicholette (Nikki) Jonas, Corporate Support Manager at SEKO. "Many branches only have five or six people. For smaller teams, where employees juggle multiple roles, maintaining consistent training was particularly difficult." SEKO recognized it could no longer depend on legacy training methods. The urgency demanded a fresh approach – one that could equip team members while accommodating remote-first schedules.

Streamlining training with WiseTech Academy

SEKO launched a structured certification initiative, targeting branches with five or more CargoWise users. "We were pushing for every branch to have at least one person certified at the second level as a CargoWise Certified Specialist, and for everyone else to achieve the entry-level CargoWise Certified Operator accreditation," shares Nikki.

As the program expanded globally, SEKO transitioned to the WiseTech Academy platform. The platform provided enhanced tools to track progress, manage exams, and set measurable goals. Its user-friendly interface allowed employees to retake exams and track progress with visual indicators, motivating team members as they advanced through certification levels.

Boosting productivity and efficiency

Within the first year, SEKO successfully certified its U.S. branches, reaping immediate benefits. "After more certifications were coming in, the questions changed; they became more detailed. Instead of simply saying, 'I can't do this,' there's more comparison and analysis among team members," says Nikki.

Driving global standardization

The certification process laid a foundation for SEKO's larger "One Job" initiative, ensuring that every team utilized CargoWise in a uniform manner. "Previously, there wasn't necessarily a process in place as people did things their own way. The pandemic forced us into standardizing, as well as working with our company owned branches to streamline our processes in CargoWise and improve our productivity. We now have more visibility and greater milestone tracking for our clients," explains Jacquelene Manfredini, Director of Process Innovation at SEKO. As certifications rolled out globally, rigorous checks ensured every employee operated at a high level of proficiency. As Nikki summarizes, "Knowledge is power. Just knowing that you're a little bit more well versed in the different aspects and modules of CargoWise, helps you to understand how the system works and then how you can blend that all together." By committing to comprehensive training and certification through WiseTech Academy, SEKO has empowered its team to fully leverage CargoWise, establishing a strong foundation for growth and success.

One of the things that drew me to WiseTech was how real diversity feels. Many of our leaders are young, from a wide range of backgrounds, and have been recognized for their individual contributions. That culture continues to inspire me. Even in finance, we're encouraged to think like problem-solvers.
That tech mindset of continuous improvement is really empowering. It's a great fit for people who want to try things, challenge themselves, and figure out what they love.

Siti Mohd Ali
Finance Development and Graduate Program Partner

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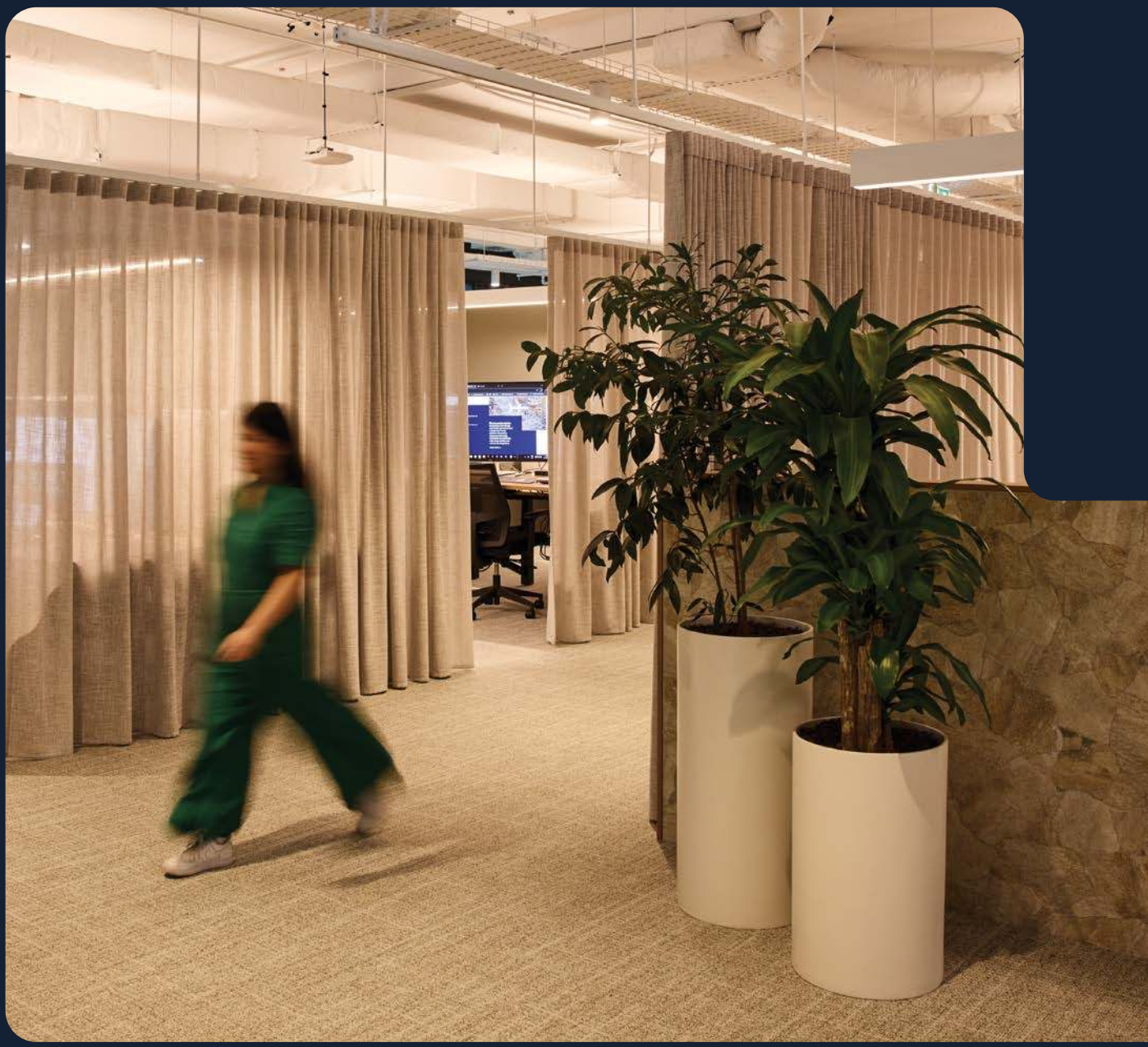
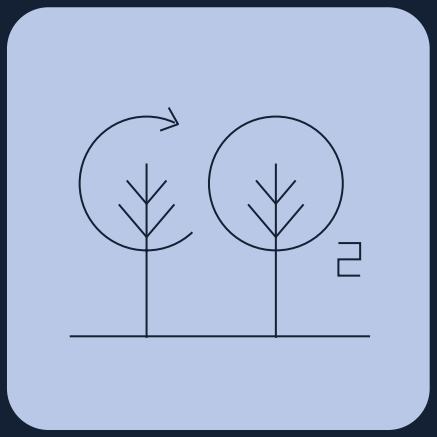


Sustainability report

Our sustainability ambition is to be a force for good.



Sustainability report

About this report

Reporting scope

Unless otherwise stated, our Sustainability report covers the operations and activities of WiseTech Global Limited and its controlled entities (WiseTech) for the period 1 July 2024 to 30 June 2025.

The report has been prepared with reference to the GRI Standards and the SASB Software and IT Services Sector Standard. The GRI and SASB Content Index for this report and more information about our contribution to the UN SGDs is available on our website wisetechglobal.com/investors/esg/

Anyone seeking to use information in this Sustainability report to interpret the data presented should email sustainability@wisetechglobal.com for assistance.

Report boundary

In this report, the terms 'WiseTech, 'WiseTech Global', 'our business', 'we', 'us', 'our' and 'ourselves' refer to WiseTech Global Limited and its controlled entities. This report contains information for WiseTech and its controlled entities as at the date of this report and, for businesses that were part of WiseTech during only part of the reporting period, information after the date ownership was transferred to WiseTech (unless otherwise stated).

On 4 August 2025, WiseTech completed the acquisition of a 100% interest in E2open Parent Holdings, Inc (e2open). As this was subsequent to the financial year ended 30 June 2025, metrics for e2open are not included in this report.

Forward-looking statements

This Sustainability report may contain forward-looking statements in relation to WiseTech and its controlled entities, including statements regarding our intent, belief, goals, objectives, initiatives, commitments or current expectations with respect to our business and operations, market conditions, results of operations and financial conditions, and risk management practices. This Sustainability report also includes forward-looking statements regarding climate change and other environmental and energy transitions.

Such statements can generally be identified by the use of words such as 'may', 'will', 'expect', 'intend', 'plan', 'estimate', 'anticipate', 'believe', 'continue', 'objectives', 'outlook', 'guidance', 'forecast' and similar expressions. Indications of plans, strategies, and objectives are also forward-looking statements.

Such statements are not guarantees of future performance, and involve known and unknown risks, uncertainties, assumptions, contingencies and other factors, many of which are outside the control of WiseTech. No representation is made or will be made that any forward-looking statements will be achieved or will prove to be correct. Readers are cautioned not to place undue reliance on forward-looking statements and WiseTech assumes no obligation to update such statements.

No representation or warranty, expressed or implied, is made as to the accuracy, reliability, adequacy or completeness of the information contained in this Sustainability report. Except as required by applicable laws or regulations, WiseTech does not undertake any obligation to publicly update or revise any of the forward-looking statements or to advise of any change in assumptions on which any such statement is based. Past performance information in this presentation is given for illustrative purposes only and should not be relied upon as (and is not) an indication of future performance.

Feedback

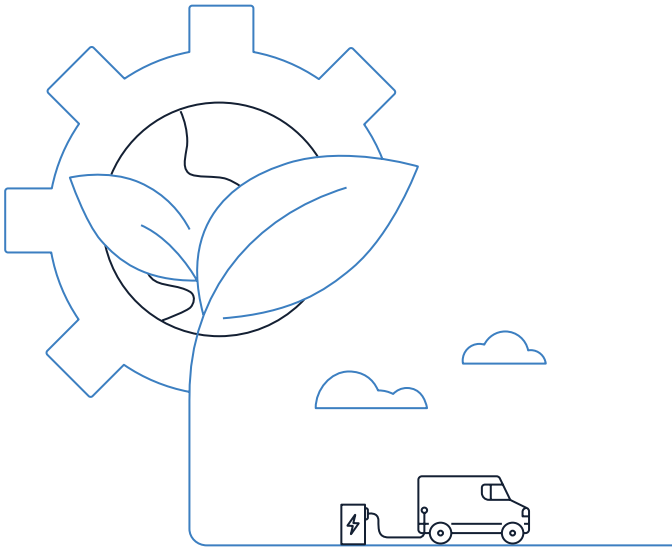
We welcome your feedback. For more information or to provide comments, please contact us at sustainability@wisetechglobal.com

Approach

Our sustainability ambition is to be a force for good; improving productivity, connectivity and resource usage across global supply chains.

Our Sustainability & ESG framework sets out our strategic objectives in three impact priority areas. These are underpinned by strong foundations and enablers.
The framework is also designed to embed sustainability across our business through the foundational principles and ensure enablers are in place to improve our long-term sustainability.

The impact priority areas of education, people and culture, and net zero carbon are not only important to the long-term success of our business but also represent broader global challenges where WiseTech is well positioned to lead and help drive meaningful solutions.



Sustainability & ESG framework and strategic objectives

Impact priorities	**EDUCATION** Our education initiatives build skills and passion for creative problem solving, and a pipeline for our future workforce	**PEOPLE & CULTURE** We attract and retain the best talent, and our high performance culture supports diversity and inclusion	**NET ZERO CARBON** Our global operations are net zero carbon and our products support customers to reduce emissions from global logistics
Foundations	**RESPONSIBILITY** We operate with integrity, security and effective governance, customers trust us, and sustainability is integrated into decisions and actions	**IMPACT** We are a force for good and actively work to maximize positive impact for us, our stakeholders and the planet	**TRANSPARENCY & ENGAGEMENT** We transparently disclose our performance, and engage and collaborate to achieve the best outcomes
Enablers	**PRINCIPLES & POLICIES**	**RISK MANAGEMENT**	**MEASUREMENT**

Stakeholders	Employees	Customers	Investors	Suppliers	Community partners	Government & regulators	Industry associations

Key ESG topics

We periodically conduct a materiality assessment in line with the Global Reporting Initiative Standards to identify the sustainability issues that are most important to our stakeholders and the long-term sustainability of our business.

In FY24, we undertook a comprehensive review of our priority topics through desktop research, and direct engagement with investors and team members. This process included refining our topic categorization to ensure ongoing relevance, considering both our impact on each topic and the topic's impact on WiseTech. As this review confirmed the continued relevance of our topics and no material changes occurred in our business model or value chain during FY25, the existing topics were maintained without further re-prioritization. Bolded topics below represent the sustainability themes which are most important to our stakeholders and our business:

- **Business continuity and resilience**
- **Climate change and decarbonization**
- **Data security and privacy**
- Education and skills
- Environmental management
- **Fair and ethical business**
- **Health, safety and wellbeing**
- **People and culture**
- Product and customer
- Sustainable supply chain

Our performance in these areas is discussed in the relevant sections in this Sustainability report, and in the broader Annual Report including the Corporate Governance Statement. Our management approach to these topics is set out in the Sustainability section of our website.

We manage our impacts across a broad spectrum of ESG topics, to meet both regulatory requirements and stakeholder expectations. As we expect these issues to evolve over time, we are committed to periodic reviews of our ESG topics and continue to regularly engage with our stakeholders. We are currently preparing for mandatory climate-related reporting in Australia from FY26. From next year we will disclose information about our climate-related risks and opportunities in accordance with AASB S2 Climate-related Disclosures, which is based on IFRS S2.

Stakeholder engagement and industry participation

We have a number of different stakeholders we engage with in various ways on a regular basis. We also continued to partner with industry associations around the world during the year. To read more about how we engage with our stakeholders and our industry association memberships, visit the Sustainability section of our website.

Sustainability governance

The WiseTech Global Limited Board is responsible for overseeing the implementation and management of the Group's sustainability and ESG strategy, policies, practices, performance, targets and initiatives and monitoring the Group's sustainability risks and opportunities.

Board committees, including the Audit & Risk Committee (ARC) and the People & Remuneration Committee (PRC) support the Board to meet its responsibilities.

The ARC oversees and makes recommendations to the Board on the Group's approach to sustainability and ESG strategy, policies, practices, performance, reporting and initiatives (including the climate resilience of the Company's strategy and business model, and implications for the Company's financial position, financial performance and cash flows).

The PRC is responsible for reviewing and making recommendations to the Board to support the Board's oversight or approval of progress towards pay equity and setting measurable objectives for achieving gender diversity in the composition of the senior leadership team and the broader workforce; organizational practices for supporting diversity and inclusion in accordance with WiseTech's agreed principles; and WiseTech's disclosures relating to people and diversity.

The Board and its committees were updated on sustainability-related matters during the reporting period. Discussions this year covered topics included talent attraction and retention, diversity and inclusion (D&I), climate-risk and opportunity, and WiseTech's sustainability disclosures.

The Chair and CEO meet with investors and other stakeholders on a range of topics which include ESG matters.

Information about our approach to risk management is set out on our website in our Risk Management Principles, and our Corporate Governance Statement and Risk Management report discuss our approach to ESG risk management.

Our Sustainability and ESG Principles guide how we integrate ESG considerations into the way we work and support the delivery of our Sustainability & ESG framework. Adopting the approach set out in our principles embeds sustainability considerations into our decision making and operations, contributing to a more sustainable future and creating long-term value for our stakeholders.

WiseTech's Sustainability and ESG Team reports to the Chief Financial Officer. Day-to-day management of sustainability-related risks and opportunities is coordinated by the Sustainability & ESG Team and involves relevant business leaders including members of the senior leadership team. Support is provided by the Climate-related Risk and Opportunity Working Group which incorporates experts from the Sustainability & ESG, Risk and Finance teams. The Audit & Risk Committee also monitors these risks and opportunities as part of the Enterprise Risk Management process.

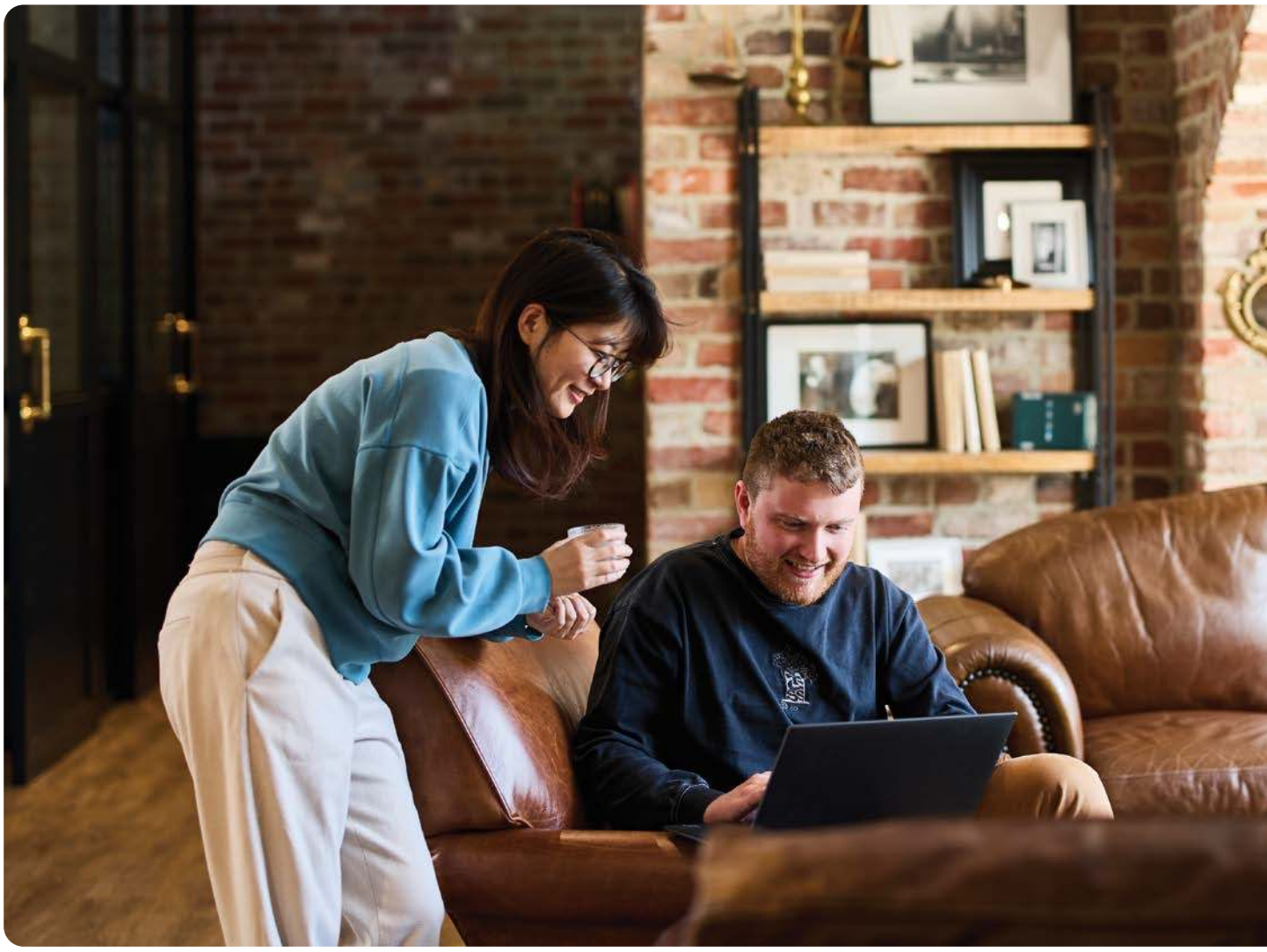
WiseTech's Code of Conduct defines the expectations and acceptable behaviors of employees, Directors, and – in certain circumstances – consultants, secondees, and contractors representing us. We are committed to maintaining ethical standards in how we conduct our business activities and stakeholder relationships.

Environmental compliance

As a software business in the IT sector, our environmental footprint is relatively low compared to other industries. We continued to monitor and manage existing and emerging risks that our business activities may pose to the environment.

We are subject to federal, state and local regulations and laws globally, and we have procedures in place to ensure that we are compliant with applicable environmental regulations in the jurisdictions in which we operate.

There were no significant instances of non-compliance with environmental laws during the reporting period.



IMPACT PRIORITY

Education

Objective: Our education initiatives build skills and passion for creative problem solving in young people, and a pipeline for our future workforce.

Our involvement with education starts at high school, with participation in careers fairs including BiG Day In STEM events across Australia, to promote software engineering as a career option. Working in conjunction with KIK Innovation Ltd, the new home of the Grok Academy coding education platform, we launched a new coding competition for high school students: The WiseTech Global Programming Competition, offering AUD$30,000 in prize money across two rounds of competition in the second half of the 2025 school year.

Earn & Learn, our innovative on-the-job program designed to make software engineering careers more accessible and job-ready for high performing year 12 school leavers, entered its third year. We also continue to support the wider workforce through our WiseTech Academy platform, which offers accessible, affordable, online learning, including industry-recognized certifications, to the logistics industry.

Increasing diversity in STEM, and ultimately our workforce, has two fundamental business benefits for us as an employer: diverse teams bring a more well-rounded approach to problem-solving, helping to identify and break assumptions; and bringing a wider range of people into STEM careers will help expand the much-needed technology talent pool to support Australia's vision to becoming a leading digital economy.

We're passionate about supporting education because early exposure to the exciting and creative world of digital technology for young people is critical. Through this, we hope to encourage and empower the next generation of young people to work in tech. We believe that technology careers are here for the long term and offer a wealth of opportunities to apply creativity and problem solving.

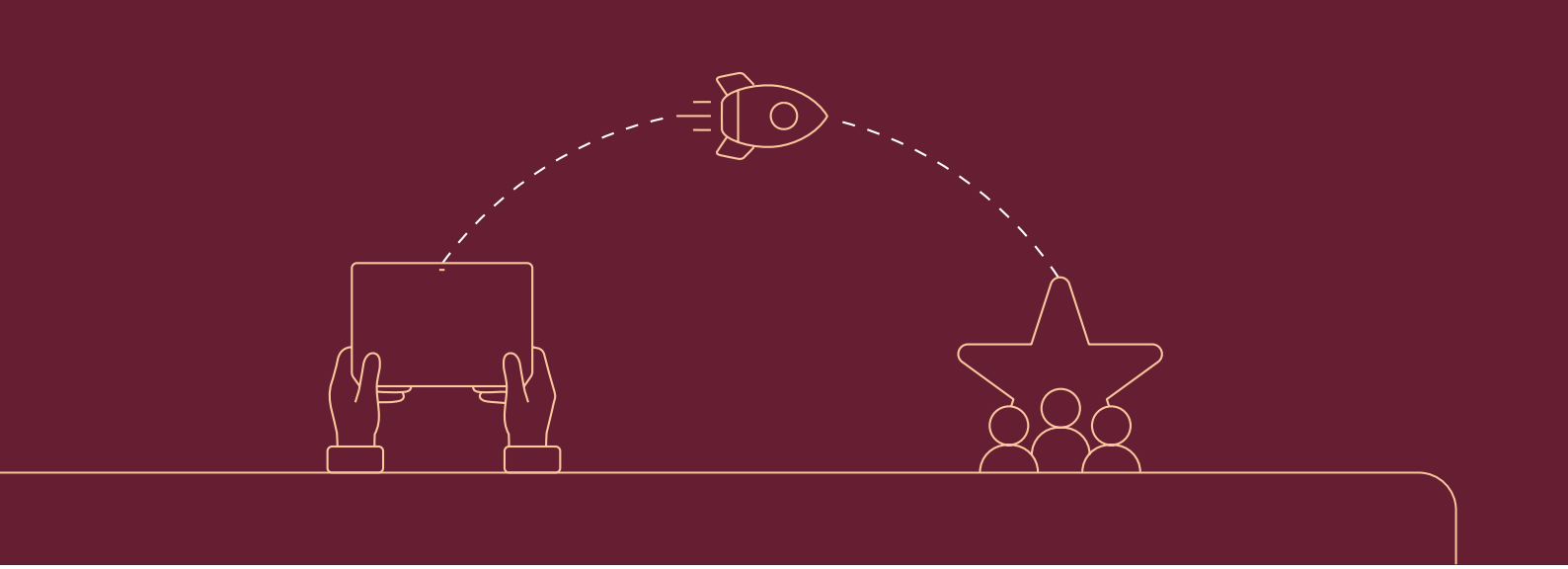
Earn & Learn

To fuel Australia's ongoing innovation we believe it is critical to increase the nation's pipeline of future software engineering talent. Fundamentally, this requires attracting more school leavers to study computer science and embark on software engineering careers.

As one of Australia's leading technology companies, founded and headquartered in Sydney, and with 64% of our workforce employed in product design and development as at 30 June 2025, we recognize our role in building a sustainable and diverse technology talent pipeline for our wider industry and our business. By investing in talent early, we are strengthening our workforce while creating positive social impact, equipping the next generation with skills they need to succeed in a rapidly evolving world of work.

Our Earn & Learn program is one way we are tackling this challenge. Designed for year 12 school leavers, the program combines university partnerships, real-world experience at one of Australia's most successful tech companies, a full-time wage, and university course fee payments.

After four years, students will have a university degree combined with industry experience. We believe the hands-on approach not only accelerates learning and builds fluency in software engineering skills, but injects fresh energy and ambition into our high performing team culture.



Established in 2023, there are currently 127 students in the program spanning first-, second- and third-year university, enrolled for computer science degrees at a range of universities including University of Technology Sydney (UTS), University of New South Wales (UNSW), Royal Melbourne Institute of Technology (RMIT) and Monash University.

Our program gives talented students the opportunity to learn rapidly, apply knowledge and build proficiency and fluency, while simultaneously learning theory from lectures and study at university and in the WiseTech Academy. After the first 11 weeks of study, training and core WiseTech skill development, Earn & Learn Associate Software Engineers join a rotations program where they work four-month blocks in four different product development teams to gain experience in different areas of the business. They are supported by individual mentors, a dedicated rotations manager and with additional support and mechanisms in place to identify and make adjustments or provide tailored support, as required.

Importantly, because they're embedded in teams at WiseTech, supported by dedicated mentors, they learn important skills such as problem solving, logical thinking, creativity, resilience, communications and – importantly – to ask for help.

Earn & Learn was a finalist in the Best Graduate Development Program category in the 2024 Australian HR Awards.

Through the Earn & Learn program we actively encourage more school leavers, of all genders and backgrounds, to pursue software engineering careers. As a result, the Earn & Learn engineers, their mentors and team leaders, are diverse in gender, neurodiversity, skills and interests.

For example, even though only 20%[1] of students enrolled in undergraduate information technology degrees across Australia are women, we're proud that women make up 28% of the Earn & Learn program.

Attracting more women to study computer science, and supporting them throughout their career, is key to eventually having more women throughout the industry at all levels.

WiseTech's Earn & Learn programs allows students to:

Launch their career as a paid software developer

- Full-time, paid job as a software engineer straight out of high school
- Earn a salary package valued at ~$300,000 over four years, including salary, university course payments and share rights (terms on WiseTech's website)

Gain a university degree

- Complete a Computer Science degree part-time over four years
- Complete accelerated coursework delivered by WiseTech

Learn on the job

- Participate in our rotation program and experience technical education, training and mentoring by the industry's best

1 Australian Government STEM Equity Monitor, Higher education data 2023.

PEOPLE PROFILE

Meet our Earn & Learn technologists Zane and Rita

What interested you about a software engineering career?

Zane: My top reason for being interested in a career in software engineering is being able to create things that other people will use. This satisfaction of building something from scratch that works is the best motivation for what I do and having that pride in what you have built.

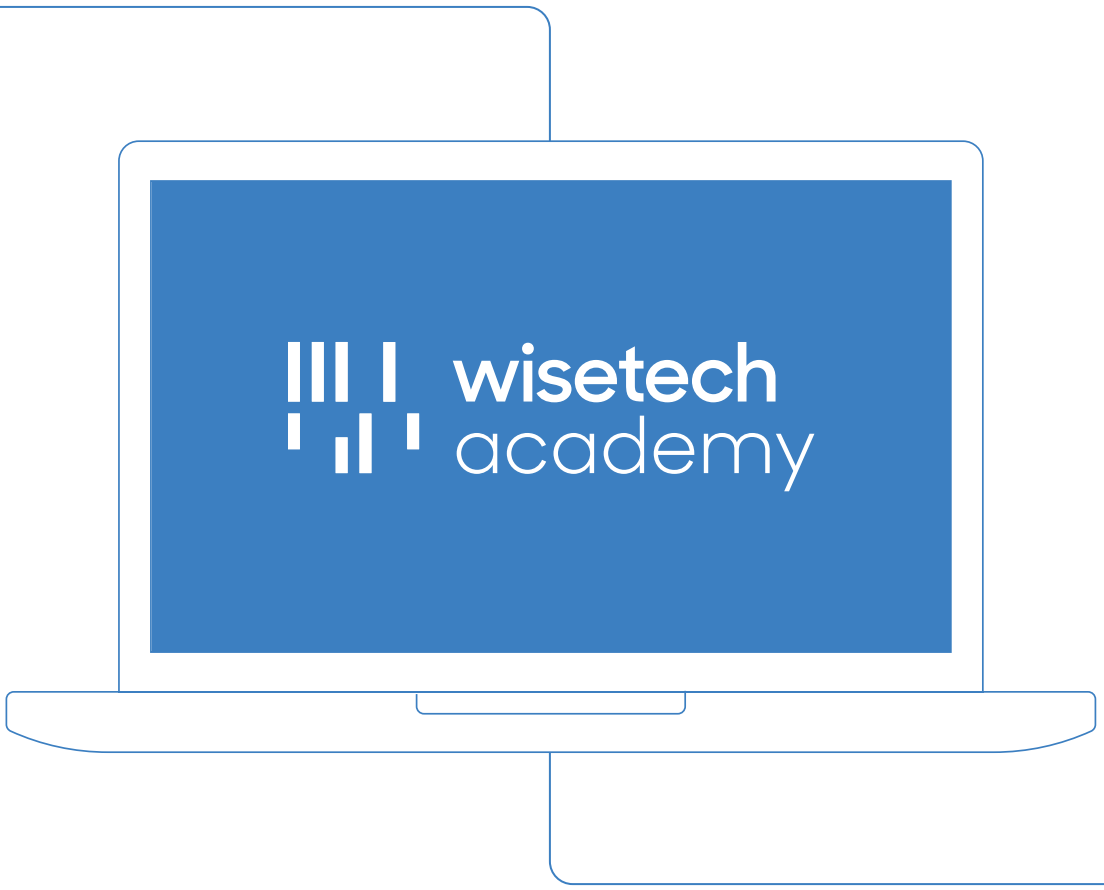
Rita: My passion for designing solutions that address real-world problems. I want to have the ability to turn my designs of solution into functional projects that genuinely help people and improve their lives. The prospect of building technology that solves challenges and makes a meaningful difference makes me excited!

What do you enjoy most about working at WiseTech?

Zane: The welcoming environment and flexible working culture are especially important so I can manage study and work. I enjoy the work itself as well as the variety of tasks I'm doing each day. No two days are the same.

Rita: The opportunity to develop real solutions that address people's challenges. Knowing that the code I write contributes to making everyday tasks more convenient and efficient is incredibly fulfilling. Even if the solution I build is small, it still holds meaning since every improvement, no matter how minor, plays a role in helping others here.

To raise awareness of WiseTech's Earn & Learn program and careers in tech, we conduct student outreach via attendance at careers events, school visits, university open days and the BiG Day In. This year, we reached an estimated **11,000+** upper high school and university students at these events. We also promoted the program to teachers and career advisors via campaigns in *Education Review* and *Education Matters* magazines.



WiseTech Academy

Another key element of bridging the workforce shortage involves enhancing access to vocational education, enabling more adults to navigate career changes throughout their working lives.

In 2018 we created WiseTech Academy to train new entrants to the industry, and to upskill and cross-train mid-career adults in valuable industry skills and certifications.

Since then, WiseTech Academy has been instrumental in certifying thousands in technical skills and requirements of the logistics industry such as freight forwarding, biosecurity and handling dangerous goods. Since the inception of its Australian Registered Training Organization in late 2021, WiseTech Academy has awarded the TLI50822 Diploma of Customs Broking to over fifty students. In addition to the larger certifications, WiseTech Academy offers a large catalogue of short courses, intended to be consumed as bite-sized content blocks, just-in-time and targeted at individuals moving into specific roles in the industry.

WiseTech Academy also hosts training for those seeking CargoWise knowledge or certification, and for WiseTech's internal learning and compliance training.

During FY25, excluding software-related training, the number of WiseTech Academy industry courses completed by external customers increased by over 50%. The growth was due to an increase in the number of courses available and an increase in the number of companies using WiseTech Academy to train their staff. The latter was driven by an increase in targeted digital marketing as well as the introduction of a subscription payment model, giving our customers inexpensive access to a large portion of the Academy's catalogue. We saw positive uplift in the use of learning content in companies that are using onboarding playlists to rapidly upskill people into specific teams or roles.

Our people completed more than 21,000 hours of training in FY25 via the WiseTech Academy, about one third of which was mandatory compliance training. The majority of these hours was spent on content to support people onboarding into specific teams or roles, technical upskilling and productivity courses (including Black Belt in Thinking). The platform is also used by our Earn & Learn students, to broaden their knowledge of our industry and deepen their technical knowledge while they progress their undergraduate degrees.

IMPACT PRIORITY

People and culture

Objective: We attract and retain the best talent, and our high-performance culture supports diversity and inclusion.

Our culture is not by accident. Our creativity is by design. Our people define us.

Our work environment stimulates creativity and innovation, with a focus on freedom and responsibility. Our credo, mantras and values give us focus and purpose and are our deeply held beliefs, highest priorities and the fundamental forces that drive us forward every day. WiseTech's strong cultural foundations stem from our productivity systems and operating principles which make up The WiseTech Way.

Our culture

WiseTech Global is unique. We perform differently when compared to other companies, because we operate differently. Our culture of innovation and productivity means we tackle the complex problems and challenges of the logistics and technology industries with a 'test first, fail quickly, and improve rapidly' approach. Our work environment stimulates creativity and innovation, with a focus on freedom and responsibility.

Strategies can be defined, planned, and constructed, but it is culture that connects our people, fuels our passion to drive WiseTech forward, and causes us to be great. Culture cannot be bought or suddenly implemented; it must be, and has been, built over years of creating and nurturing the environment and the people that are WiseTech today.

The WiseTech Way embodies the strategies, tactics, tools and processes that make up how we operate. It helps us to stay productive and aligned as a global team working toward our vision to be the operating system for global logistics.

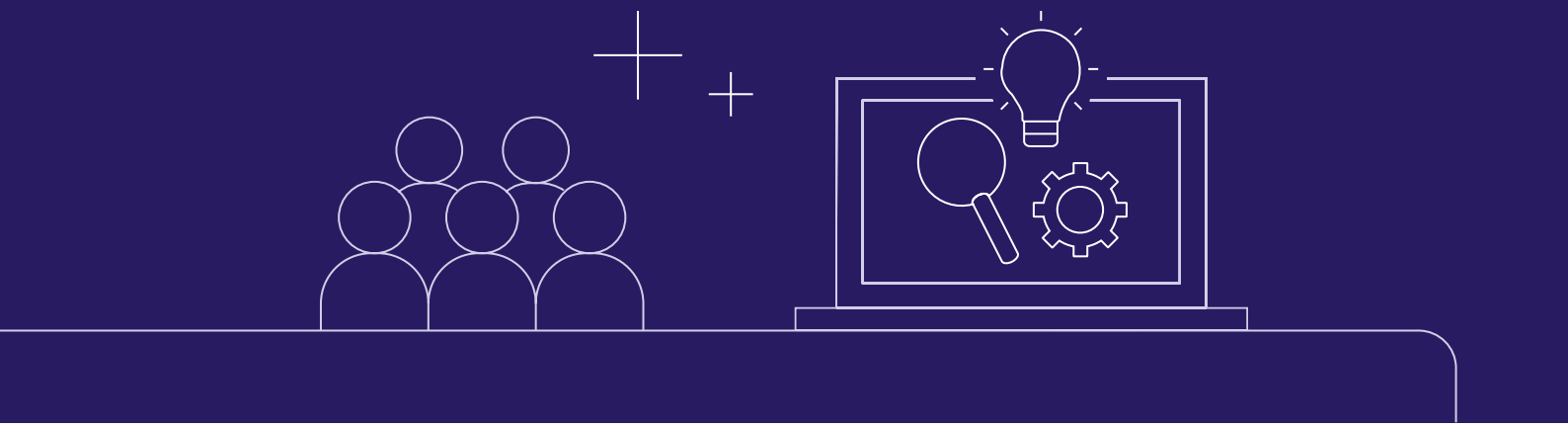
The WiseTech Way leverages thinking processes from the 'Theory of Constraints' (TOC) – a methodology for turning bottlenecks into accelerators. We use critical and causal thinking to come up with win-win breakthrough solutions to the common problems and pain points that arise when operating a business. These thinking processes have been instrumental in building the WiseTech of today.

Embedding our culture starts the moment a new team member or business joins our global team – and occurs in every conversation and interaction we share. It's an ongoing process of shared discovery and continuous improvement – and involves leading by example to show what makes WiseTech unique and why we behave the way we do, as well as more structured programs that educate around our roots and beliefs, drive adoption of our shared global behaviors, and foster a sense of individual belonging among new team members.

Angela Gadaev, WiseTech's Product Portfolio Leader for International Logistics, was named winner of the prestigious Australian Financial Review Women in Leadership Award 2025 for the Tech and Telco category. Angela's career and achievements reflect WiseTech's approach to people and development. The judges highlighted her determination, ability to create opportunities for herself, and capacity to thrive once she had them, qualities that embody WiseTech's mantra: 'lead others, manage yourself.'

We were proud to be named a Finalist in both the Australian HR Awards and the UK's Chartered Institute for Personnel and Development (CIPD) Awards for HR Team of the Year, with our 'Culture at a Global Scale' submission. This entry highlighted our approach to integrating team members from acquisitions, learning and development, reward and equity and hybrid work. In addition, our Earn & Learn program was a finalist in the Best Graduate Development Program category in the 2024 Australian HR Awards.

Our hybrid work model continued this year and is consistently rated highly in our employee engagement surveys. Our hybrid model is powered by established patterns of remote working plus regular team time in shared workspaces. It offers opportunities for in-person collaboration while also accelerating virtual connectivity across our global team.



Promoting enhanced productivity and wellbeing, the model empowers team members with flexibility and balance, while ensuring continued personal and business growth.

Our approach means we balance in-office time with remote working. We put productivity at the center of everything and know working from home provides time to focus on achieving key tasks, while office time provides an environment of engagement and collaboration with team members. Our focus continues to be building an environment that brings out the best in our team.

Our hybrid working approach

Ensuring a safe and effective setup

We have an optimal environment for producing meaningful work wherever we are. This means having reliable internet and remote system access, as well as the hardware and ergonomic equipment for a comfortable, constructive and energizing experience both at and away from the office.

Enhancing productivity and performance

We manage ourselves and lead others, working to clear targets aligned with our mission to build the operating system for global logistics. We strive for excellence, and leverage productivity and performance tools to establish sustainable work patterns that fuel productivity and enable us to focus on tasks that deliver exceptional results.

Nurturing creativity and connections

We have the virtual meeting capabilities, digital tools and in-person opportunities required to effectively communicate, create, design, plan and innovate with each other, our customers and partners. We nurture our culture through collaboration and teamwork and find new and innovative ways to interact with each other.

Strengthening wellbeing and balance

We look out for our team members and inspire and support each other always. We find ways to look after our mental and physical health and wellbeing both at and away from the office. We set healthy boundaries and have access to additional professional support for ourselves and our families.

Supporting learning and development

We lead with content and are empowered to improve ourselves with the tools and opportunities to strive, learn, grow and flourish. Our learning is continuous and self-driven – spanning structured platforms and programs, plus on-the-job training and coaching supported by our team members and People Leaders.

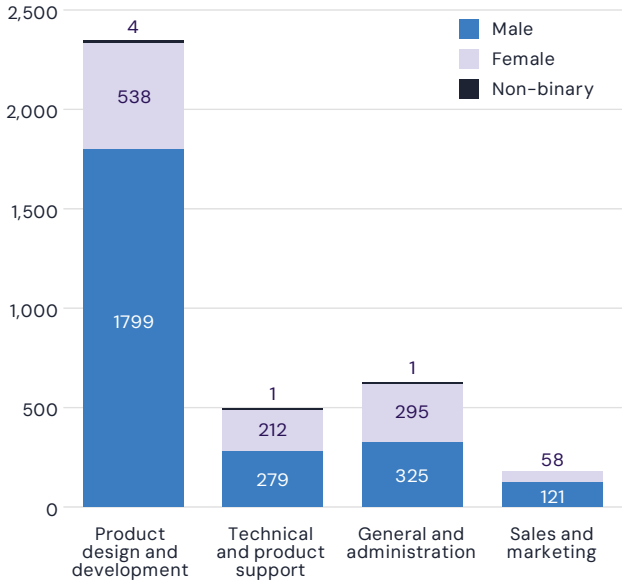
Our workforce

Our total headcount increased by 4% in FY25, with our global team growing from 3,494 to 3,638 employees.

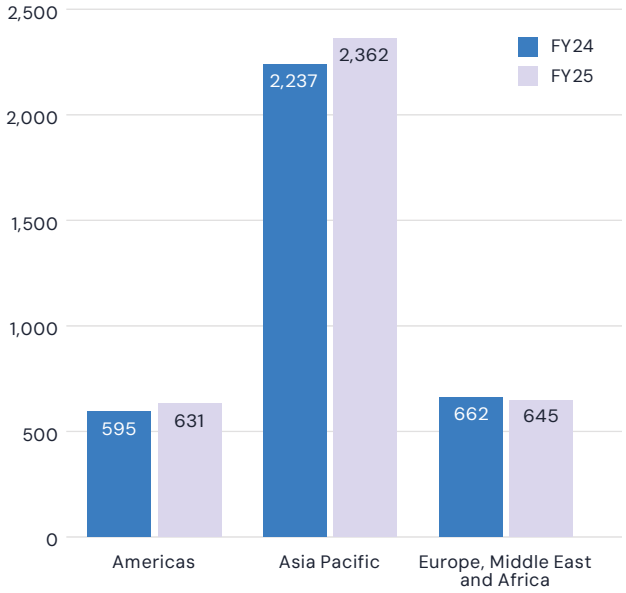
During FY25, our product design and development function experienced the largest growth, increasing by 8% during the period. Product design and development roles accounted for 64% of our total FY25 employees by region.

Gender representation in our workforce dropped slightly in FY25 with the representation of women decreasing by 2%. The proportion of women in our product design and development, technical and product support, and sales and marketing functions declined slightly, and was maintained in general and administration.

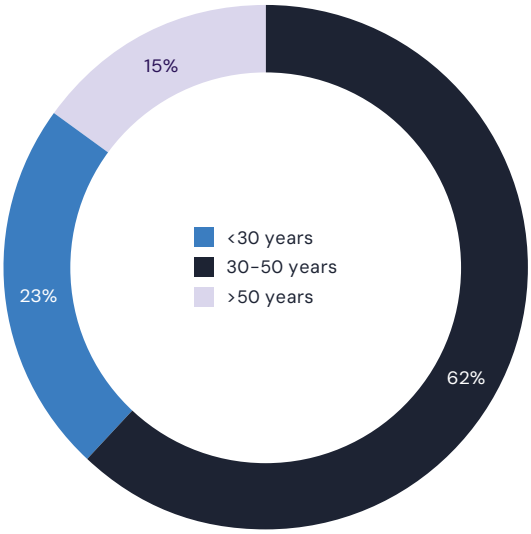
FY25 EMPLOYEES BY FUNCTION AND GENDER [1]



FY25 EMPLOYEES BY REGION



FY25 EMPLOYEES BY AGE



Talent attraction and retention

Our ability to attract, retain and develop our workforce contributes to long-term value creation. Our internal talent team takes a deliberate approach to recruitment, hiring on demand while also anticipating and securing critical talent ahead of time, ensuring we consistently attract and appoint the highest-quality people aligned to business needs.

During the year, we welcomed over 350 new team members, with nearly 90% joining in the Asia Pacific region, where our headquarters is located. Our team also expanded through the acquisition of five new businesses. Strategically, our recruitment approach shifted during the period towards precision and quality, with fewer but more impactful hires strengthening the depth of our talent base and supporting our strategic objectives. This has sharpened our focus on appointing senior, highly experienced professionals with the depth, maturity and capability to deliver long-term value while enhancing our organizational capacity and execution capability. This is reflected in the majority of new hires during the period being in the 30–50 age group, a change from the prior year when those under 30 comprised the largest proportion. Despite this shift, we continued to invest in future talent, with our largest ever intake of young people into the Earn & Learn program, which had over 120 participants in total across three cohorts as at 30 June 2025. See the Education section of this report to learn more about this initiative.

Employee turnover increased 3% in FY25. Whilst our voluntary turnover rate increased slightly from FY24, the overall increase was largely due to growth in involuntary turnover related to efficiency and acquisition synergy activities. Turnover is below industry average [2].

1 Excludes team members who opted not to disclose their gender and those whose gender is not captured in our HRMS.

2 Per MSCI coverage, April 2025.

Our employee engagement surveys provide us with an understanding of how our people experience work at WiseTech, providing insights into what we do well and what we can do better. We remain committed to continuous improvement even in the areas where we are already excelling.

As we continue to grow as a team, so does the participation rate in our employee engagement survey which increased this year to 82%.

This year we saw increased scores in the themes of feedback and teamwork. Our people say they know how their work contributes to their team's success, they have autonomy to perform their roles well and that they feel comfortable providing upward feedback. Work life blend and wellbeing was another highly rated area, with team members saying they can take time out from work when needed and that they are supported if they want to make use of flexible working.

In FY25, our team members completed more than 55,000 hours of training. In terms of external learning platforms, we saw an increase in usage of the Pluralsight platform, which offers tech and professional skill development aimed at software developers and IT professionals. Whilst the total average hours of formal training per employee declined slightly during the period, the number of hours spent by our team members accessing our Festival of Learning series grew by over 60%, reflecting a shift towards peer-to-peer learning. The Festival of Learning, now in its second year, highlights experience and skills within the business and amplifies this to support knowledge transfer across our global business. This year's program spotlighted subject matter experts across a range of technical and broader business topics, which helps our people not only keep up with technical developments, but network and know who they can reach out to for advice and input. The series also brought together teams around the world working on similar challenges, fostering collaboration and shared problem-solving.

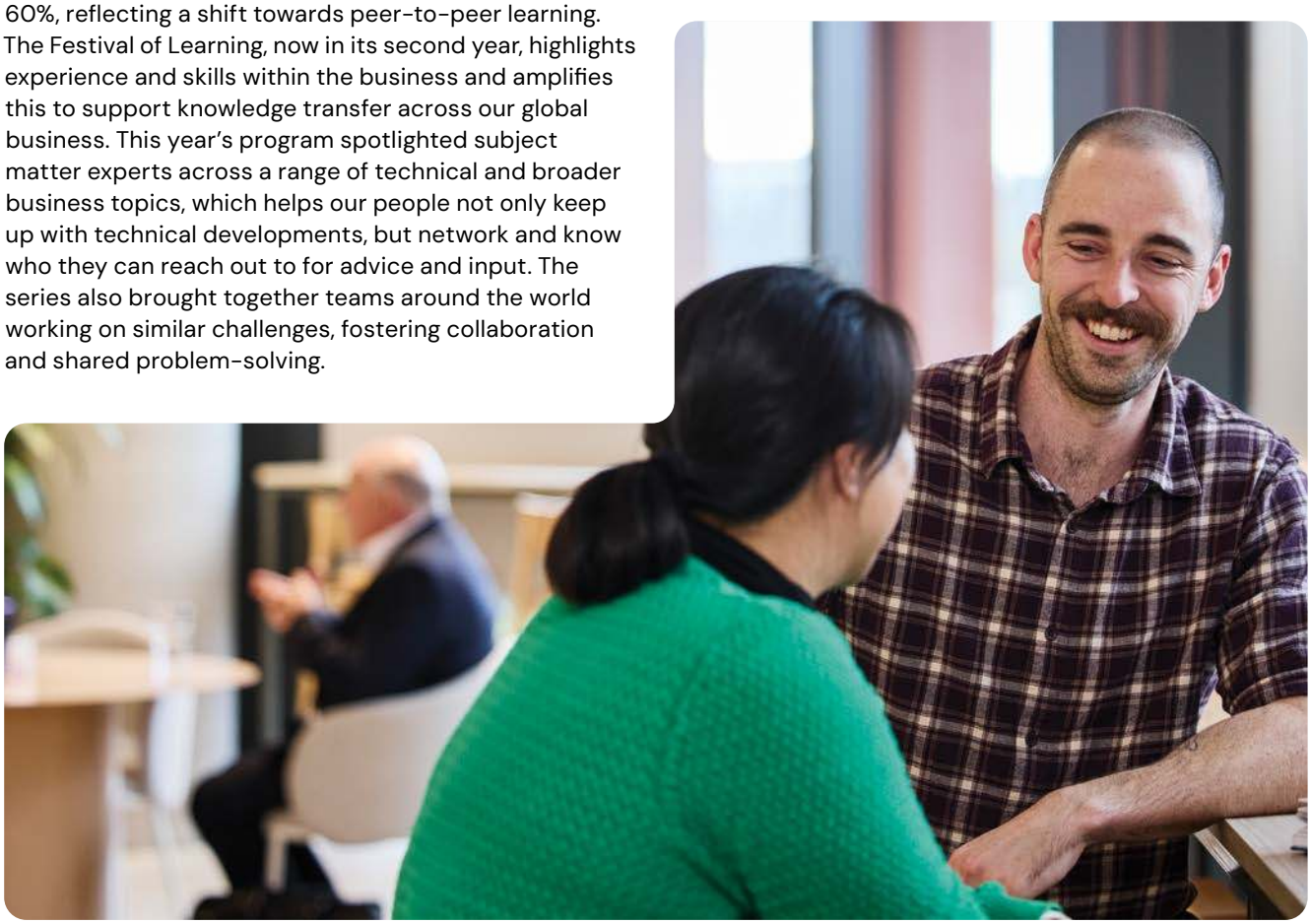
We believe that learning is a lifelong journey. When new developers join WiseTech, they rotate through three different teams during their first six months. While learning about our business and finding the area best suited to their skills and abilities, our rotators are mentored by experienced developers. This year, 220 team members signed up to be mentors to over 600 team members in our rotations program, an 18% increase on FY24.

Employee equity

Remuneration plays an important role in attracting and retaining talent. Our remuneration strategy is aligned with our mission to attract, retain, and motivate top talent while fostering a culture of ownership and value creation. To learn more about our remuneration framework, please read our Remuneration Report.

WiseTech's employee equity program offers a comprehensive suite of equity-based incentives, including annual remuneration equity, performance bonuses, and participation in the Invest As You Earn (IAYE) program. These initiatives aim to not only reward current performance but also encourage long-term loyalty and accountability among employees.

At 30 June 2025, over 90% of our global workforce hold WiseTech equity in the form of shares or share rights.



Diversity and inclusion

Gender equality is an important part of attracting and retaining the best talent available to create the products that solve critical problems for our customers.

As an ASX-listed entity, to follow the ASX Corporate Governance Principles we have set short term targets for the representation of women on our Board, in senior management and across our organization. In FY25, our gender targets were to reach 30%+ representation of women on our Board, 30%+ of senior managers and 30%+ of our workforce.

For the year ended 30 June 2025 women represented 30% of our overall workforce, a 2% decrease from FY24. We did not meet our other two gender diversity targets. The proportion of female senior managers declined to 29% (from 31% in FY24), and the percentage of women on our Board fell to 17% following Board renewal. As of 1 July 2025, we appointed two new non-executive Directors to the Board including one female Director, Sandra Hook, bringing our Board gender representation closer to our target. The Board continues to interview additional candidates, with a view to appointing one or more additional independent non-executive directors by 31 December 2025. We recognize there is work to be done to improve gender representation, yet we believe our current levels of women in our workforce compares well to other technology companies and are relatively positive in the context of both the logistics industry and technology for business-to-business software.

Low representation of women in software engineering continues to present challenges to increasing the number of women working at WiseTech. Our education programs are designed as a root cause intervention to address this. Our Earn & Learn program gives students entering their first year of university a full-time, paid job as a software developer while also supporting them through a four-year computer science degree. Representation of women currently in the program was 28% as at 30 June 2025, which is well above the representation of women enrolled in information technology degrees in Australia[1], and higher than in WiseTech's current overall technical workforce (22%). Read more about this program in the education section of this report.

We are committed to support all genders at WiseTech in having a fair and equitable experience. For the second year running we were pleased to achieve a 100% return to work rate for both men and women following parental leave. Additionally, during FY25, men made up a higher proportion of our part-time workforce than the prior period, a trend we will continue to monitor.

During the period, we undertook initiatives to attract and retain female talent across our business. There is a dedicated budget to support leaders in addressing identified pay equity gaps.

As part of the 2025 remuneration review, guidance for People Leaders included content on managing bias in pay decisions, as well as the distinction between the gender pay gap and gender pay equity. Our work to define role progression and career paths for thought leadership and people leadership skillsets across our core teams continued, which supports internal opportunities for everyone at WiseTech to grow.

To mark International Women's Day, two regional webinars took place on the theme of Championing Women in Tech, where team members shared their perspectives on fostering inclusion in the technology sector. We also saw the emergence during the year of two grassroots communities: the EMEA Women@ WTG Group and Sydney-based Women in Software Engineering (early-mid career) group. These peer-led groups were established by team members to support networking, knowledge-sharing and community-building amongst our female software developers.

During the period, to support our shift toward recruiting experienced industry professionals, we launched the 'Product Leaders, Industry Shapers' series on LinkedIn, profiling several of our Product Managers. The campaign intentionally highlighted female leaders to help position WiseTech as an attractive workplace for prospective talent.

In accordance with Australia's Workplace Gender Equality Act 2012, WiseTech reports data related to gender and its Australian workforce annually to the Workplace Gender Equality Agency (WGEA). Our Gender Pay Gap Report sets out the action we are taking to challenge the status quo in our sector and accelerate change to address the gender pay gap. It is available at wisetechglobal.com/investors/esg/people/#diversity

Health, safety and wellbeing

At WiseTech, safety is everybody's responsibility.

We're committed to providing a safe workplace for our people and we take safety in the workplace seriously. To read more about our approach to health, safety and wellbeing, visit the Sustainability section of our website.

This year, we further developed our Workplace Health and Safety (WHS) system in alignment with ISO 45001. We continued to review WHS risk factors, including physical and psychosocial safety risks, and worked to strengthen controls for these risks. We completed office risk assessments and hazard identification in key locations and developed a global event risk assessment approach for events that are held externally. Incidents and hazards identified during the reporting period have been investigated and closed. These were of low severity, which is consistent with the type of work we undertake and the risk level. We continue to monitor the regulatory landscape, and report to the Board on a regular basis on a range of WHS topics metrics to ensure that they remain informed and actively engaged in WHS.

1 Australian Government STEM Equity Monitor, Higher education data 2023.

"It's a place where smart people collaborate. I've never felt more respected or more heard. I've never had goosebumps talking about my job, until now. At WiseTech, I'm doing the most important work of my life." – Fiona Georgakopoulos, Product Manager

We remain focused on providing health and safety training for our people. Our team members are required to complete annual refresher awareness training on WHS. This training focuses on WHS basics, eliminating hazards and risks and incident response processes. As at 30 June 2025, 99% of our team members globally have completed this training. We have continued the development of our WHS risk framework this year – covering both physical and psychological safety. We also offer first aid and emergency response training, as well as Mental Health First Aid Officer training in Australia.

Wellbeing continues to be a focus for WiseTech. WiseTech offers team members a subscription to a mindfulness, meditation, and relaxation app which can be used to enhance mental fitness. This is part of our commitment to providing the resources and tools to develop ourselves and practice self-care. The Keep subscription is offered to team members in China and Taiwan, and a Calm Premium subscription is offered to those in all other locations.

We continued to provide access to our global EAP which is available 24/7 to support our people and members of their immediate household, with free counselling, legal and financial consultation, and crisis intervention services.

This year, events were held at our Australian offices to take time out for genuine conversations with colleagues over morning tea to recognize R U OK? Day in Australia, an annual national campaign in Australia in support for mental health and suicide prevention. Globally, we partnered with our Employee Assistance Program (EAP) provider to deliver a series of virtual workshops covering topics from developing healthy habits while working from home to how to fuel your body with nutrition. We celebrated World Mental Health Day with a virtual meditation session and shared mental health resources and information via our global team newsletter.

We constantly seek ways to expand and improve communication, consultation and participation with our team members, health and wellbeing, and in addition to the events and training, this year we launched a Speak Up platform and added new questions in the annual engagement survey to better understand our team members' lived experience working at WiseTech, and identify areas for improvement. We believe anyone can talk to anyone at any time for any reason. We want all team members to feel comfortable speaking up, but we understand that there may be times when our team members may not feel comfortable speaking directly in all situations. We've created a Speak Up platform (via third party provider IntegrityCounts) to provide an alternative way for team members to communicate in these situations via a hotline, web report or via email – with a level of confidentiality that they choose.

Scope 2 market-based emissions down over

55%

from FY24

100%

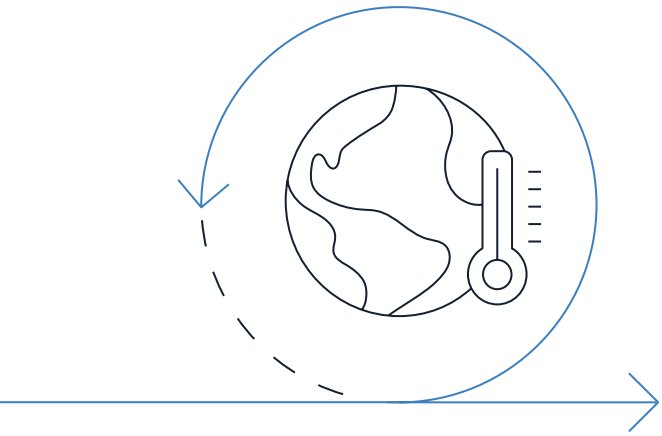
renewable electricity now purchased for our global headquarters

IMPACT PRIORITY

Net zero carbon

Objective: Our global operations are net zero carbon and our products support customers to reduce emissions from global logistics.

As a software solutions provider, WiseTech is not directly involved in the manufacture or physical transportation of goods. While our global environmental footprint is relatively small across our operations, we are committed to reducing our environmental impacts where they exist.



WiseTech recognizes that climate change is one of the greatest challenges of our time and is committed to taking action to reduce, and eventually eliminate, emissions from our operations. We have a net zero global operations ambition which we are working to reach over the coming years. The pathway to achieving this is through electrification and transitioning to clean energy sources. While we are in the process of transition we have voluntarily purchased and retired carbon credits equivalent to our Scope 1 and 2 emissions each year since 30 June 2022. We have procured carbon avoidance credits produced by land management projects in Australia and renewable energy generation in India and the United States. The offsets are sourced equally from these three countries, reflecting our largest sources of operational emissions. They include Australian Carbon Credit Units (ACCUs) under the Emissions Reduction Fund, Certified Emission Reductions (CERs) certified under the Clean Development Mechanism and Verified Carbon Units (VCS) issued under the Verified Carbon Standard respectively.

WiseTech is not subject to any legal or regulatory requirements to set climate-related targets. However, during the period we commenced work to explore targets, including assessing potential trade-offs and pathways. This work will continue through the year ahead and we expect to provide an update in our Sustainability report for the year ending 30 June 2026.

Our software is designed to provide users with tools to improve the efficiency of their global operations through optimizing their logistics routes. Our core product is CargoWise which is used by the world's leading freight forwarders to streamline, automate and manage the movement of goods around the world. The International Energy Agency estimates that freight transportation contributes approximately 8% of global greenhouse gas emissions, with warehousing and ports increasing this figure to 11%. The global supply chain industry is currently dominated by manual processes and inefficiencies, therefore digitization, visibility and automation can reduce time, distance and improve utilization of goods transportation.

Two new capabilities, the Greenhouse Gas Calculator and Container Transport Optimization, will help customers gain visibility of emissions from global transportation and reduce unnecessary travel in landside logistics. CargoWise's Greenhouse Gas Emissions Calculator is designed to help CargoWise users to track, report and ultimately reduce emissions. Container Transport Optimization is designed to address the under-utilization and sub-optimal scheduling of movements from and to the container terminal and transport equipment that supports container movements. Emissions reduction is anticipated to be a co-benefit alongside time and cost reduction as fewer trips means lower transport emissions.

Energy consumption

During FY25, our total operational energy consumption was 5,151 MWh, down 33% on FY24. This energy powered approximately 30 facilities[1] across 19 countries and territories and a small fleet of cars in Europe. The reduction in operational energy consumption was primarily due to reclassification of business activities within our emissions inventory, in line with the GHG Protocol. See the Emissions section for more information.

Electricity consumption, including purchased heating and cooling, remained the largest component of our overall energy usage. It accounted for 85% of our operational energy consumption this year. Remaining energy consumption derives from natural gas (8%), motor gasoline (5%) and diesel for vehicles and backup generators (2%).

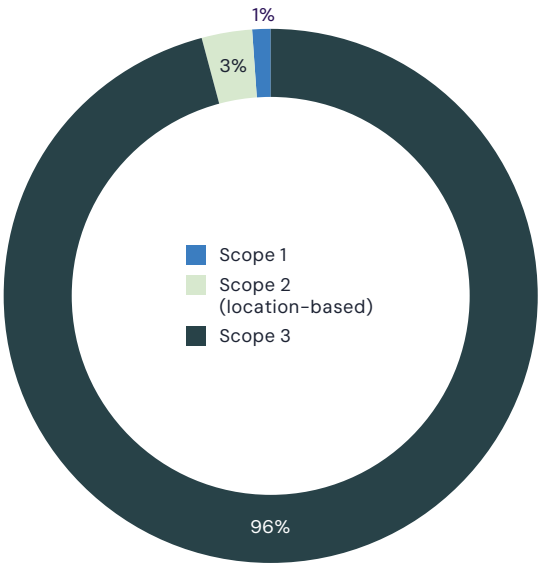
We recognize the best way to reduce our operational emissions is by moving to clean energy sources. In WiseTech's net zero pathway, transitioning to 100% low or no emissions electricity is the most critical step given electricity represents the largest source of our energy consumption. Progress towards this in the year ended 30 June 2025 included the purchase of 100% renewable electricity for our Sydney headquarters, beginning in the first half. We subsequently relocated to a newly developed A-grade 'Bourke and Bowden' building, which has achieved a Design Reviewed Target Rating of 5.5 Star under the NABERS energy rating system, Australia's government-backed building energy rating scheme. The building is now targeting an operational rating of the same level. It has also received a 5 Star Green Star Design Review rating and is targeting a 5 Star as-built certification. We continued to purchase 100% renewable electricity through Momentum, an energy retailer owned by Hydro Tasmania, Australia's largest generator of renewable energy.

This year, 22% of our global operational electricity use was from purchased renewable electricity.

1 Excludes facilities beyond operational control, such as co-working spaces and co-located data centers.

Emissions

FY25 GHG EMISSIONS (TCO_2E)

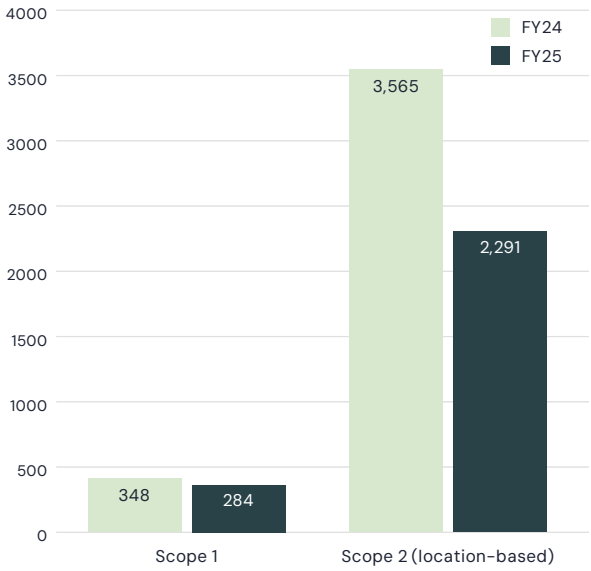


Emissions from operations (Scope 1 and Scope 2)

As a technology company, our carbon footprint is small, relative to other industries. Within this, the emissions we directly control represent just 4% of WiseTech's total absolute gross emissions.

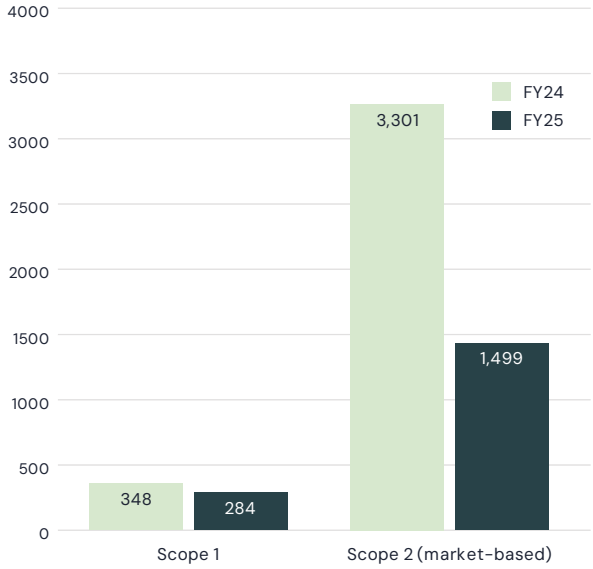
This year, our operational emissions intensity[1] continued its downward trend. As our business continued to grow, operational emissions intensity reduced from 5.34 tCO_2e per USD$M revenue in FY24 to 2.23 tCO_2e in FY25.

SCOPE 1 & 2 (LOCATION-BASED) GHG EMISSIONS (TCO_2E)

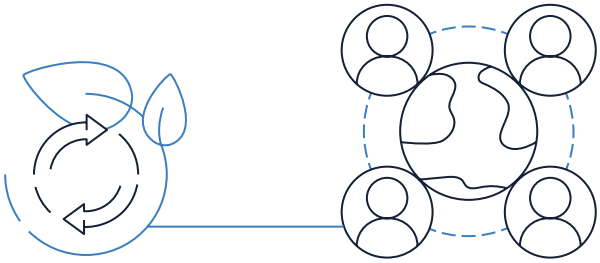


Scope 1 and 2 emissions reflect emissions from our operations. Nearly 90% of our absolute operational emissions are Scope 2, arising from electricity consumption and based on the average emissions intensity of the grid in regions where we operate. In FY25 Scope 2 (location-based) emissions fell by 36%. The majority of this reduction is attributed to the reclassification of emissions associated with co-located data centers to Scope 3 (category 8), in line with the GHG Protocol. Following engagement with our data center partner, emissions associated with co-located data centers were moved from Scope 2 to Scope 3 to avoid reporting emissions under the same scope by two entities. WiseTech uses both directly controlled and co-located data centers, with associated emissions split over Scope 2 and Scope 3 metrics.

SCOPE 1 &2 (MARKET-BASED) GHG EMISSIONS (TCO_2E)

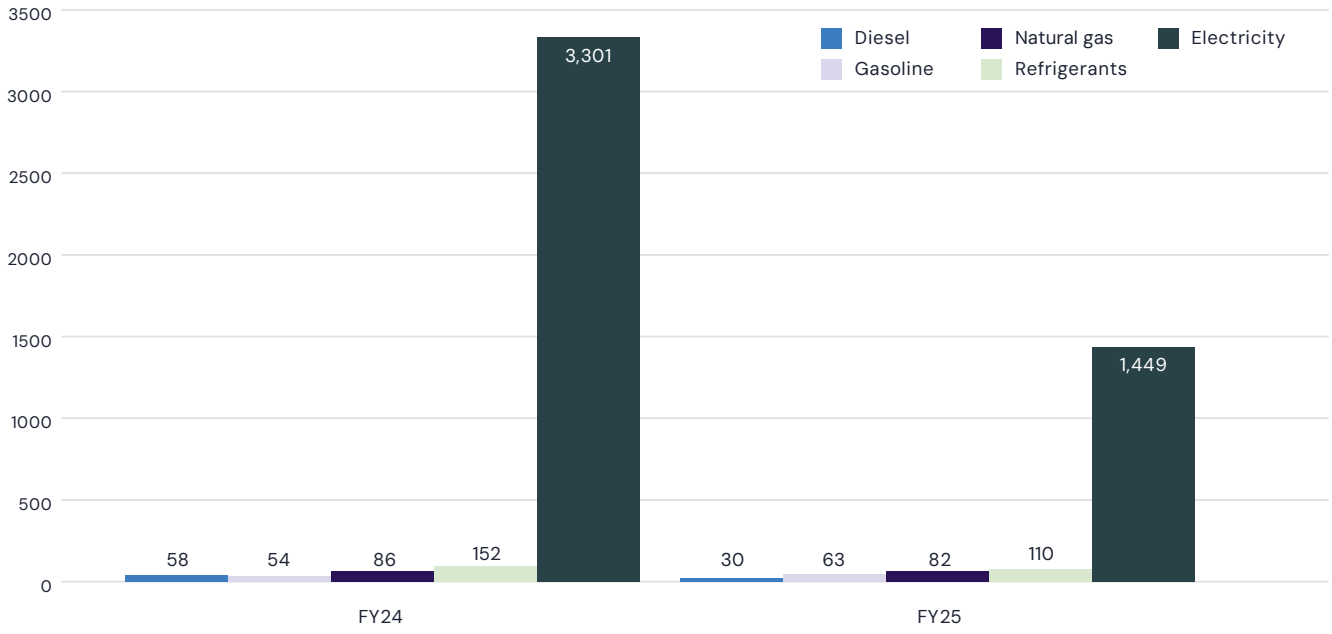


WiseTech also measures Scope 2 emissions using a market-based methodology to reflect emissions from purchased renewable electricity. Our Scope 2 (market-based) emissions were 1,449 tCO_2e, down over 55% from the year ended 30 June 2024. The larger decrease compared to the location-based metric reflects the purchase of GreenPower for 100% of electricity consumption at our Sydney headquarters part way during the year. GreenPower is an Australian government accreditation for renewable energy. WiseTech's primary metric for measuring Scope 2 emissions is the market-based approach as it reflects the impact of renewable energy purchases and supports progress toward our Net Zero ambition.



1 Scope 1 and 2 (market-based) tCO_2e per $M dollar (USD) of revenue generated.

SCOPE 1 & 2 (MARKET-BASED) GHG EMISSIONS BY SOURCE (TCO_2E)

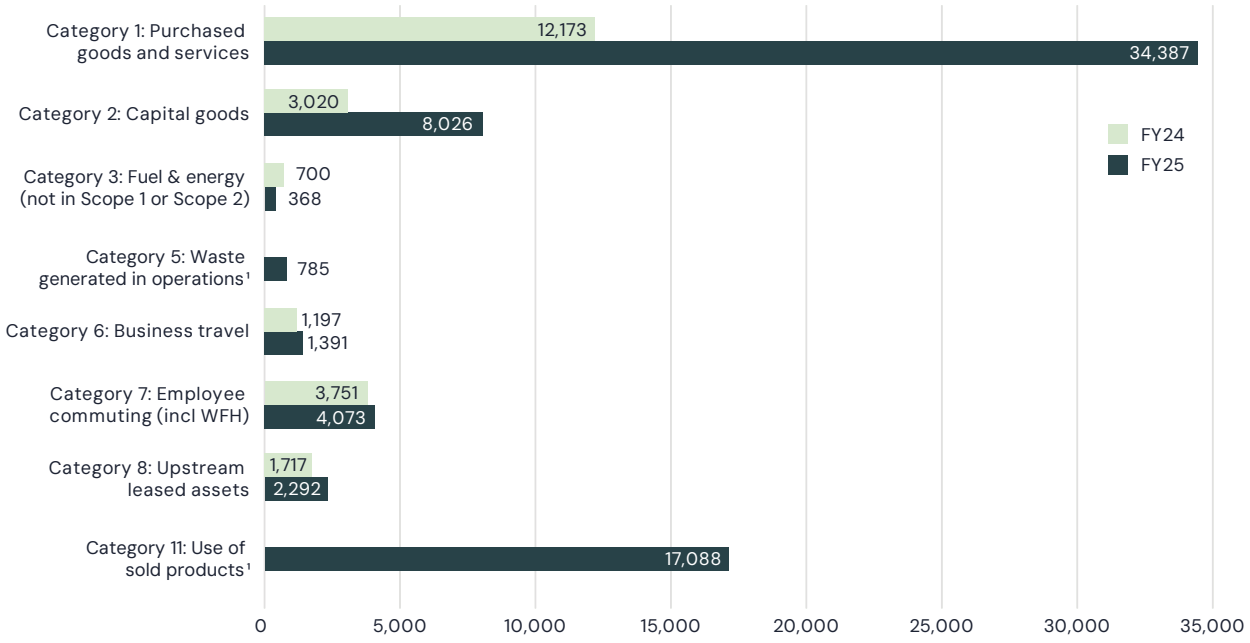


Emissions from our value chain

Scope 3 emissions are the emissions beyond electricity that occur outside our operations and are indirectly influenced by our business activities. WiseTech's total Scope 3 emissions increased this year due largely to a shift to a new source of emission factors and an increase in the number of Scope 3 categories reported.

WiseTech's value chain emissions (Scope 3) boundary is determined through a third-party reviewed assessment of all 15 Scope 3 categories and their relevance to WiseTech. We prioritize categories that are expected to generate significant emissions, offer meaningful opportunities for reduction, and most relevant to our business goals following GHG Protocol guidance.

This year we continued to develop and refine our Scope 3 emissions inventory, with Use of sold products (category 11) and Waste generated in operations (category 5) reported for the first time. This reflects continuous improvement in our emissions reporting and closer alignment to the GHG Protocol's principles of accuracy and completeness. Categories 4, 9, 10 and 12–15 have been deemed not relevant to WiseTech and are not reported.



1 Category not reported in FY24.

WiseTech's Scope 3 emissions are primarily associated with our upstream value chain, typical for most businesses in the software industry. Our largest source of Scope 3 emissions are emissions associated with operating and capital expenses, comprising over 60% of our Scope 3 emissions.

Combined category 1 and 2 emissions increased by over 150%. Whilst the underlying operating and capital expenditures used to calculate these emissions grew 20% year-on-year, the significant increase in reported emissions is due to change in the provider of emission factors used to convert operational and capital expenditures into tonnes of carbon equivalent. This year WiseTech adopted EXIOBASE v3.10 in place of the IELab dataset used in the previous year, in order to improve the accuracy of emissions estimation associated with the products and services we procure.

EXIOBASE emission factors are higher than those provided by IELab. They are derived from a multi-regional input-output model, which captures both direct and upstream emissions associated with global production and trade. In contrast, IELab's dataset primarily reflects emissions occurring within Australia by using domestic input-output and national emissions data. Given WiseTech's global operations and procurement, which includes goods produced through complex international supply chains, EXIOBASE emission factors offer a more appropriate basis for estimating emissions through a spend-based methodology.

While hybrid factors were applied for some significant suppliers using publicly available emissions and revenue data, over 90% of emissions in these categories were calculated using industry-average factors based on the purchasing country or region, leading to a conservative calculation. We intend to explore opportunities to incorporate more primary data in future reporting years, such as data about or directly from our suppliers, reducing reliance on less accurate secondary sources.

Our only downstream category of emissions relates to the use of our software, which represents 25% of Scope 3 emissions. We reported this category for the first time this year. This includes estimated laptop energy usage by CargoWise users and server energy usage for the proportion of customers who are self-hosted. Emissions from WiseTech's own servers are accounted for under Scope 3 (category 8) or Scope 2. This calculation is inherently conservative, as it attributes the full estimated energy usage of a device during active use to our CargoWise application, regardless of other concurrent activities by the user. We will continue to review and refine data inputs and assumptions in future reporting periods.

See our Performance data tables on page 64 for our GHG inventory.

This year, we continued to offset 100% of our Scope 1 and 2 market-based emissions. For details on our approach and the types of credits used, see page 58.

WiseTech isn't just a software company – it's redefining logistics. By integrating order management, freight forwarding, customs, and warehouse management into a single, intelligent platform, we're helping businesses move away from fragmented processes and toward a more connected, automated, and efficient supply chain. And that's incredibly exciting to be a part of.

Maggie Li
Product Manager, WiseTech Global

FY25 Performance data tables

The data selected and reported in the Sustainability report allows stakeholders to assess WiseTech's sustainability performance in key areas for our business.

The data covers the performance and activities of WiseTech Global Limited and its controlled entities for the year ended 30 June 2025. This data includes part year contributions from Singeste, BSM Global Pty Ltd, ImpexDocs, Editrade S.A. and Opentecnologia, which were acquired during the reporting period.

Our data set is informed by the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) Software & IT Services Standard. See the GRI & SASB Index on our website for more detail - wisetechglobal.com/investors/esg/.

Percentages may not add due to rounding.

People

Metric	FY2025			FY2024		
Total employees[1]		3,638			3,494	
	M	**W**	**N-B**[2]	**M**	**W**	**N-B**
Employment type[3]						
Permanent workforce	2,347	1,060	6	2,206	1,063	5
Temporary workforce	177	43	0	171	36	0
Full time or part time[3]						
Full time	2,474	1,033	6	2,329	1,022	5
Part time	50	70	0	48	77	0
Contractors						
Contractors[3]	34	17	1	57	18	1
Gender						
Total workforce by gender	69%	30%	0%	68%	32%	0%
Board by gender	83%	17%	0%	57%	43%	0%
Senior managers by gender[4]	70%	29%	1%	69%	31%	1%
Function						
Product design and development		2,344			2,178	
% workforce		64%			62%	
	M	**W**	**N-B**	**M**	**W**	**N-B**
By gender	77%	23%	0%	76%	24%	0%
Technical and product support		492			512	
% workforce		14%			15%	
	M	**W**	**N-B**	**M**	**W**	**N-B**
By gender	57%	43%	0%	56%	44%	0%
General and administration		623			591	
% workforce		17%			17%	
	M	**W**	**N-B**	**M**	**W**	**N-B**
By gender	52%	48%	0%	52%	48%	0%
Sales and marketing		179			213	
% workforce		5%			6%	
	M	**W**	**N-B**	**M**	**W**	**N-B**
By gender	68%	32%	0%	66%	34%	0%

Region[5]						
Total Asia Pacific		2,362			2,237	
	M	**W**	**N-B**	**M**	**W**	**N-B**
Permanent	1,469	673	6	1,358	679	5
Temporary	171	40	0	156	31	0
Contractors	21	14	1	32	15	1
Full time	1,620	676	6	1,492	668	5
Part time	20	37	0	22	42	0
Total Europe, Middle East and Africa (EMEA)		645			662	
	M	**W**	**N-B**	**M**	**W**	**N-B**
Permanent	468	169	0	466	175	0
Temporary	6	2	0	14	5	0
Contractors	8	0	0	15	1	0
Full time	446	145	0	456	151	0
Part time	28	26	0	24	29	0
Total Americas		631			595	
	M	**W**	**N-B**	**M**	**W**	**N-B**
Permanent	410	218	0	382	209	0
Temporary	0	1	0	1	0	0
Contractors	5	3	0	10	2	0
Full time	408	212	2	381	203	0
Part time	2	7	0	2	6	0
Age						
Total workforce						
<30 years		23%			26%	
30–50 years		62%			59%	
>50 years		15%			15%	
Board						
<30 years		0%			0%	
30–50 years		0%			0%	
>50 years		100%			100%	
Senior leadership team[6]						
<30 years		0%			0%	
30–50 years		50%			47%	
>50 years		50%			53%	
Technical workforce						
<30 years		27%			30%	
30–50 years		60%			58%	
>50 years		12%			12%	

1 Based on a 'point in time' snapshot of employees as at 30 June 2025. Includes permanent and temporary full time and part time employees. Excludes contractors.

2 The reported non-binary gender throughout data tables includes non-binary team members, team members whose gender identity falls outside of the gender binary and team members who do not have a gender.

3 Excludes team members who opted not to disclose their gender and those whose gender is not captured in our HRMS.

4 Senior managers are determined by assessing the role, scope and responsibilities of managers with reporting level CEO-1 and CEO-2.

5 Region totals reflect the number of employees in each region. Sub totals will not sum to the region total because (i) contractors are not employees and (ii) gender data excludes team members who opted not to disclose their gender or gender is not recorded in our HRMS.

6 Includes Executive Directors. For a list of our Senior Leadership team visit the WiseTech website www.wisetechglobal.com/investors/our-leadership-team/

Recruitment and retention						
Total new hires[7]		**354**			**617**	
	M	**W**	**N-B**	**M**	**W**	**N-B**
New hires	252	101	1	418	191	1
% total workforce	7%	3%	0%	12%	5%	0%
New hire by age group						
<30 years	96	40	1	207	114	1
30–50 years	149	56	0	194	74	0
>50 years	7	5	0	17	3	0
New hire by region						
Asia Pacific	221	86	1	351	167	1
EMEA	17	8	0	34	12	0
Americas	14	7	0	33	12	0
Turnover[8]						
Total turnover		11%			8%	
Voluntary turnover		7%			6%	
Involuntary turnover		4%			2%	
Turnover by gender	**M**	**W**	**N-B**	**M**	**W**	**N-B**
% total turnover	6%	4%	0%	5%	2%	0%
Turnover by age group						
<30 years		4%			2%	
30–50 years		5%			4%	
>50 years		1%			1%	
Turnover by region						
Asia Pacific		8%			4%	
EMEA		1%			1%	
Americas		2%			2%	
Parental leave						
Employees eligible for Parental leave		3,638			3,494	
	M	**W**	**N-B**	**M**	**W**	**N-B**
Parental leave return to work rate	100%	100%	N/A	100%	100%	N/A
Employee equity						
% of employee equity ownership[9]		92%			88%	
% of eligible employees enrolled in Invest As You Earn (IAYE)[10]		21%			18%	
Learning and development						
Total average training hours		15			16	
	M	**W**	**N-B**	**M**	**W**	**N-B**
Total average training hours per employee[11]	14	13	14	16	13	35

7 Excludes team members joining WiseTech from acquired businesses, contractors and Non-Executive Directors.

8 Excludes contractors and Non-Executive Directors. Average headcount over the financial year is used to determine turnover. Voluntary turnover measures team members that left WiseTech at the end of a fixed term contract or resigned. Involuntary turnover measures team members who left due to dismissal, mutual termination, redundancy or retirement.

9 Includes remuneration equity, bonus equity, sales commission paid in equity, Invest As You Earn (IAYE) share rights and shares that vested from share rights. As at 30 June.

10 12 month calendar year data per IAYE program schedule.

11 Excludes team members who opted not to disclose their gender, those whose gender is not captured in our HRMS or those where gender was not recorded during training.

Environment

Metric	FY2025	FY2024
Greenhouse Gas (GHG) emissions[1]		
Total absolute gross emissions (tCO_2e)		
Scope 1	284	348
Scope 2 (location-based)	2,291	3,565
Scope 3[2]	68,408	22,557
Total carbon emissions by source (tCO_2e)		
Scope 1 emissions	**284**	**348**
Stationary fuels	83	88
Natural gas	82	86
Diesel	1	2
Transport fuels	92	109
Motor gasoline / Petrol	63	54
Diesel	29	56
Refrigerants	110	152
Scope 2 emissions[3]		
Scope 2 (location-based)	2,291	3,565
Electricity	2,248	3,497
Purchased heating and cooling	43	67
Scope 2 (market-based)	1,449	3,301
Electricity	1,388	3,221
Purchased heating and cooling	61	80
Scope 3 emissions	68,408	22,557
Category 1: Purchased goods and services[4]	34,387	12,173
Category 2: Capital goods[5]	8,026	3,020
Category 3: Fuel and energy related activities not included in Scope 1 or Scope 2	368	700
Category 5: Waste generated in operations[6]	785	N/A
Category 6: Business travel[7]	1,391	1,197
Category 7: Employee commuting (including work from home emissions)[8]	4,073	3,751
Category 8: Upstream leased assets[9]	2,292	1,717
Category 11: Use of sold products[10]	17,088	N/A
Carbon Offsetting (tCO_2e)		
Total offsets retired[11]	1,733	3,649
Energy		
Total energy consumption (MWh)		
Total indirect and direct energy (MWh)	5,151	7,658
Indirect energy (MWh)		
Electricity	4,228	6,604
Purchased heating and cooling	141	135
Direct energy (MWh)		
Natural gas	405	474
Diesel	121	225
Motor gasoline / Petrol	257	220
Waste		
E-waste recycled (Kg)	8,379	2,497
E-waste refurbished (Kg)	N/A	1,336

1 Emissions are measured in accordance with the GHG Protocol Corporate Standard and GHG Protocol Corporate Value Chain Standard. Where available, actual primary data is used to calculate Scope 1 and 2 emissions. Where not available, activity data is modelled using average-consumption (kwh), prior year performance data or proxy data. Scope 3 emissions are calculated using both primary and secondary data.

2 FY25 Scope 3 categories: 1–3, 5–8, 11. FY24 Scope 3 categories: 1–3, 6–8

3 Scope 2 indirect emissions from purchased electricity, heating and cooling and electricity used to charge vehicles. The location-based method uses the average emissions intensity of the local electricity grid. The market-based method takes into consideration contractual instruments, direct contracts, energy certificates, and tariffs from specific suppliers or sources, such as renewable energy or green power products. Emission factors applied to activity data in FY25 to calculate Scope 2 metrics were as follows:

Year published	**Emissions factor source** (same source for Location-based and Market-based unless otherwise indicated)		**Region**
2024	Carbon Footprint		Argentina, Brazil, Canada, Chile, China, Colombia, Hong Kong, India, Israel, Japan, Malaysia, Mexico, The Philippines, Singapore, South Africa, South Korea, Taiwan, Turkey, Uruguay, United Arab Emirates
2024	DCCEW		Australia
2024	AIB		Austria, Belgium, Finland, France, Germany, Ireland, Italy, Netherlands, Norway, Poland, Portugal, Spain, Sweden, Switzerland
2024	Location-based: EPA	Market-based: Carbon Footprint	United States
2024	Location-based: DEFRA	Market-based: AIB	United Kingdom

4 FY25 metric uses EXIOBASE v3.10 emission factors for spend-based method. FY24 metric uses IELab 2021 (Forecast) emission factors for spend-based method. Hybrid-method used for key vendors using publicly available emissions and revenue data for less than 10% of operating expense emissions.

5 FY25 metric uses EXIOBASE v3.10 emission factors for spend-based method. FY24 metric uses IELab 2021 (Forecast) emission factors for spend-based method. Hybrid-method used for key vendors using publicly available emissions and revenue data for less than 5% of capital goods emissions.

6 Reported for first time in FY25. Input data is 100% estimated HQ landfill data, extrapolated based on FTE to all offices under WiseTech's operational control. Emission factors: DCCEEW, 2024. Waste-type specific and waste treatment-specific methods used.

7 Flights and hotels booked through WiseTech's travel provider. Hire car/taxi emissions on a spend-basis. Emission factors: DESNZ and DEFRA, 2024 and Cornell Hotel Sustainability Benchmarking Index.

8 Team members surveyed in April 2025 to sample working patterns and commuting habits and uplifted to account for full FTE. Average-data, Distance-based and Fuel-based methods used. Market-based EFs utilized where available. Home working emissions calculated based on the Homeworking Emissions Whitepaper by EcoAct (2020).

9 Emissions associated with energy use in facilities where WiseTech does not have operational control, such as co-working spaces. Emissions primarily estimated based on floor space or FTE data. Includes base-building energy usage for facilities under operational control. From FY25 this is applied as a 20% uplift ratio based on actual base building data known for Bangalore facility. From FY25 includes emissions from co-located data centers.

10 Reported for first time in FY25. Direct-use phase emissions formula applied and adapted for software as follows: (Annual energy consumption of software by user) x (Number of users) x (global location-based emission factor for electricity). Annual energy consumption of software by user comprises estimated energy consumption from the user's computer running CargoWise, which conservatively assumes 100% of computer usage load attributed to CargoWise, and estimated energy consumed by self-hosted customers' servers based on WiseTech server as proxy.

11 Scope 1 and 2 (market-based) emissions voluntarily offset with carbon credits annually since FY22. For more information see the Net Zero section of report.

70

Board of Directors

Board of Directors

Richard White Executive Chair & Chief Innovation Officer

Richard founded WiseTech Global and was Chief Executive Officer and Executive Director up until October 2024. He was appointed Executive Chair in February 2025. Richard has more than 35 years of experience in software development, embedded systems and business management, and over 30 years of freight and logistics industry experience. Prior to founding WiseTech Global, Richard was founder and managing director of Real Tech Systems Integration (a provider of computer consulting and systems integrations services) and CEO of Clear Group (a distributor of computer-related equipment).

Richard holds a Master of Business in Information Technology Management from the University of Technology Sydney (UTS). Richard is a UTS Luminary and a Fellow of UTS.

Andrew Harrison Lead Independent Director

Andrew joined the Board in March 2025 after previously having served as a Director of the Company from July 2015 and as Chair from September 2018 to 31 March 2024. Andrew is an experienced company director and corporate adviser who has held executive roles and non-executive directorships with both public and private companies. He was the chief financial officer of Seven Group Holdings and group finance director of Landis+Gyr, and has been a director of ASX-listed companies Estia Health Limited (November 2014 to October 2018), IVE Group Limited (November 2015 to November 2018), Xenith IP Limited (October 2015 to September 2018) and Bapcor Limited (March 2014 to February 2021), as well as of Alesco Limited, Moorebank Intermodal Company Limited and Vend Limited.

Andrew holds a Bachelor of Economics from The University of Sydney and a Master of Business Administration from the Wharton School at the University of Pennsylvania. He is a Chartered Accountant.

Christopher Charlton Independent Non-Executive Director

Chris joined the Board in March 2025. Chris brings over 35 years' global logistics expertise across customs and international trade, with the last 26 years at United Parcel Service (UPS), where he held various senior management positions. Chris's tenure at UPS culminated in his appointment as Vice President – Asia Pacific Customs Brokerage, a role he held from January 2019 until his retirement in April 2024. In this role, Chris led the customs brokerage and compliance functions across UPS' Asia Pacific region, contributing significantly to its operational excellence and regulatory adherence. Prior to joining UPS, Chris held customs-related roles at Mayne Nickless Logistics and Michael Bowen & Associates. Chris is a licensed Australian Customs Broker and has held many positions on logistics and trade industry organizations including the World Custom Organization (APAC Regional Private Sector Group), Australian Border Force (National Consultative Committee) and the Singapore Customs Advisory Board.

Chris holds an Australian Customs License and has an MBA from the Australian Institute of Business.

Michael Gregg Independent Non-Executive Director

Mike joined the Board in February 2025. Mike is a founding partner of Shearwater Capital which invests in founder-led businesses with a specific focus on high growth technology companies. Mike was previously an independent Non-Executive Director of WiseTech Global from 2006 until 2022. Over his 17-year tenure on the Board, Mike developed an extensive understanding of WiseTech's business and its growth strategy. Previously, Mike was the managing director of the former ASX-listed Health Communication Network Limited and has held senior executive positions across the telecommunications, transport and retail sectors. He is one of the founders of Great Southern Land Conservancy and a founder and director of Mulberry Racing and GGX Software.

Mike holds a Bachelor of Science from the University of Sydney, an MBA from the Australian Graduate School of Management and is a Graduate of the Australian Institute of Company Directors.

Maree Isaacs Executive Director, Co-founder and Head of License Management

Maree co-founded WiseTech Global with Richard White in 1994 and has been an Executive Director since 1996. One of Australia's most successful female tech founders, Maree has more than 30 years of senior executive experience across the logistics, supply chain and technology industries. Her extensive knowledge across business and administrative operations, account management, customer service, and quality assurance has been instrumental in WiseTech's rapid growth and in driving a productivity-first approach.

Maree is Head of License Management and is also a Company Secretary at WiseTech Global. Prior to co-founding WiseTech Global, Maree worked at Real Tech Systems Integration and Clear Group.

Sandra Hook Independent Non-Executive Director

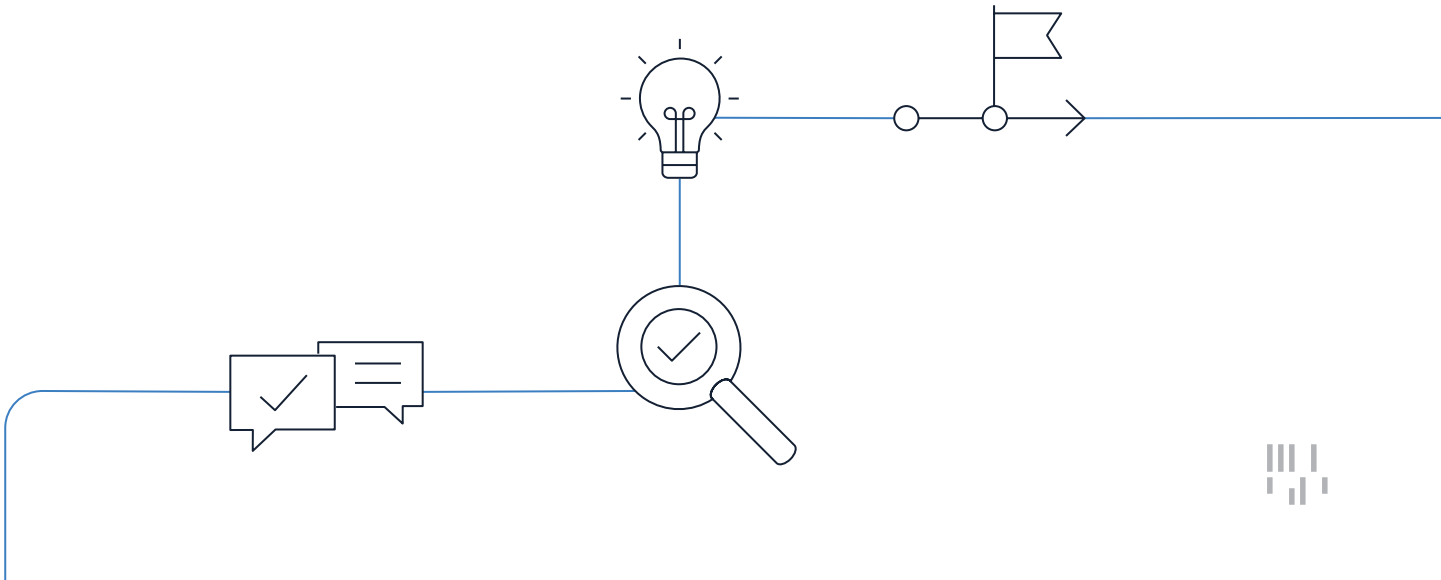
Sandra joined the Board in July 2025. Sandra is an experienced Chair and Non-Executive Director with deep expertise in governance, transformation, and growth. She brings over 30 years of executive and board leadership across media, technology, communications, and services. Her executive roles have included CEO, COO, GM and Marketing Director for divisions of leading media organizations such as News Limited, Foxtel, and Fairfax, where she steered businesses through digital disruption, M&A, and structural change. Since 2012, Sandra has served on listed, private, and government boards across sectors including SaaS, tech services, medtech, education, marketing, R&D, and internet governance.

Sandra is currently Chair of NextED Group (ASX: NXD) (since September 2021) and a Non-Executive Director at IVE Group Ltd (ASX: IGL) (since May 2016), auDA, and End Food Waste CRC. Sandra's previous directorships include MedAdvisor Ltd (ASX: MDR) (January 2016 to November 2024).

Roberto Castaneda Independent Non-Executive Director

Rob joined the Board in July 2025. Rob brings deep technology experience to the Board, with particular expertise in the areas of digital transformation, innovation and the future of AI and automation. Based in Silicon Valley, he is the Founder and CEO of ServiceRocket, a global leader in tech-enabled services headquartered in Palo Alto, California. Since founding the company in Sydney in 2001, Rob has led its expansion across Southeast Asia, the UK, the United States and Latin America, delivering consistent year-on-year growth.

Rob holds a degree in Computer Science with Honors from the University of Technology Sydney (UTS), and in 2017 received the UTS Chancellor's Award for Excellence. In 2014, he was named one of Silicon Valley's best and brightest by the Silicon Valley Business Journal, and was personally recognized by President Barack Obama for his leadership in a global entrepreneurship initiative. He currently serves on the UTS North American Advisory Board and is a former President of the Entrepreneurs' Organization San Francisco chapter.



74

Corporate Governance Statement

Corporate Governance Statement

This statement explains how the Board oversees the management and corporate governance of WiseTech Global Limited (WiseTech Global or Company). The main principles and policies adopted by us are summarized below. Details of our key principles and policies and the charters for the Board and each of its standing committees are available on our website at: wisetechglobal.com/investors/corporate-governance

This statement is as at 8 October 2025 and has been approved by the Board of WiseTech Global (the Board).

ASX Recommendations

This Statement discloses the extent to which we have followed the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (4th edition) (ASX Recommendations) during FY25.

WiseTech Global complied with the ASX Recommendations from 1 July 2024 to 26 February 2025.

Four Independent Non-Executive Directors resigned with effect from 26 February 2025. Richard White was appointed to the Board as Executive Chair and Michael Gregg was appointed to the Board effective 26 February 2025. Accordingly, between 26 February 2025 and 30 March 2025, the Board was comprised of two independent Non-Executive Directors and two Executive Directors, and therefore did not meet ASX Recommendation 2.4 (which requires the Board to comprise a majority of independent directors). During this period, the composition of the Nomination Committee, Audit & Risk Committee and People & Remuneration Committee was also not in line with ASX Recommendations 2.1, 4.1, 7.1 or 8.1.

On 31 March 2025, two additional Independent Non-Executive Directors, Christopher Charlton and Andrew Harrison, were appointed to the Board. Andrew Harrison assumed the role of Lead Independent Director. Accordingly, from 31 March 2025 to the end of the reporting period, WiseTech complied with all ASX Recommendations other than ASX Recommendations 2.1 and 2.5.

ASX Recommendation 2.1 provides the chair of the Nomination Committee should be an independent director and ASX Recommendation 2.5 provides that the chair of the Board should be an independent director. From 26 February 2025 until the end of the reporting period, the Board and the Nomination Committee (which comprises all members of the Board) were chaired by Richard White (Executive Chair). The Board believes that Richard White is the most appropriate person to lead the Board given the exceptional knowledge and value that he, as Co-founder and Chief Innovation Officer, brings to strategy, product, customers and shareholders.

The Board continued its renewal program to ensure the appropriate composition of independent directors with the right skills to support WiseTech's future growth. Charles Gibbon retired as a Non-Executive Director effective 30 June 2025. Michael Gregg intends to retire as a Non-Executive Director prior to the Company's Annual General Meeting in November 2025. On 19 June 2025, the Board announced the appointment of Roberto Castaneda and Sandra Hook as Independent Non-Executive Directors effective 1 July 2025. The Board is continuing to interview additional director candidates, with a view to appointing one or more additional Independent Non-Executive Directors by 31 December 2025.

Our Governance framework

SHAREHOLDERS

Elect the Board to oversee management on their behalf and in the interests of all stakeholders

WISETECH GLOBAL LIMITED BOARD

Provides overall governance and oversight of management on behalf of shareholders and other stakeholders and ensures accountability.

The Board is led by the Executive Chair, who combines leadership of the Board with executive responsibilities to support delivery of strategy. The Lead Independent Director enhances the independent functioning of the Board.

AUDIT & RISK COMMITTEE

Oversees financial and corporate reporting, audit and risk management

NOMINATION COMMITTEE

Considers Board composition and succession planning

PEOPLE & REMUNERATION COMMITTEE

Oversees people practices and strategies and our remuneration and incentive framework

CEO

Responsible for the day-to-day management of WiseTech Global and the implementation of our strategy, reporting directly to the Board

SENIOR LEADERSHIP TEAM

Supports the CEO in running the business and delivering on our strategic objectives

Board composition

As of 30 June 2025, our Board comprised a total of six Directors — four independent Non-Executive Directors and two Executive Directors, including our Executive Chair.

Biographies of our Board members, including details of their qualifications, tenure and experience, can be found on pages 72 and 73 of our Annual Report 2025, and on our website at: wisetechglobal.com/investors/our-board-of-directors/

Board committees

The Board may, from time to time, establish appropriate committees to assist in performing its responsibilities. Three standing committees operated throughout FY25:

- the Audit & Risk Committee;
- the Nomination Committee (comprising all members of the Board); and
- the People & Remuneration Committee.

Please refer to the Directors' Report (page 126 of our Annual Report 2025) for further information regarding the Committee meetings, including the number of times each Committee met throughout the reporting period and the individual attendances of the Committee members at those meetings.

Corporate governance principles and policies

We have implemented a principles-based governance model whereby practical sets of principles are provided to guide behavior. These principles are designed to give direction on our approach to business conduct. More structured policies are implemented where appropriate.

You can find copies of our corporate policies and principles on our website at: wisetechglobal.com/investors/corporate-governance

Principle 1: Lay solid foundations for management and oversight

Responsibilities of the Board

The role of the Board is to approve the strategic direction of WiseTech Global and its controlled entities (the Group), guide and monitor the management of the Group in achieving its strategic plans, review, approve and monitor the Group's risk management systems across its businesses, and to oversee good governance practices. The Board is responsible for our overall corporate governance and oversees relevant internal controls, risk management processes and corporate governance principles, policies and practices, that are designed to promote the responsible management and conduct of the Group.

The Board has approved a Board Charter, which governs the operation of the Board, its role and responsibilities, composition, structure and membership requirements. A copy of the Board Charter is available on our website at: wisetechglobal.com/investors/corporate-governance/

Matters which are specifically reserved for the Board or its committees include:

- approving the Group's strategy, business plans and policies and monitoring the Group's performance, strategic direction and portfolio of activities and the associated risks;
- appointing the Chief Executive Officer (CEO) and approving the remuneration of, and overseeing the performance review of, the CEO;
- reviewing the remuneration of, and performance review of, WiseTech Global's executive team in conjunction with the CEO;
- reviewing and approving succession plans for the CEO and WiseTech Global's executive team;
- reviewing, approving and monitoring the Group's risk appetite within which the Board expects management to operate and the financial and non-financial risk management systems, including internal compliance and control mechanisms;
- approving the Annual Report and financial statements (including the Directors' Report and Remuneration Report) and any other published periodic reporting required by law, or under the ASX Listing Rules, to be adopted by the Board;
- approving and monitoring the progress of major capital expenditure, capital management and capital raising initiatives, acquisitions and divestments;
- approving the dividend policy of the Company and payment of dividends;
- overseeing the Group's accounting and corporate reporting systems and appointing, re-appointing or removing the Company's external auditors and approving the auditor's remuneration;

- approving and monitoring the effectiveness of the Group's system of corporate governance, including reviewing corporate policies and principles and monitoring their effectiveness;
- approving the Company's purpose, values, monitoring corporate culture and management's promotion of those values;
- approving the overall remuneration policy, including Non-Executive Director remuneration, Executive Director and senior executive remuneration and any executive incentive plans;
- overseeing the implementation and management of the Group's sustainability, and ESG strategy, policies, practices, performance, targets and initiatives, and monitoring the Group's sustainability risks and opportunities;
- considering the climate resilience of the Company's strategy and business model, and implications for the Company's financial position, financial performance and cash flows;
- determining the size, composition and structure of the Board and its committees, and the process for evaluating its performance;
- overseeing the management of WiseTech Global's interactions and communications with shareholders and the broader community; and
- reviewing the division of functions and responsibilities between the Board, Executive Chair, CEO and WiseTech Global's executive team.

The CEO reports directly to the Board and has full accountability for the performance and growth of the business, including leadership across operations, people, culture, governance, risk management, product delivery

and commercial performance. The CEO collaborates with and supports the Executive Chair with long-term product vision, innovation and strategic investment.

In carrying out management responsibilities, the CEO must report to the Board in a timely and clear manner and ensure reports to the Board present a true and fair view of our financial condition and operational results. The role of management is to support the CEO and implement the running of the general operations and financial business of WiseTech Global in accordance with the delegated authority of the Board.

Appointment of Directors

When any new Non-Executive Director is appointed, appropriate checks are conducted to determine whether the candidate has the capabilities needed, and is fit and proper to undertake the responsibilities of the role. On appointment, each Director receives a formal letter outlining the key terms, conditions and expectations of their appointment. Directors are elected and re-elected at each Annual General Meeting (AGM) in accordance with the Listing Rules and our Constitution.

Roberto Castaneda, Christopher Charlton, Andrew Harrison and Sandra Hook will all stand for election at the 2025 AGM, and Maree Isaacs will stand for re-election. The Notice of AGM will provide all material information on each Director, including their background, skills and experience. Michael Gregg intends to retire as a Non-Executive Director prior to the Company's AGM in November 2025.

CEO and senior executives

The CEO and senior executives have clearly understood goals, accountabilities and employment contracts setting out their terms of employment, duties, rights and responsibilities, and entitlements on termination of employment. Appropriate checks are undertaken prior to appointing senior executives.

Company secretary

The company secretary, appointed by the Board, is directly accountable to the Board, through the Executive Chair, on all matters related to the proper functioning of the Board. This includes advising the Board and its committees on governance matters and procedures, coordinating Board business (including preparing and maintaining Board and Committee papers) and providing a point of reference for dealings between the Board and management.

Diversity and Inclusion

We value a strong and diverse workforce and are committed to diversity and inclusion in our workplace. We have implemented and disclosed our Diversity and Inclusion Principles, designed to promote a culture that values and achieves diversity and inclusion in our workforce and on our Board, and to guide how we integrate diversity and inclusion considerations into the way we work. Our principles include a zero-tolerance approach to discrimination, harassment, vilification and victimization, support for programs that broaden and strengthen pipeline of qualified candidates, and a hybrid and flexible working model that supports the diversity of our workforce and provides equal access to team member benefits.

A copy of our Diversity and Inclusion Principles is available on our website at: wisetechglobal.com/investors/corporate-governance

As an ASX-listed entity, to follow the ASX Recommendations, the Board sets measurable objectives for achieving gender diversity in the composition of our Board, senior executives and workforce generally and assesses annually both the objectives and the Company's progress in achieving them. The percentages of women at Board and senior manager levels and across our organization as at 30 June 2025 and at 30 June 2024, were:

	2025	2024
Board	17%	43%
Senior managers[1]	29%	31%
All employees	30%	32%

As at the date of this Statement, the female representation on the Board increased to 29% after the appointment of two new Non-Executive Directors, including one female, effective 1 July 2025 and the retirement of a former director effective 30 June 2025. While there is more work for us to do, we believe our current levels of female representation compare relatively well to other technology companies and in the context of both the logistics industry and technology for business-to-business software. Our short-term measurable objectives for achieving gender diversity at all levels are:

- not less than 30% of our Directors are female and not less than 30% are male;
- 30%+ of senior managers are female; and
- 30%+ of our workforce are female.

We invest in developing the potential for qualified females to enter our industry. We believe that gender diversity is a broader technology industry challenge that requires comprehensive and multi-faceted efforts at the early education stage to encourage greater industry participation across genders.

1 Senior managers are determined by assessing the role, scope and responsibilities of managers with reporting levels CEO-1 and CEO-2.

Our initiatives include programs (such as our Earn and Learn Program) to encourage young women to pursue technology careers, with a longer-term aim of increasing the female talent pool available. For more information on our diversity and inclusion practices and our student sponsorships and training programs, please see our Sustainability report (pages 40 to 69 of our Annual Report 2025).

Review of Board, Committee and Director performance

The Board conducts periodic performance evaluations of itself, its Committees and each Director. The Board adopts various ways to facilitate the evaluation process, including evaluation through the use of questionnaires.

Shortly after the end of FY25, Directors participated in a Board evaluation exercise facilitated through an external Board performance evaluation tool. The Board evaluation provided a holistic review of the Board's overall behaviors and capabilities, assessing performance across ten key areas: strategy, risk management, stakeholder management, monitoring performance, Board composition, executive chair leadership, board culture, board–management relationship, talent, succession and remuneration, and Board committees. The performance and leadership of the Executive Chair was assessed in the Board evaluation process by other Directors.

Review of CEO and senior executives' performance

The Board reviews the performance of the CEO annually against performance measures and other agreed goals, in accordance with the business requirements of the Company. The CEO reviews the performance of the senior executives regularly, but no less than annually, based on their agreed performance measures. Performance reviews in accordance with these processes were conducted in respect of FY25 for the Interim CEO and senior executives shortly after the end of the reporting period.

Principle 2: Structure the Board to be effective and add value

Nomination Committee

The Nomination Committee's role is to assist and advise the Board in relation to the following matters:

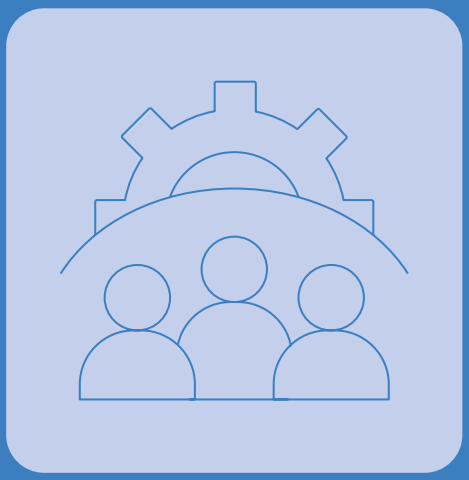
- the process for nomination and selection of Directors;
- the Board skills matrix, setting out the mix of skills, expertise and experience that the Board currently has or is looking to achieve in its membership;
- the size and composition of the Board, including reviewing Board succession plans;
- the process to review Director contributions and the performance of the Board, Board committees and individual Directors; and
- Director induction and professional development programs, and their effectiveness.

The Nomination Committee Charter sets out the role, responsibilities and composition of the Committee. A copy of the charter is available on our website at: wisetechglobal.com/investors/corporate-governance

All Directors, including the Executive Directors, were members of the Nomination Committee, and the Executive Chair of the Board was the Nomination Committee Chair.

During FY25, the Nomination Committee comprised these Directors:

- Richard White (1 July 2024 to 24 October 2024 and as Executive Chair 26 February 2025 to 30 June 2025);
- Lisa Brock (1 July 2024 to 26 February 2025);
- Christopher Charlton (31 March 2025 to 30 June 2025);
- Richard Dammery (as Chair 1 July 2024 to 26 February 2025);
- Charles Gibbon (1 July 2024 to 30 June 2025);
- Michael Gregg (26 February 2025 to 30 June 2025);
- Andrew Harrison (31 March 2025 to 30 June 2025);
- Maree Isaacs (1 July 2024 to 30 June 2025);
- Michael Malone (1 July 2024 to 26 February 2025); and
- Fiona Pak-Poy (1 July 2024 to 26 February 2025).



Board skills matrix

The Board is responsible for Board succession planning, the appointment of new Directors and continuing professional development of Directors. In doing so, it has regard to the balance of skills, diversity, experience, independence and expertise on the Board. The Board uses a skills matrix which identifies the skills and experience needed to support WiseTech in achieving its strategy and meeting its regulatory and governance requirements.

Concurrent with the FY25 Board evaluation, an assessment of the Board's collective skills and experience was conducted using an external platform. Directors were invited to evaluate both their own competencies and those of their peers, utilizing a three-tiered scale: recognized experts with deep practicing experience, consistent ability to identify complex oversights, and board or general knowledge of subject area. The results of this assessment incorporated both self-evaluations and peer-adjusted perceptions. The Board will continually review and, if appropriate, update the matrix to reflect the needs of the business.

The key skills and experience that comprise the matrix include:

Board skills and experience	Description of skills and experience	Percentage of directors
Leadership	Board or senior executive experience in organizations with comparable size and complexity, including founder led organizations	
Strategy and commercial acumen	Board or senior executive experience assessing, testing and implementing strategic objectives and plans for complex businesses, translating strategic objectives into concrete plans and capital allocation decisions and in mergers and acquisitions	
Industry experience	Senior executive experience in technology sector, logistics industry, supply chain industries or other entrepreneurial or disrupter companies, senior executive or non-executive director experience in countries other than Australia and New Zealand	
Technology and digital	Board or senior executive experience in technology or digital transformation, responsibility in information technology, data management and cyber security in comparable organizations	
People and culture	Board or senior executive experience in workplace culture and employee engagement, remuneration structures, performance monitoring, talent management and retention and succession plan	
Governance, risk and compliance	Board or senior executive experience overseeing compliance framework, risk management, internal audit in organizations with comparable size and complexity	
Financial and accounting	Experience in financial reporting integrity, overseeing external auditors and forecasts in comparable organizations	
Sustainability and ESG	Experience in shifting community expectations, knowledge on ESG-related risk profiles and business opportunities from sustainability or ESG issues	

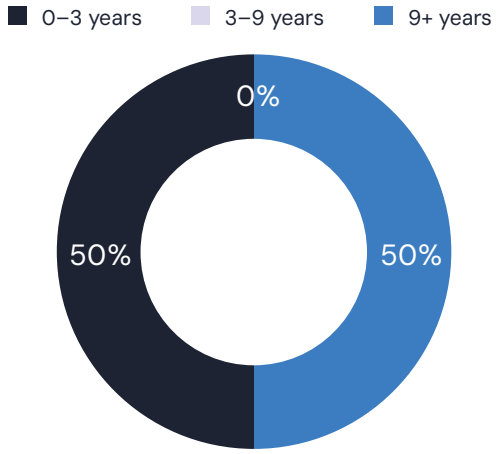
Legend

- Recognized experts with deep practicing experience
- Consistent ability to identify complex oversights
- Broad and general knowledge of subject area

Board tenure and diversity

As at 30 June 2025, these were:

TENURE [1,2,3]



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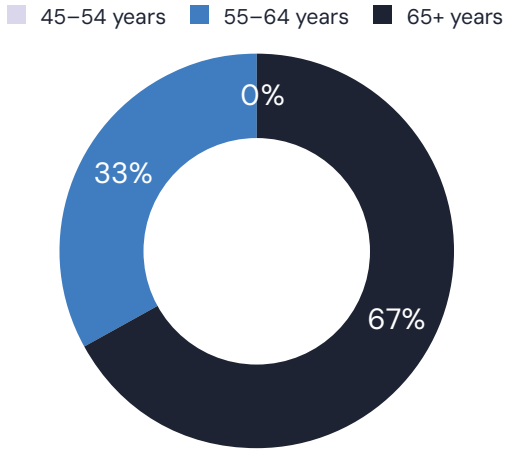
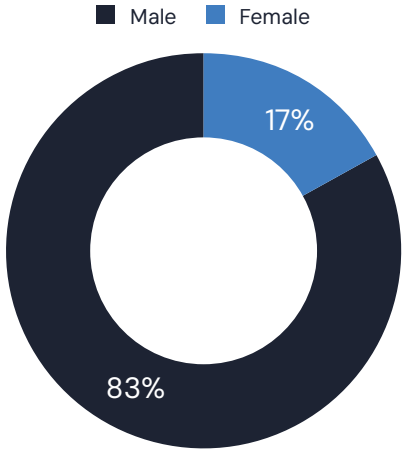


GENDER DIVERSITY



1 Richard White was Chief Executive Officer and Executive Director up until 24 October 2024. He was appointed Executive Chair on 26 February 2025. The period from 25 October 2024 to 25 February 2025 was not included in the calculation of his tenure.

2 Michael Gregg was appointed to the Board on 26 February 2025. His previous Director tenure from 21 March 2006 to 23 November 2022 was not included in the calculation.

3 Andrew Harrison was appointed to the Board on 31 March 2025. His previous Director tenure from 1 July 2015 to 31 March 2024 was not included in the calculation.

Independence of Directors

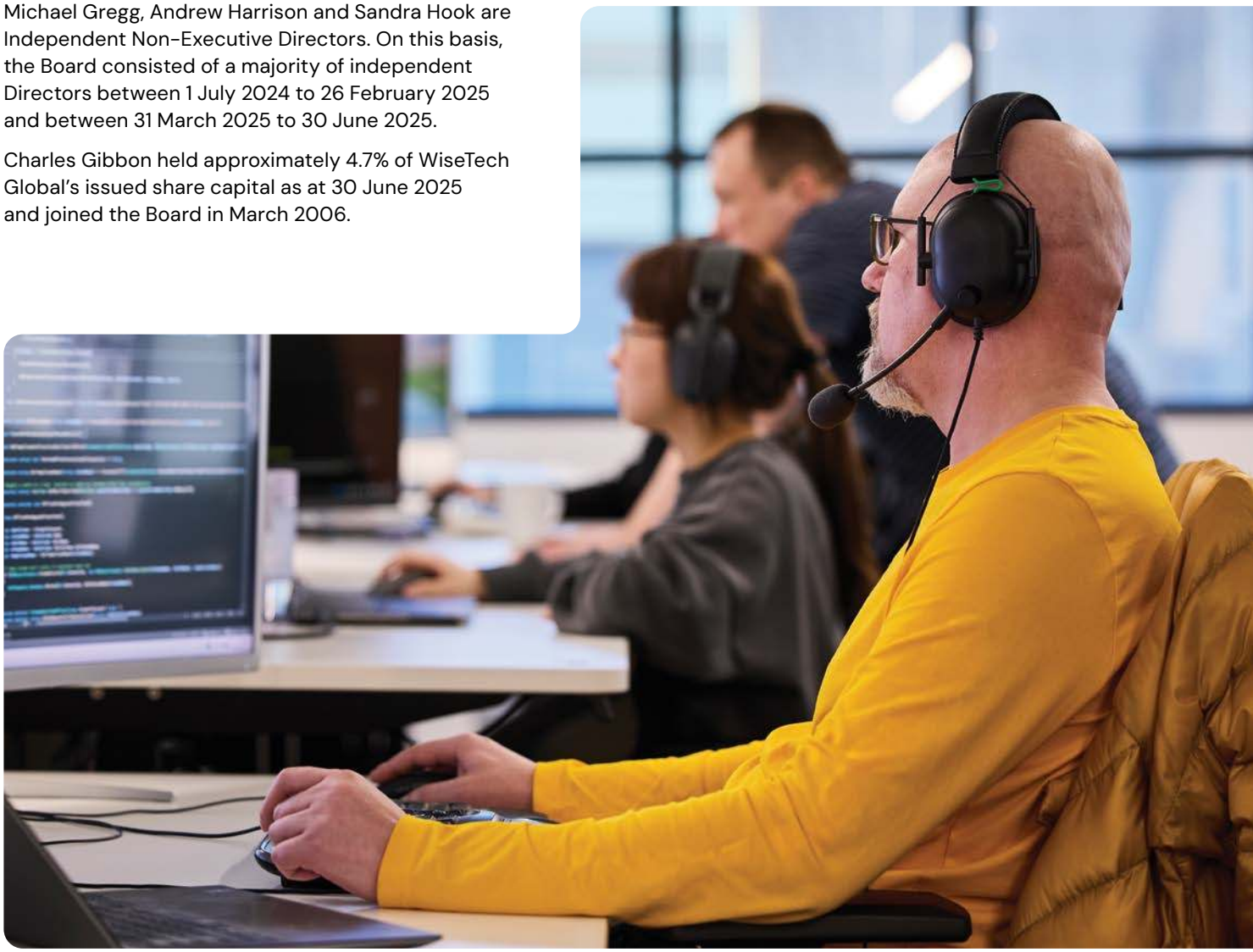
The Board considers an independent Director to be a Non-Executive Director who is not a member of our leadership team and who is free of any interest, position, business or other relationship that might influence, or reasonably be perceived to influence, in a material respect, the unfettered and independent exercise of their judgment and their ability to act in the best interests of WiseTech Global as a whole rather than in the interests of an individual security holder or other party. The Board considers a range of factors relevant to assessing the independence of Directors in accordance with the ASX Recommendations. The Board considers quantitative and qualitative principles of materiality for the purposes of determining 'independence' on a case-by-case basis.

From 1 July 2024 to 26 February 2025, the Board considered Richard Dammery, Lisa Brock, Michael Malone and Fiona Pak-Poy to be Independent Non-Executive Directors. The Board considered Charles Gibbon to be Independent Non-Executive Director. As at the date of this Statement, the Board considers that Roberto Castaneda, Christopher Charlton, Michael Gregg, Andrew Harrison and Sandra Hook are Independent Non-Executive Directors. On this basis, the Board consisted of a majority of independent Directors between 1 July 2024 to 26 February 2025 and between 31 March 2025 to 30 June 2025.

Charles Gibbon held approximately 4.7% of WiseTech Global's issued share capital as at 30 June 2025 and joined the Board in March 2006.

The Board (absent Charles Gibbon) has taken into account Charles' shareholding and tenure when considering whether Charles Gibbon should be considered to be independent. The Board does not consider those factors to be sufficiently dominant or influential in the circumstances so as to conclude he was not independent or that his interests were different to those of shareholders with smaller stakes.

Michael Gregg held approximately 3.0% of WiseTech Global's issued share capital as at 30 June 2025. He was previously an Independent Non-Executive Director of the Company from March 2006 until November 2022. He was appointed as an Independent Non-Executive Director on 26 February 2025. The Board (absent Michael Gregg) has taken into account Michael's shareholding and tenure when considering whether Michael Gregg should be considered to be independent. The Board does not consider those factors to be sufficiently dominant or influential in the circumstances so as to conclude he is not independent or that his interests will be different to those of shareholders with smaller stakes.



Andrew Harrison was previously an Independent Non-Executive Director of the Company from July 2015 to March 2024, including serving as Chair from September 2018. He was appointed Lead Independent Director on 31 March 2025. The Board (absent Andrew Harrison) has taken into account Andrew's previous tenure when considering whether Andrew Harrison should be considered to be independent. The Board does not consider Andrew's previous tenure to be sufficiently dominant or influential in the circumstances so as to conclude he is not independent.

Richard White and Maree Isaacs, as members of management, are not considered by the Board to fulfill the role of independent Directors.

The Board regularly reviews the independence of each Director in light of interests disclosed to the Board. As noted above, the Board also now includes two additional Independent Non-Executive Directors as of 1 July 2025.

Director orientation, education and access to advice

An orientation program is tailored to meet the needs of each new Director, including briefings on our strategy, financial, operational and risk management matters, our governance framework and Directors' legal duties and obligations.

As part of the Board meeting cycle, the Directors receive regular briefings and education sessions on the business and key developments in areas such as governance, regulatory and accounting matters. The Board periodically reviews whether there is a need to undertake specific training or professional development to maintain the skills and knowledge needed to perform their roles as a Director effectively.

Principle 3: Instill a culture of acting lawfully, ethically and responsibly

Our values

Our credo, mantras and values give us focus and purpose. Our values are disclosed on our website at: wisetechglobal.com/who-we-are/our-values

Code of Conduct

Our Code of Conduct outlines the ethical standards expected for all our Directors, senior executives, employees and other workers. WiseTech Global is committed to maintaining ethical standards in how we conduct our business activities and stakeholder relationships. Our Audit & Risk Committee is informed of any material breaches of our Code of Conduct.

A copy of the Code of Conduct is available on our website at: wisetechglobal.com/investors/corporate-governance

Whistleblower Protection Principles

Our Whistleblower Protection Principles establish mechanisms and procedures for employees to report suspected unethical or illegal conduct in a manner which protects the whistleblower and gathers the necessary information for us to investigate such reports and act appropriately.

Our Whistleblower Protection Principles apply to all staff globally. These principles may be supplemented by additional policies to meet local requirements (including in Australia). The Board is informed of any material incidents reported under the Whistleblower Protection Principles.

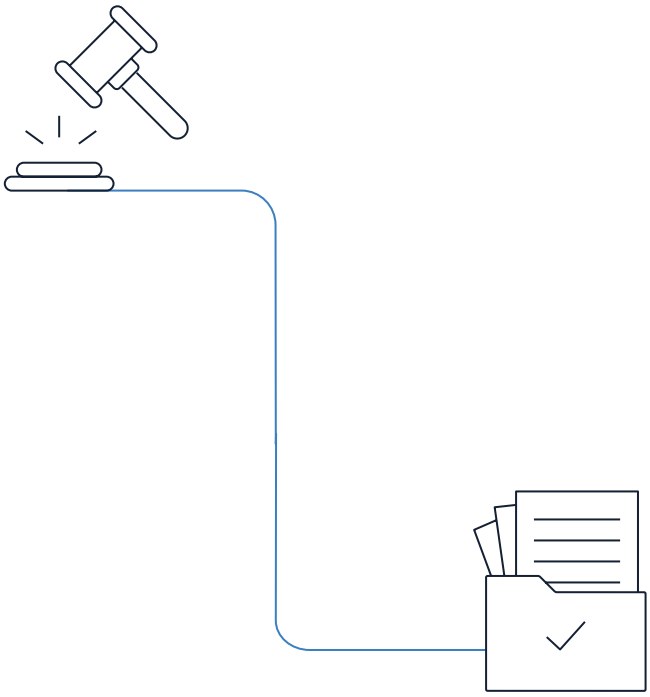
Our global Whistleblower Protection Principles are available on our website at: wisetechglobal.com/investors/corporate-governance

Anti-Bribery and Corruption Policy

We are committed to conducting our business activities in an ethical, lawful and socially responsible manner, and in accordance with the laws and regulations of the countries in which we operate.

The Anti-Bribery and Corruption Policy supports the Group's Code of Conduct and, in particular, the Group's firm commitment to operating as an ethical business organization. The Board is informed of any material breaches of our Anti-Bribery and Corruption Policy.

Our Anti-Bribery and Corruption Policy is available on our website at: wisetechglobal.com/investors/corporate-governance



Principle 4: Safeguard the integrity of corporate reporting

Audit & Risk Committee

The Audit & Risk Committee assists the Board in fulfilling its corporate governance and oversight responsibilities in relation to our periodic corporate reports, financial reporting process and internal control structure, management of risks and the external audit processes.

The Committee's primary function is to assist the Board to carry out its responsibilities to:

- review and monitor the integrity of WiseTech Global's consolidated financial reports and statements (including sustainability reporting);
- review and oversee systems of risk management, internal control and regulatory compliance within the Group, including overseeing the process for implementing appropriate and adequate control, monitoring and reporting mechanisms;
- review and oversee internal audit, insurance, legal compliance and related party transactions;
- review the adequacy of WiseTech Global's corporate and financial reporting processes; and
- liaise with and monitor the performance and independence of the external auditor.

The Audit & Risk Committee Charter sets out the role, responsibilities and composition of the Committee. In accordance with its charter, it is intended that all members of the Committee should have a working familiarity with general financial and accounting practices, and at least one member must have accounting or related financial management expertise.

A copy of the charter is available on our website at: wisetechglobal.com/investors/corporate-governance

During FY25, the Audit & Risk Committee comprised these Directors:

- Lisa Brock (as Chair 1 July 2024 to 26 February 2025);
- Charles Gibbon (as a member 1 July 2024 to 25 February 2025, 19 June 2025 to 30 June 2025 and as Chair 26 February 2025 to 18 June 2025);
- Michael Gregg (26 February 2025 to 30 June 2025);
- Andrew Harrison (as a member 31 March 2025 to 18 June 2025 and as Chair 19 June 2025 to 30 June 2025); and
- Michael Malone (1 July 2024 to 26 February 2025).

Non-Committee members, members of management and our external auditor, are requested to attend meetings of the Audit & Risk Committee by invitation of the Committee Chair.

CEO and Interim CFO assurance

The Board receives regular reports about the operational results and financial condition of the Group. The Board has received and considered a declaration from the CEO and the Interim CFO in relation to the FY25 financial statements, prior to approving the financial results, in accordance with ASX Recommendation 4.2. The declaration states that, in the opinion of the CEO and the Interim CFO, the financial records of the Group have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of WiseTech Global, and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.

Periodic corporate reports

Any periodic corporate reports that have not been audited or reviewed by an external auditor are subject to internal verification processes before being released to the market. Content is either verified by the Finance team against source data or data that has been audited or reviewed by the external auditor, or is reviewed and signed-off by relevant subject matter experts from within the business. Equivalent procedures are also used to verify other materials such as presentations to investors.

Principle 5: Make timely and balanced disclosure

Market Disclosure and Communications Principles

Our Market Disclosure and Communications Principles establish procedures to help ensure that:

- we comply with our continuous disclosure obligations contained in the ASX Listing Rules and the Corporations Act 2001 (Cth); and
- our stakeholders have equal and timely access to information we make available.

A copy of the principles is available on our website at: wisetechglobal.com/investors/corporate-governance

Market announcements

We provide copies of all material market announcements to Directors promptly after they have been released to the market.

In accordance with best practice guidelines, we release any investor presentation materials that contain new and substantive information to the ASX Market Announcement Platform ahead of the presentation to investors and/or analysts.

Principle 6: Respect the rights of security holders

Investor relations

WiseTech Global has an investor relations program to facilitate effective two-way communication with investors primarily through our AGMs, Investor Day, our investor website and a detailed program of interactions with institutional investors, retail investor groups, sell-side and buy-side analysts, proxy advisers and the financial media.

Annual General Meeting

Our AGM is an opportunity for WiseTech Global to provide information to shareholders and to receive feedback from shareholders, including the opportunity for shareholders to ask questions about the business operations and management of WiseTech Global.

To enhance shareholder access to the Board, our 2025 AGM will be held as a hybrid meeting. Shareholders and proxyholders will be able to participate and ask questions onsite or via the online platform, and vote in real time during the AGM.

Since WiseTech Global's listing on the ASX in 2016, all resolutions at meetings of security holders have been decided on a poll.

Investor website

Our website includes a separate 'Investor Center' section, where shareholders and other stakeholders can access information about WiseTech Global, including annual reports and presentations, ASX announcements and share price information. The Investor Center is available at: wisetechglobal.com/investors/welcome/

Shareholders can elect to receive their annual reports, notices of meeting and dividend statements electronically or in print. In addition, shareholders are able to communicate electronically with us and our share registry, MUFG Corporate Markets, including being able to lodge voting instructions and proxy forms online.

Principle 7: Recognize and manage risk

Risk Management Principles

We view risk management as a continual process, integral to achieving our corporate objectives, managing our assets effectively and creating and maintaining shareholder value.

Our Board is responsible for monitoring the Group's risk management systems across its business and has delegated this oversight to the Audit & Risk Committee. Risk management is also delegated to a group of senior executives who oversee a system of internal controls and risk management and monitor and manage those risks. These executives hold regular meetings with the CEO, during which risks are discussed and analyzed, and any necessary actions are determined. Material exceptions or issues are reported to the Audit & Risk Committee and/or the Board. A review of the risk management framework was conducted by the Audit & Risk Committee in FY25 to satisfy itself that the framework continues to be sound and that WiseTech Global is operating with due regard to the risk appetite set by the Board.

Our 2025 Annual Report includes a summary (on pages 97 to 100) of the main risks affecting WiseTech Global. In addition, WiseTech monitors emerging risks that may impact our business over the medium to long term. While climate related, sustainability and social risks are monitored, they are not currently considered material drivers of WiseTech's enterprise risk profile or financial performance.

Internal audit

A Risk Management and Internal Audit function operated throughout FY25. The Head of Risk Management and Internal Audit reports to the Chair of the Audit & Risk Committee. The role of the Risk Management and Internal Audit function is to provide independent assurance to executive management and the Board that an appropriate enterprise risk framework has been established, and that key controls are in place and operating effectively. The internal audit function has a global role and is assisted with resources from a co-sourced specialist provider.

Principle 8: Remunerate fairly and responsibly

People & Remuneration Committee

The People & Remuneration Committee's role is to assist and advise the Board in relation to:

- the overall remuneration policy and incentive framework for all staff;
- changes to total remuneration packages for the CEO and the senior leadership team including the Chief Innovation Officer;
- terms of incentive offers made to the CEO and the senior leadership team;
- remuneration arrangements for non-executive directors;
- the processes for overseeing performance accountability and effective monitoring of management, including setting and evaluating performance against goals and targets;
- remuneration structure and its effectiveness;
- recruitment, retention and termination strategies;
- the remuneration report;
- the appointment of remuneration consultants for the purposes of the *Corporations Act 2001 (Cth)*;
- shareholder and other stakeholder engagement relating to our remuneration policies and practices;
- people practices and strategies that support the development of WiseTech Global's desired culture and alignment with our values;
- progress towards pay equity and setting measurable objectives for achieving gender diversity in the composition of the senior leadership team and the broader workforce;
- people policies and practices, to ensure they are fit for purpose, aligned with WiseTech Global's values and risk appetite and support WiseTech Global's ability to attract, develop, retain and motivate employees;
- CEO and senior executive appointments, development and succession planning;
- organizational practices for supporting diversity and inclusion in accordance with WiseTech Global's agreed principles; and
- disclosures relating to people and diversity.

The People & Remuneration Committee Charter sets out the role, responsibilities and composition of the Committee. A copy of the charter is available on our website at: wisetechglobal.com/investors/corporate-governance

During FY25, the People & Remuneration Committee comprised these Directors:

- Christopher Charlton (31 March 2025 to 30 June 2025);
- Richard Dammery (1 July 2024 to 26 February 2025);
- Charles Gibbon (26 February 2025 to 30 June 2025);
- Michael Gregg (as Chair 26 February 2025 to 30 March 2025 and as a member 31 March 2025 to 30 June 2025);
- Andrew Harrison (as Chair 31 March 2025 to 30 June 2025);
- Michael Malone (1 July 2024 to 26 February 2025); and
- Fiona Pak-Poy (as Chair 1 July 2024 to 26 February 2025).

Remuneration Report

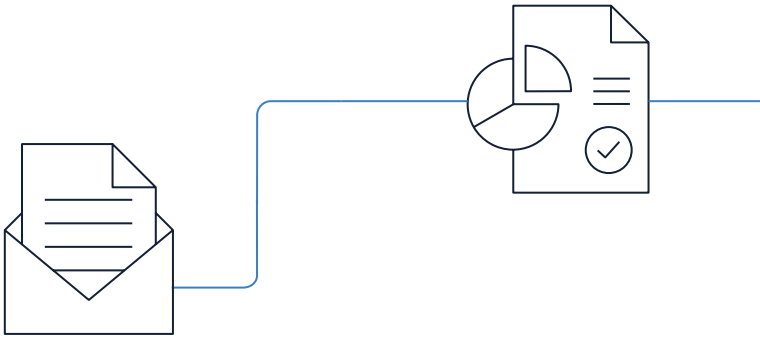
Our Remuneration Report describes the policies and practices regarding the remuneration of Non-Executive Directors and the remuneration of Executive Directors and senior executives.

Securities Trading Policy

Our Securities Trading Policy outlines the rules for Directors and employees trading in WiseTech Global securities. The purpose of the policy is to assist Directors and employees to comply with their obligations under the insider trading provisions of the *Corporations Act 2001 (Cth)* and to protect the reputation of WiseTech Global, its Directors and employees.

Our policy establishes trading blackout periods for key employees and Directors. The policy also requires that WiseTech Global's securities acquired under an employee or Director equity plan must never be hedged prior to vesting and that WiseTech Global's securities must never be hedged while they are subject to a holding lock or restriction on dealing under the terms of an employee or Director equity plan operated by WiseTech Global.

Our Securities Trading Policy is available on our website at: wisetechglobal.com/investors/corporate-governance



Operating and financial review

for the full-year ended 30 June 2025

Review of operations

Principal activities

WiseTech Global is a leading provider of software solutions to the global trade and logistics industry. We develop, sell and implement software solutions that enable and empower logistics service providers to facilitate the movement and storage of goods and information, domestically and internationally. We provide our solutions to over 17,000 customers in 193 countries.

Our industry-leading flagship technology, CargoWise, is a deeply integrated, global software platform for logistics service providers. Our software enables logistics service providers to execute highly complex logistics transactions and manage their operations on one global database across multiple users, functions, offices, corporations, currencies, countries and languages. Our main data centers in Australia, Europe and the U.S. deliver our CargoWise platform principally through the cloud, which customers access as needed and pay for usage as they execute on our platform.

Our customers range from small and mid-sized domestic and regional logistics providers to large multi-national and global logistics providers, including 24 of the Top 25 Global Freight Forwarders[1] and 47 of the Top 50 Global Third-Party Logistics Providers (3PLs)[2]. Our software solutions are designed to assist our customers to efficiently navigate the complexities of the logistics industry and can dramatically increase productivity, reduce costs and mitigate risks for our customers.

Innovation and productivity remain key areas of focus for the business. We invest significantly in product development with over $940m invested in the last five years and delivered more than 5,700 product enhancements on the CargoWise application suite. This drives greater usage of our CargoWise platform, enabling the business to achieve sustainable, profitable growth. Our *3P strategy – Product; Penetration; and Profitability* – is delivering our vision to be the operating system for global trade and logistics. We are building our capabilities and, where appropriate, fast-tracking our technology development and know-how through acquisitions. This allows us to deliver a comprehensive global logistics execution solution for our customers, from the first-mile road movement, through to connecting to long-haul air, sea, rail and road, and crossing international borders – all while navigating complex regulatory frameworks with improved compliance, safety, visibility, predictability, manageability and productivity.

We are committed to making a positive contribution to the communities that we are part of and recognize that our social license to operate is integral to our ability to create long-term value for our stakeholders. Our people, the communities and marketplaces in which we operate, and the environment are integral to our strategy and our operating decisions. We are focused on ensuring we prioritize accountability and that we have robust governance frameworks in place.

Our technology solutions have an important role to play in solving the complex pain points of the logistics industry and in enhancing productivity and efficiencies for logistics providers. We have secured a strong foundation for future technology development and geographic expansion, with 39 product development centers, including centers of excellence in Sydney, Bengaluru and Nanjing, and a headcount of over 3,600 people globally across 39 countries.

1 Based on Armstrong & Associates Inc. Top 25 Global Freight Forwarders List ranked by 2023 gross logistics revenue/turnover and freight forwarding volumes – updated 14 August 2024.
2 Based on Armstrong & Associates Inc: Top 50 Global Third-Party Logistics Providers List ranked by 2023 gross logistics revenue/turnover – updated 14 August 2024.

Operating and financial review

for the full-year ended 30 June 2025

Summary of statutory financial performance

As advised in the ASX release on 10 December 2024, WiseTech Global Limited changed its presentation currency from Australian dollars (AUD) to U.S. dollars (USD). This change means that the financial information for the Group has been presented in USD unless otherwise presented.

During the twelve months to 30 June 2025 (**FY25**), we delivered revenue broadly in line with our expectations and EBITDA margin above expectations.

Revenue increased 14% to $778.7m (FY24: $683.7m)

Operating profit increased 17% to $291.3m (FY24: $249.6m)

Net profit after tax increased 17% to $200.7m (FY24: $172.3m)

Underlying NPAT increased 30% to $241.8m (FY24: $185.9m)

Basic earnings per share increased 16% to 60.4 cents (FY24: 52.1 cents)

Summary financial results [1]

	FY25 USD $M	FY24 USD $M	Change USD $M	Change %
Recurring On-Demand License revenue	688.4	587.2	101.2	*17%*
Recurring One-Time License (OTL) maintenance revenue	74.2	75.1	(0.9)	*(1)%*
OTL and support services	16.2	21.3	(5.2)	*(24)%*
Revenue	778.7	683.7	95.1	***14%***
Cost of revenues	(107.7)	(109.3)	(1.6)	*(1)%*
Gross profit	671.0	**574.3**	**96.7**	***17%***
Product design and development [2]	(185.3)	(167.8)	(17.4)	*10%*
Sales and marketing	(51.6)	(59.2)	7.6	*(13)%*
General and administration	(142.8)	(97.7)	(45.1)	*46%*
Total operating expenses	(379.7)	**(324.7)**	**(54.9)**	***17%***
Operating profit	291.3	249.6	41.7	***17%***
Net finance costs	(3.5)	(9.2)	5.7	*(62)%*
Profit before income tax	287.8	240.4	47.4	***20%***
Tax expense	(87.1)	(68.2)	(19.0)	*28%*
Net profit after tax	200.7	**172.3**	**28.5**	***17%***
Underlying NPAT [3]	241.8	185.9	55.9	***30%***

Key financial metrics	FY25	FY24	Change
Recurring revenue %	98%	97%	1pp
Gross profit margin %	86%	84%	2pp
Product design and development as % total revenue [2]	24%	25%	(1)pp
Sales and marketing as % total revenue	7%	9%	(2)pp
General and administration as % total revenue	18%	14%	4pp
M&A costs (USD $m)	30.6	3.2	27.4
Capitalized development investment (USD m) [4]	145.1	128.8	16.3
R&D as a % of total revenue [5]	34%	35%	(2)pp

1 Differences in tables are due to rounding, see Note 2 to the Consolidated financial statements – Rounding of amounts.
2 Product design and development includes $66.5m (FY24: $54.6m) depreciation and amortization but excludes capitalized development investment.
3 Underlying NPAT is Net profit after tax excluding fair value gains from changes to acquisition contingent consideration (FY25: $0.1m, FY24: $0.2m), non-recurring tax on acquisition contingent consideration (FY25: $2.8m, FY24: $1.2m), acquired amortization, net of tax (FY25: $12.6m, FY24: $11.6m), contingent and deferred consideration interest unwind, net of tax (FY25: $0.7m, FY24: $0.2m) and M&A costs (FY25: $30.6m, FY24: $3.2m).
4 Includes patents and purchased external software licenses used in our products.
5 R&D is total investment in product design and development expense, excluding depreciation and amortization, but including capitalized development investment.

Operating and financial review

for the full-year ended 30 June 2025

Revenue

Total revenue grew by 14% to $778.7m on FY24 ($683.7m), with 13% growth delivered organically.[1]

Revenue growth came from:

- new CargoWise customers won in the period and growth from customers won in FY24 and prior, including Large Global Freight Forwarder (LGFF) rollouts;
- increased usage by existing customers and price increases during the year to offset the impacts of inflation as well as generate returns on product investment, and new product releases;
- $14.9m revenue from FY24/FY25 M&A;
- $4.0m of unfavorable foreign exchange (FX) movements (FY24: $3.7m unfavorable).

Revenue from CargoWise increased by 17% organically, with overall CargoWise revenue growing by 18% to $682.2m including the benefit of acquisitions. Growth was mainly driven by LGFF rollouts, increased usage from existing customers, price increases during the year to offset the impacts of inflation and new product releases from prior years. CargoWise revenue growth also includes $12.3m from FY24/FY25 M&A and $2.4m of unfavorable FX was experienced in FY25 (FY24: $1.2m unfavorable).

Revenue from customers on non-CargoWise platforms decreased by 9% to $96.5m (FY24: $105.9m), driven by expected contraction in non-recurring revenue from acquisitions completed in FY21 and prior years, partially offset by increased usage from FY21 and prior acquisitions and general price increases. Revenue from non-CargoWise platforms includes $4.3m from FY24/FY25 M&A and $1.7m of unfavorable FX movements (FY24: $2.5m unfavorable).

Recurring revenue for the Group increased to 98% of total revenue in FY25 (FY24: 97%), with CargoWise recurring revenue growing by 19%, as a result of increased usage, price increases, FY24/FY25 M&A, as well as an expected contraction from acquisitions completed in FY23 and prior years from OTL and support services.

In FY25, CargoWise application suite revenue growth was operationally[2] achieved across all customer cohorts (from FY06 and prior through to FY25), with the customer attrition rate for the CargoWise application suite remaining extremely low at less than 1%, as it has been since we started measuring more than 13 years ago[3]. Our customers continue to stay and grow their transaction usage due to the productivity and deep capabilities of our platform.

Foreign exchange: Our revenue is invoiced in a range of currencies, reflecting the global nature of our customer base and, as a result, may be positively or negatively impacted by movements in foreign currency exchange rates. We use FX instruments to hedge against currency movements.

Gross profit and gross profit margin

Gross profit increased by $96.7m, up 17% in line with revenue growth, to $671.0m (FY24: $574.3m) and the gross profit margin increased to 86% (FY24: 84%), reflecting the impact of revenue growth and continuing efficiencies from cost reduction initiatives.

1 Refers to revenue and EBITDA growth and EBITDA margin adjusted for FY24/FY25 M&A without full period comparisons, foreign exchange impacts, restructuring and M&A costs.
2 Excluding customer consolidations and one-off adjustments.
3 Annual attrition rate is a customer attrition measurement relating to the CargoWise application suite (excluding any customers on non-CargoWise platforms). A customer's users are included in the customer attrition calculation upon leaving, i.e. having not used the product for at least four months.

Operating and financial review

for the full-year ended 30 June 2025

Operating expenses

Our efficient operating model drives ongoing operating leverage, with overall operating expenses at 45% of revenue (FY24: 47%). The company-wide cost efficiency program achieved $40m annual run rate savings, exceeding $33m target (AUD50m), with $24m net cost out in FY25 (FY24: $9m net cost out).

Total R&D investment: In FY25, we continued our investment in product innovation to further develop our software platform and to build our innovation pipeline as a strategic priority. Our R&D investment for the period increased by 9% to $263.8m (FY24: $242.1m), reflecting hiring and investment into the CargoWise platform to drive future revenue growth, diluted by acquired businesses.

In FY25, 34% of total revenue was reinvested in R&D (FY24: 35%), with the investment more heavily weighted to CargoWise R&D than in previous years.

Product design and development expense increased by 10% to $185.3m (FY24: $167.8m), reflecting:

- increased investment in hiring and retaining high-quality talent globally;
- increased amortization, primarily due to continued capitalized development investment; and
- expected increase in investment in CargoWise innovation and development.

Capitalized development investment increased to $145.1m (FY24: $128.8m). Overall, the percentage of R&D capitalized was 55% (FY24: 53%). This reflects continued product investment and the quality of WiseTech's development process, which delivers higher productivity and lower defects, enabling teams to focus on developing new products. We expect approximately 55% capitalization to continue through FY26 as we continue to grow the base of new product releases, which can be seen in development costs for work in progress increasing by 52% to $84.7m at 30 June 2025, with 64% of WiseTech's global workforce now focused on product development (FY24: 62%). We will continue to monitor the future benefits of AI to capitalized development.

As a result of our significant R&D investment, in FY25 we delivered 1,226 new product enhancements on the CargoWise application suite, bringing total product enhancements delivered on the CargoWise application suite in the last five years to over 5,700, from a total investment of over $940m. We believe this investment is critical to delivering long-term value for our customers.

Sales and marketing expense decreased to $51.6m (FY24: $59.2m) and decreased as a percentage of revenue to 7pp (FY24: 9pp), driven by benefits from the cost efficiency program.

General and administration expenses of $142.8m (FY24: $97.7m) represented 18% of total revenue (FY24: 14%). The $45.1m increase from FY24 was driven by operational investments to support future growth, $27.9m in e2open M&A costs, litigation defense costs and advisory costs from the Board review, offset by ongoing cost reductions. Excluding e2open M&A costs, general and administration costs as a percentage of revenue was 14%.

Our costs are incurred in a number of currencies reflecting the global nature of our operations and, as a result, may be positively or negatively impacted by movements in foreign currency exchange rates. We use FX instruments to hedge against these currency movements in our cost base.

Net finance costs

Other net finance costs in FY25 of $3.5m (FY24: $9.2m) included $7.3m of finance costs (FY24: $11.1m), driven by lower interest expenses from loans utilized to fund prior year M&A investments. Finance income of $3.8m (FY24: $1.7m) was due to interest income generated from increased cash balances.

Cash flow

We continued to generate strong positive operating cash flows, demonstrating the strength of our highly cash-generative operating model. Operating cash flow increased 25% on FY24 to $436.5m, with net cash flows from operating activities of $367.0m (FY24: $294.5m). Free cash flow of $287.0m was up 31% on FY24, with our free cash flow conversion rate up 8 percentage points to 75% (FY24: 67%), reflecting a return to our historically strong cash generation levels following a temporary dip in FY24.

Investing activities in long-term assets to fund future growth included:

- $126.5m in intangible assets as we further developed and expanded our commercializable technology, resulting in an increase in capitalized development investment for both commercialized products and those yet to be launched (FY24: $113.6m);
- $23.0m in assets mostly related to data center capacity expansion including acquisition of U.S. data center building, and IT infrastructure investments to enhance scalability, reliability and security (FY24: $16.5m); and
- $89.9m for three foothold acquisitions and two strategic tuck-in acquisitions, along with contingent and deferred payments for prior acquisitions (FY24: $28.8m).

Dividends of $42.2m (FY24: $34.3m) were paid in cash during FY25 with shareholders choosing to reinvest an additional $0.9m of their dividends via the dividend reinvestment plan.

Unsecured debt facility of $327.3m (AUD500m) as at 30 June 2025 was replaced with a new, unsecured, $3.0b syndicated debt facility to support the e2open acquisition, refinance existing debt, and provide additional liquidity. The $3.0b syndicated debt facility was underwritten by nine leading domestic and international banks. Subsequently, WiseTech undertook a market syndication of the facility, which was successfully completed in August to a strong group of more than 15 additional syndicate banks. On 30 July 2025, $2.4b was drawn to complete e2open acquisition on 4 August 2025.

Operating and financial review

for the full-year ended 30 June 2025

Strategic highlights

Our breakthrough products continue to progress towards revenue generation. CargoWise Next rollout is now essentially complete. The potential value for CTO has increased with expanded optimizations and new thinking that broaden CTO's scope and extend its functionality. With CargoWise's existing container visibility, and the addition of e2open and INTTRA, the company now has visibility of nearly 40 million more containers across the supply chain, further feeding the efficiency gains enabled through the technology. In August 2025, we announced a strategic partnership with ACFS Port Logistics, a leading Australian container transport provider, to assist with commercialization and accelerate volume rollout. CTO initial launch and revenues are expected in 1H26, with continued product and commercial model maturation into FY27+, supporting growth beyond FY26 launch.

Our new CargoWise commercial model is expected to begin initial roll out in 1H26, and is expected to drive long-term product adoption, deeper market penetration, and additional value creation through deep AI workflow and management engine opportunity, further embedding CargoWise's extensive capabilities across the global supply chain.

As of FY25, we had 55 LGFFs with global rollouts 'Contracted and In Progress'[1] or 'In Production'[2], including 14 Top 25 Global Freight Forwarders. In FY25, we secured two new Top 25 global rollout contracts with Nippon Express and LOGISTEED.

Our organic growth is supplemented by an inorganic growth strategy focused on tuck-in, foothold and strategically significant acquisitions to accelerate CargoWise product development and ecosystem reach, with 54 acquisitions completed since our IPO in 2016.

In FY25, we completed the acquisition of Singeste, EdiTrade and Opentecnologia creating a customs foothold in Portugal, Chile, Ecuador, Panama and Colombia. As a result, WiseTech's global customs platform covers ~80% of global manufactured trade flows including countries in production and development. The strategic tuck-in acquisitions of BSM Global and ImpexDocs further enhanced our capabilities in digital documentation.

Post balance date events

Since period end, the Directors have determined a fully franked final ordinary dividend of 7.7cps, representing a 24% increase on the FY24 final dividend. The final dividend is payable on 10 October 2025 to shareholders registered as at 15 September 2025 and represents a payout ratio of 20% of Underlying NPAT.

On 4 August 2025, the Group completed the acquisition of 100% interest in e2open, a leading provider of SaaS-based solutions in the global logistics value chain, for $3.30 per share in cash equating to $2.1b which has been fully debt funded from a new syndicated debt facility. In addition, one-off transaction costs of $27.9m were incurred in the year-ended 30 June 2025.

For the quarter ended 31 May 2025, e2open generated US-GAAP revenue and net loss after tax of $152.6m and $15.5m respectively.

The Group is not in a position to present information related to the acquisition date fair values of assets acquired and liabilities assumed along with any goodwill that may arise from the acquisition of e2open due to the proximity of the acquisition date to the date of the release of these Consolidated financial statements.

Senior Management Updates

As announced on 28 July 2025, Zubin Appoo was appointed as Chief Executive Officer of the Company.

Outlook for FY26

FY26 guidance is provided on the basis that market conditions do not materially change, and reflects current trends in supply chain volumes, noting that changes in industrial production and/or global trade (both favorable and unfavorable) may impact guidance.

Subject to the assumptions set out below, including EBITDA margin rate dilution from the initial consolidation of e2open, we anticipate FY26 revenue of $1.39b–$1.44b (representing revenue growth of 79%–85%), EBITDA of $550m–$585m (representing EBITDA growth of 44%–53%) and EBITDA margin of 40%-41%.

1 'Contracted and In Progress' refers to CargoWise customers who are contracted and in progress to rolling out the CargoWise application suite in 10 or more countries and for 400 or more registered users, who have fewer than 75% of expected registered users operationally live.

2 'In Production' refers to CargoWise customers who are operationally live on the CargoWise application suite and are using the platform on a production database, having rolled out in 10 or more countries and 400 or more registered users on the CargoWise application suite, excluding customers classified as 'Contracted and In Progress'.

Operating and financial review

for the full-year ended 30 June 2025

FY26 guidance

Strong growth outlook focused on strategic foundations for the future

FY26 revenue

$1.39b–$1.44b

79%–85%

FY26 growth vs. FY25

FY26 EBITDA

$550m–$585m

44%–53%

FY26 growth vs. FY25

FY26 EBITDA %

40%–41%

(9)pp–(8)pp

FY26 vs. FY25

Guidance provided in line with these assumptions, those in the Appendix, slide 36 and to be read in conjunction with the FY25 pro forma on slide 15

Uncertainty around future economic and industrial production growth.

Prevailing uncertainties relating to sovereign and geopolitical risk may also reduce assumed growth rate.

FY26 guidance assumptions

Includes e2open from 4 August 2025, ~11 months in FY26

1 CargoWise: revenue growth of ~14% to 21%

- Organic growth led by LGFF rollouts and new & existing customer growth;
- Initial revenues from launch of CTO and rollout of the new commercial model, starting in 1H;
- 1H/2H skew ~3pp more weighted to 2H than in FY25 due to launch and rollout of new products and commercial model.

2 Non-CargoWise:

- Minor revenue reduction as customers convert and non-recuring revenue exited, as expected.

3 E2open revenue assumptions:

- In line with e2open full year-ended February 2026 pre-acquisition guidance ($600m–$618m), adjusted for expected reduction in professional services reflecting long-term strategic focus on recurring revenue;
- Range includes minor continued attrition in subscription revenue prior to implementing long-term retention strategies.

4 FX: ~$10m FX tailwind on total revenue, most in 2H

- FX tailwind partially offset with cost headwind, essentially neutral to EBITDA;
- See Appendix for sensitivity analysis.

5 Operating expenses and cost of revenue:

- Margin expansion from remaining run rate savings from $40m company-wide efficiency program;
- Phased restructure program ~$18m annual run rate savings target by end FY27 with FY26 net cost out of ~$9m;
- PD&D costs expected to moderate as R&D focus on hiring senior developers & leveraging AI;
- Development process efficiency with capitalized development in the ~55% range, excluding e2open.

6 EBITDA and EBITDA %: expect FY26 EBITDA margin exit run rate 43% to 44%

- >10pp of margin rate dilution from first time consolidation of e2open;
- FY26 includes ~$45m–$50m of one-off e2open integration, retention and break costs driving 2–3pp of margin dilution;
- 2H margin expansion driven by cost efficiencies, launch of new products and roll-out of new commercial model.

Operating and financial review

for the full-year ended 30 June 2025

FY26 guidance assumptions and FX

Currency Pairs[1]	FY25 Actual	FY26 Guidance
AUD-USD	0.65	0.65
EUR-USD	1.07	1.17
GBP-USD	1.29	1.35
USD-ZAR	18.21	17.76
USD-TRY	35.81	40.45
NZD-USD	0.59	0.60
USD-RMB	7.21	7.17
CHF-USD	1.15	1.25

Sensitivities[2]	Increase/ decrease	FY26 Revenue $M	FY26 EBITDA $M
Currency Pairs			
AUD-USD	+/- 5%	+2.4 / -2.4	-2.9 / +2.9
EUR-USD	+/- 5%	+5.2 / -3.9	+0.7 / +0.7
GBP-USD	+/- 5%	+2.2 / -2.2	-0.2 / +0.2
USD-ZAR	+/- 10%	-0.8 / +1.0	-0.6 / +0.8
USD-TRY	+/- 10%	-0.1 / +0.1	+0.1 / -0.1
NZD-USD	+/- 5%	+0.9 / -0.9	+0.7 / -0.7
USD-RMB	+/- 5%	-0.3 / +0.3	+0.8 / -0.9
CHF-USD	+/- 5%	+0.3 / -0.3	-0.2 / +0.2

What is included in the FY26 guidance:

- Retention of existing CargoWise customers consistent with historical levels;
- Overall supply chain volumes reflecting recent trends;
- New customer growth consistent with historical levels;
- New product and feature launches monetized;
- Contractual increases in revenue from existing customers, including those reflecting the end of temporary pricing arrangements;
- Standard price increases;
- Inflation in staff and other costs;
- Full year effect of FY25 acquisitions and a minor reduction for non-CargoWise revenue, as a group overall, from product exits, as expected.

What is not included in the guidance:

- Revenue from new products in development but not planned to be commercialized;
- Benefits from migration of customers from non-CargoWise platforms, where CargoWise development is yet to be completed;
- Changes in the mix of invoicing currencies;
- Future potential acquisitions, revenues and associated costs;
- Uncertainty around future economic conditions and industrial production, international goods flow, sovereign and geopolitical risk;
- Alignment of e2open and WiseTech accounting policies.

Foreign Exchange

- ~40% of FY25 revenue in non-USD currencies, reflecting a reduction in USD FX exposure and result of changing functional currency from AUD to USD;
- Natural hedges in some countries with both revenue and expenses denominated in local currencies;
- Hedged positions now in place to cover ~50% of FY26 AUD and EUR revenue, along with ~80% of FY26 AUD cash costs, utilizing forward contracts.

1 FX rates include the effects of FX hedging.
2 Sensitivities include the effects of FX hedging.

Operating and financial review

for the full-year ended 30 June 2025

Risks and risk management

We recognize and manage a variety of business risks that could affect our operations and financial results. The main risks affecting WiseTech Global, and the steps we take to manage or mitigate these risks, are described below.

Ability to attract and retain key personnel

Our success depends on attracting and retaining key personnel across all levels, including our senior leadership team, product development teams and broader global workforce. Leadership continuity, cultural preservation, and strategic alignment are critical focus areas.

Succession planning considerations relating to our Founder, Richard White are a focus, and on 28 July 2025 WiseTech announced the appointment of a new CEO.

The loss of key personnel, or delay in their replacement, could adversely impact our ability to expand and operate our business and increase the potential loss of business process knowledge.

To mitigate this risk, we invest significantly both in our workforce and in processes and systems to ensure knowledge and skills are maintained within the Group. Our remuneration framework also delivers flexible components designed to support the recruitment, motivation and retention of our staff.

Execution of integration of acquired businesses

In recent years, we have completed a number of strategic acquisitions, the integration of which can include product development and transitioning of customers to our CargoWise platform. Integration of acquired businesses, particularly following significant transactions such as e2open, remains a complex and resource intensive process. There is always some risk that customers do not transition (or require more financial and management resources or time than planned) or that the acquisitions fail to generate the expected benefits or adequate returns on investment.

We have adopted an integration framework characterized by a three-phased approach to:

- integrate the target: operations and workforce;
- enhance and drive the product capability and commercial foundations; and
- grow revenue from new products and capabilities and the acquired customer base.

This process is enabled by the five key components of our integration program, designed to drive consistent and scalable value delivery:

- embedding our culture across new businesses
- centralizing our core business functions
- consolidating integrating and enhancing our products
- aligning our commercial model
- installing productivity injections via the WiseTech Way

This process is designed to be delivered through a combination of self-integration toolkits and the utilization of our internal architectures and engines. We also engage the talented teams in our 39 product development centers worldwide. When considering a target for potential acquisition, we also assess the capabilities of the business to support the integration and product development phases mentioned above. Integration support from external firms will be sourced where necessary.

Regulatory and compliance complexities

WiseTech Global's growth, both organic and through acquisition, increases our exposure to a wide range of compliance and regulatory requirements. To mitigate this risk, we continually monitor the regulatory requirements in our global network to aim for full compliance.

Our Code of Conduct reinforces our commitment to comply with all laws and regulations relating to our business and operations. We are committed to maintaining ethical standards in how we conduct our business activities and stakeholder relationships. WiseTech Global's reputation as an ethical organization is important to our ongoing success. We expect our people to meet these standards.

In FY26, WiseTech will commence reporting under the AASB S2 Climate related Disclosure standard, as required by the Australian Sustainability Reporting Standards (ASRS).

Operating and financial review

for the full-year ended 30 June 2025

WiseTech Global operates in a competitive industry

We compete against other commercial logistics service software providers and within the marketplace face the risk that:

- competitors could increase their competitive position through product innovation or expansion, marketing campaigns, price discounting or acquisitions;
- our software products may fail to meet our customers' expectations;
- we may fail to anticipate and respond to technology changes as quickly as our competitors;
- logistics service providers may continue to operate in-house developed systems in preference to commercial logistics software; and
- new competitors could emerge and develop products (including cloud-based software) which compete with our products.

We believe that our deeply integrated, open-access platform, which provides an efficient platform for global rollouts and a valuable consolidation tool for large 3PLs, and our commitment to relentlessly invest in product development, are the most effective mitigants to this risk. We continue to invest significantly in product development and innovation, investing over $940m in the past five years.

In FY25, we reinvested 34% of our revenues in product development and innovation and delivered 1,226 new product features and enhancements to the platform. We also continue to acquire software vendors in key geographic regions and technology adjacencies, enlarging our global footprint and technology capacity and capability.

We also continue to monitor global trends in digital supply chains, cloud adoption, generative AI applications to ensure we anticipate customer needs and market shifts. Our ability to rapidly innovate, scale and deliver productivity for customers is central to sustaining our market leadership.

Failure to retain existing customers and attract new customers

Our business success depends on our ability to retain and grow usage by our existing customers, as well as our ability to attract further business from new customers. There is a risk that our customers reduce their use of our software, in terms of users and volume of transactions, or that they cease to use our software altogether, leading to a reduction in revenue.

We mitigate this risk by:

- providing our customers with direct access to our platform to new sites/geographies;
- continuing to innovate and add more modules and functionality, which drive productivity benefits for our customers and respond to industry and regulatory changes faced by customers;
- having no material reliance on any single customer; and
- providing a platform which enables rapid onboarding of users without additional contract negotiations.

Our success in managing this risk is characterized by the high level (99%) of recurring revenue for our CargoWise platform in FY25 and our low level (<1%) of annual customer attrition (by CargoWise customers) every year for the past 13 years.

Decline in trade volumes and economic conditions

Our customers are logistics service providers whose business operations depend on regional and global logistics activities, which are closely linked to regional and global trade volumes. A decline in regional and global trade volumes and recessionary economic conditions including, but not limited to, the effects of global pandemics, geopolitical events, economic tariff and trade policies, and the impacts of climate change, may adversely affect our financial performance.

Our software provides an integrated logistics execution solution which increases productivity and drives efficiency in a complex, highly regulated and competitive industry. We believe that risks associated with a reduction in trade volumes and economic conditions would be offset by the opportunities which present themselves from changes in trade routes, regulation, trade patterns and increased drive for efficiencies amongst our customers.

Impact of foreign currency on financial results

As a global business, a significant portion of our revenue (FY25: ~40%) is invoiced in currencies other than US dollars. Therefore, our financial results are influenced by movements in the foreign exchange rates of currencies including the Australian dollar, pound sterling and euro. In FY25, we transitioned our financial reporting to U.S. dollars, which better reflects the currency composition of our business activities and provides improved alignment with our global logistics customer base. This change is expected to reduce some of the volatility caused by exchange rates movements in prior reporting periods. This risk is partially offset by natural hedges where we also incur operational costs in the same foreign currency. Where appropriate, we utilize foreign exchange contracts to hedge the currency risks on a portion of forecast exposures.

Operating and financial review

for the full-year ended 30 June 2025

WiseTech's financial position must support strategic acquisitions and global expansion

As we pursue strategic growth initiatives, including the recent strategically significant $2.1b acquisition of e2open, which has been fully funded by a new $3.0b syndicated debt facility; we must ensure prudent liquidity and capital management to meet operational and integration needs, fulfil integration commitments, and maintain flexibility for future investments.

To mitigate these risks, we:

- Look over time to maintain a healthy balance sheet, prioritizing free cash flow conversion and operational discipline;
- Monitor funding requirements, debt maturities and liquidity buffers under rigorous treasury oversight; and
- Continue to assess capital structure resilience in the context of M&A integration and long-term growth objectives.

Disruption or failure of technology systems

The performance, reliability and availability of our technology platform, data center and global communication systems (including servers, internet, hosting services and cloud environment in which we provide our products) are critical to our business. There is a risk that these systems may be adversely affected by disruption, failure, service outages or data corruption.

Prolonged disruption to our IT platform, or operational or business delays, could damage our reputation and potentially lead to a loss of customers, legal claims by customers, and an inability to attract new customers. This risk is heightened as WiseTech scales its operations globally and as customer reliance on real-time logistics execution continues to grow.

We improve our resilience and mitigate this risk by: operating separate data centers in three distinct regions around the world to reduce reliance on any individual data center; having a global network of support centers providing 24/7 365 support internally; and automated replication of data.

In addition, we have a business continuity management framework in place, including disaster recovery planning and testing, incident response plans and crisis management plans. Our technology framework provides for segregation of data, backups stored on independent infrastructures and critical access monitoring.

The risks and controls related to continuity of service are continually assessed, modified and improved as the internal and external environment changes.

Security breach and data privacy

Our products involve the storage and transmission of WiseTech's internal data and our customers' confidential and proprietary information and our risks include security breaches of our data and information by unauthorized access, theft, destruction, loss of information, or misappropriation or release of confidential data.

To mitigate these risks, we have adopted a layered approach to protecting data that includes physical security, system security, policy, governance, logging and auditing. We have completed an independent Service Organization Control audit of our key WiseCloud systems. We perform penetration testing on our key business systems (including our acquired businesses) and remediate any potential issues identified by the testing.

We further manage and document these controls through the implementation of the ISO 27001 Information Technology standard.

WiseTech Global and its subsidiaries recognize the importance of data privacy and comply with relevant data privacy regulations, including the EU General Data Protection Regulation, to safeguard the security and privacy of all customer data.

Intellectual property

The value of our products is partially dependent on our ability to protect our intellectual property, including business processes and know-how, copyrights and trademarks. There is a risk that we may be unable to detect the unauthorized use of our intellectual property rights in all instances. Further, there is a risk that third parties may allege that our products use intellectual property derived by them or from their products without their consent or permission, potentially resulting in disputes or litigation.

We mitigate this risk through an active program of monitoring and registering patents and other intellectual property where appropriate, and through protections in contractual agreements. Both internal and external legal resources are used to support this process.

Fraudulent activity or misconduct could result in financial, reputational or legal harm

WiseTech is exposed to the risk of internal or external fraudulent activity, which may involve theft of assets, manipulation of financial or operational systems, misuse of technology, or exploitation of human vulnerabilities (e.g. social engineering, deepfakes). This includes the risk of collusion, identity fraud, or unauthorized access to sensitive data and financial systems.

Operating and financial review

for the full-year ended 30 June 2025

We mitigate this risk through layered controls including:

- Segregation of duties and approval thresholds;
- Regular fraud and IT risk assessments;
- Secure authentication protocols and user access controls;
- Cybersecurity awareness training, including social engineering simulations; and
- Whistleblower and ethics reporting mechanisms overseen by the Board.

We continue to monitor the evolving threat landscape and incorporate advanced fraud prevention technologies and education to protect against increasingly sophisticated attacks.

Effective Board governance is critical to strategic execution and accountability

Effective Board oversight is essential to WiseTech's strategic alignment, risk management, and long-term value creation. A lack of independence, insufficient diversity of thought, or inadequate challenge of management could impair the Board's ability to fulfil its governance responsibilities.

To address this risk, we periodically assess Board composition and capabilities, and support a fit-for-purpose governance model appropriate for our stage of growth. In FY25, governance maturity remained a focus, particularly following leadership transitions. Recent changes include new independent Non-Executive Director appointments, committee reassignments, and structured engagement between the Board and senior management.

Ongoing evaluation of Board performance and structure, supported by external benchmarking and governance frameworks, helps ensure the Board continues to act with independence, insight and accountability.

WiseTech is committed to maintaining a safe and mentally healthy workplace

As our business grows and evolves, so do the expectations around workplace wellbeing, including the management of psychosocial risks. These may include work related stress, fatigue, high job demands, or inappropriate behaviors that can impact the mental health, safety and engagement of our people.

We are committed to fostering a safe, inclusive and psychologically supportive work environment. Our wellbeing programs, leadership engagement, and flexible work practices support mental health and sustainable performance. The Board and management monitor psychosocial risks through regular feedback, incident reporting, and culture surveys, and we respond with initiatives that promote resilience, balance and respect across all levels of the organization.

Monitoring of Emerging Risks

In addition to our established enterprise risks, WiseTech continuously monitors emerging risks that may impact our business over the medium to long term. This forward-looking approach enables us to anticipate shifts in technology, regulation, customer expectations, and the broader operating environment. In FY25, we are actively considering emerging risks such as the ethical and regulatory implications of artificial intelligence, the growing complexity of global data sovereignty requirements, climate related transition risks, and the cumulative impact of ongoing acquisition activity on culture and integration capacity. While climate related and sustainability risks are monitored, they are not currently considered material drivers of WiseTech's enterprise risk profile or financial performance.

We also recognize the increasing importance of psychosocial wellbeing and hybrid work models in shaping organizational resilience and engagement. We view the management of these risks not only as a safeguard but also as an opportunity to strengthen our competitive advantage, drive innovation, and enhance long-term value creation. These areas are regularly reviewed by our Risk and Executive teams to ensure our risk framework remains dynamic and responsive to change.

Five year financial summary[1]

	FY21 USD M	FY22 USD M	FY23 USD M	FY24 USD M	FY25 USD M
Recurring On-Demand License revenue	284.5	358.8	461.7	587.2	688.4
Recurring OTL maintenance revenue	55.6	54.2	68.5	75.1	74.2
OTL and support services	36.9	47.9	21.9	21.3	16.2
Revenue	377.0	460.9	552.2	683.7	778.7
Cost of revenues	(63.7)	(67.5)	(84.8)	(109.3)	(107.7)
Gross profit	313.4	393.5	467.4	574.3	671.0
Operating expenses					
Product design and development[2]	(95.5)	(104.3)	(125.6)	(167.8)	(185.3)
Sales and marketing	(37.1)	(36.5)	(46.8)	(59.2)	(51.6)
General and administration	(68.9)	(67.1)	(92.0)	(97.7)	(142.8)
Total operating expenses	(201.5)	(207.8)	(264.4)	(324.7)	(379.7)
Operating profit	111.9	185.6	203.0	249.6	291.3
Finance income	1.0	1.0	5.2	1.7	3.8
Finance costs	(4.1)	(3.0)	(4.8)	(11.1)	(7.3)
Fair value gain on contingent consideration	1.7	0.1	0.1	0.2	0.1
Profit before income tax	110.5	183.7	203.6	240.4	287.8
Tax expense	(29.7)	(41.9)	(60.0)	(68.2)	(87.1)
Net profit after tax	80.7	141.8	143.6	172.3	200.7
Key financial metrics					
Recurring revenue %	90%	90%	96%	97%	98%
Gross profit margin %	83%	85%	85%	84%	86%
Product design and development as % of total revenue[2]	25%	23%	23%	25%	24%
Sales and marketing as % of total revenue	10%	8%	8%	9%	7%
General and administration as % of total revenue	18%	15%	17%	14%	18%
Capitalized development investment (USD m)[3]	58.3	62.2	91.0	128.8	145.1
Total R&D as a % of total revenue[4]	33%	29%	32%	35%	34%

1 Differences in tables are due to rounding, see note 2 to the Consolidated financial statements – Rounding of amounts.
2 Product design and development includes $66.5m (FY24: $54.6m FY23: 39.3m, FY22: $33.6m, FY21: $29.7m) depreciation and amortization but excludes capitalized development investment.
3 Includes patents and purchased external software licenses used in our products.
4 R&D is total investment in product design and development expense, excluding depreciation and amortization, but including capitalized development investment.

Letter from the People & Remuneration Committee

Dear Shareholders,

The People & Remuneration Committee (PRC) would like to present WiseTech's Remuneration Report and share key highlights from our people and culture initiatives.

Our global team focused on laying the groundwork for the next phase of our growth and achieved:

- Total revenue growth of 14% to USD 778.7 million, with CargoWise revenue growth of 18% to USD 682.2 million;
- EBITDA growth of 26% excluding e2open M&A costs to USD 409.5 million with the corresponding EBITDA margin rate up 5 percentage points to 53%, driven by cost efficiency program and continued operating leverage;
- Continued progression of product development towards revenue generation;
- Completed strategic acquisition of e2open that will expand our total addressable market in the global trade and logistics market;
- New CargoWise commercial model, embedding deep AI workflow and management engine, is ready to rollout.

These results reflect a solid financial foundation and demonstrate the resilience and scalability of our business model, ongoing discipline, operational strength, and commitment to sustainable value creation – positioning us strongly for the opportunities ahead.

To implement a clear link between performance incentives outcome and WiseTech's performance while recognizing the Senior Leadership Team's individual performance, the Board determined a uniform outcome of 72% target performance incentive opportunity for all Senior Leadership Team, including Executive KMP, to be paid for FY25. To maintain momentum and engagement, the 28% shortfall to target performance incentive opportunity and if applicable the entire maximum performance incentive opportunity for FY25 will be carried forward to FY26 as a one-off incentive opportunity, contingent on both WiseTech's performance and individual performance. The Board believed this approach will ensure fairness while reinforcing a high-performance culture.

In line with previous years, the performance incentives are delivered in equity following the conclusion of the year, with 25% vesting immediately and 75% deferred over three years, and when combined with fixed remuneration equity vesting over four years, act as WiseTech's long term incentive plan which we believe is highly effective and ensures ongoing alignment with shareholders' interests.

We continued to make strategic investments and launch meaningful initiatives to strengthen our people, culture, and organization:

Global culture and retention:

- We expanded our R&D capacity with hiring focused on highly skilled software developers and Earn & Learn. The total number of employees increased to around 3,600 people globally across 39 countries. Including the team from e2open, WiseTech employee is now numbering over 7,000 people around the world, securing a strong foundation for future technology development and geographic expansion;
- We integrated team members from our FY25 acquisitions namely Singeste, EdiTrade, Opentecnologia, BSM Global and ImpexDocs to contribute to future growth;
- Integration planning is well under-way for e2open to build toward a stronger, unified organization leveraging our proven capabilities;
- We saw an increased participation rate of 82% for our employee engagement survey with feedback, teamwork, and work life blend and wellbeing as highly rated areas;
- Our voluntary attrition of 7.0% is below the industry average.

Education and learning:

- Our Earn & Learn Program entered its third year with 127 students enrolled for computer science degrees at a range of universities including University of Technology Sydney (UTS), University of New South Wales (UNSW), Royal Melbourne Institute of Technology (RMIT) and Monash University. Earn & Learn Program was a finalist in the Best Graduate Development Program category in the 2024 Australian HR Awards;
- Our people completed more than 21,000 hours of training in FY25 via the WiseTech Academy. The majority of these hours were spent on content to support people onboarding into specific teams or roles, as well as technical upskilling and productivity courses including Black Belt in Thinking;
- Our internal Festival of Learning program showcased subject matters experts across a range of technical and broader business topics to help our people keep up with technical developments and network. The number of hours spent by our team accessing the Festival of Learning series grew by over 60% in FY25;
- We continued our rotation program with 220 team members signed up to be mentors to over 600 team members, an increase of 18% on FY24.

Diversity and inclusion:

- We continued to monitor, review and invest in closing the pay equity gap and assigned dedicated budget to support team leaders in addressing identified pay equity gaps;
- We are committed to supporting all genders at WiseTech in having a fair and equitable experience. For the second year running we were pleased to achieve a 100% return to work rate following parental leave;
- Representation of women in Earn & Learn was 28% as at 30 June 2025, well above the representation of women enrolled in undergraduate information technology degrees in Australia.

Remuneration framework

Our existing remuneration approach and framework continue to operate effectively. As such, no substantive changes are planned for FY26. The Executive Chair and Chief Innovation Officer and the CEO will also continue to set and assess individual expectations for the Senior Leadership Team with oversight from the PRC. Given the dynamic nature of WiseTech's business, these expectations may evolve as appropriate throughout the year.

The PRC views that the effectiveness of our employee equity plan, including remuneration equity, performance incentive equity and sales commission equity, is reflected in our team members' strong alignment to shareholder interest, delivery of results and retention. We are pleased to announce that as at 30 June 2025, over 90% of our global workforce hold WiseTech equity in the form of shares or share rights.

The substantial investments made in our products, people, and culture will continue to advance our vision to be the operating system for global trade and logistics. We are confident that the strategy we're executing today will continue to deliver on the growth of our business and create strong, long-term shareholder value. We invite you to review the Remuneration Report and welcome your questions and feedback.

Sincerely,

Andrew Harrison, Chris Charlton, Mike Gregg
People & Remuneration Committee

Remuneration Report

This Remuneration Report for the twelve months ended 30 June 2025 has been prepared in accordance with the requirements of section 300A of the *Corporations Act 2001 (Cth)* and has been audited as required by section 308(3C) of the *Corporations Act 2001 (Cth)*.

Remuneration at a glance

Our remuneration strategy and framework

Driven by **our mission** and **our values**, WiseTech rewards our global workforce for performance aligned to our business strategy, specialized operations and sustained growth.

Drive innovation

Relentlessly innovate to deliver world-leading products that drive success for our customers

People powered

Attract, develop, motivate and retain an exceptional global team focused on market leadership and product excellence

Performance culture

Drive a high-performance, global culture aligned with long-term strategy

Equitable

Retain a consistent approach to reward decisions promoting diversity and freedom from bias

Market competitive

Deliver market-competitive remuneration with a focus on long-term value growth through equity ownership

Remuneration Report

Our priority

Building multi-year deferred equity into fixed remuneration across our global workforce to align employees' interests with those of shareholders and encourage value-creating behaviors.

	Component/structure	Strategic objective/performance link
Fixed annual remuneration	**BASE SALARY AND PENSION/ SUPERANNUATION** Base salary paid as cash on a monthly basis, with legislated contributions to a complying pension/superannuation fund **REMUNERATION EQUITY** Annual allocation of share rights granted during the financial year, with 25% vesting in July each year for the following four years	Set at competitive levels to attract and retain talent who can support growth, execute strategy, deliver economic outcomes and build shareholder value, based on: – Role and responsibility – Capability, competencies and contribution, and – Internal and external relativities **Remuneration equity** creates a strong alignment with long-term shareholder interests and supports retention
Performance equity incentives	**PERFORMANCE EQUITY** Deferred equity granted as share rights based on the achievement of annual objectives with 25% vesting immediately on grant and 25% vesting in July each year over three years **PERFORMANCE MEASURES** – Financial and operational targets weighted to areas of control, and – Development team pool bonuses related to specific innovation pipeline achievements	**ANNUAL ASSESSMENT** Performance measures reward execution of and accountability for actions, direct outcomes and lead measures aligned to long-term strategy and annual priorities **ONGOING CALIBRATION** Lag outcomes ultimately reflected in long-term growth in revenue, earnings and Total Shareholder Return (TSR) **SHAREHOLDER ALIGNMENT** Deferred equity and minimum holding requirements for key management personnel (KMP) ensures a strong link with creation of shareholder value and supports staff retention

Further alignment with shareholders

Rewarding our global workforce for increasing their holding of WiseTech Global shares by purchasing shares through our **Invest as You Earn** program.

Remuneration Report

IAYE Program

INVEST AS YOU EARN (IAYE)

Invest up to 20% of post-tax salary on a monthly basis during a calendar year to acquire shares:

- Potential to receive 1 share right for every 5 shares acquired
- Available to all employees (subject to local regulations)

SHAREHOLDER ALIGNMENT & RETENTION

- Program delivered as equity
- Shares acquired must be retained until end of calendar year for share rights to be granted
- Share rights vest after 18 months

Actual executive KMP remuneration received in FY25

(non-IFRS disclosure)

	Current year's remuneration				Prior years' remuneration		Total		
	Fixed cash[1] AUD	Cash incentive AUD	FY25 Remuneration equity AUD	FY25 Performance equity AUD	Remuneration equity vested AUD	Performance equity vested AUD	Remuneration received AUD	Equity growth AUD	Total including equity growth AUD
Richard White[1]	1,111,882	–	–	–	–	–	1,111,882	–	1,111,882
Maree Isaacs	516,048	–	–	46,800	–	59,933	622,781	13,008	635,789
Andrew Cartledge[2]	1,073,546	–	–	207,814	137,056	629,024	2,047,440	935,449	2,982,889
Brett Shearer	542,240	–	–	53,539	237,000	279,974	1,112,753	611,483	1,724,236
Caroline Pham[3]	450,462	–	–	30,329	–	–	480,791	–	480,791

1 Fixed cash includes superannuation, allowances and payments of leave entitlements but excludes non-monetary benefits. Richard White's fixed cash included AUD 440,686 cash payment of the annual leave entitlement upon the end of his Executive Director & CEO employment effective 24 October 2024.

2. Andrew Cartledge's fixed cash included cash increase effective 24 October 2024.

3. Caroline Pham became a member of KMP on 24 October 2024. Her remuneration in the table above relates to the period since she became a member of KMP. As she was not a member of KMP for the whole period in FY25, and her prior years' remuneration relates to employment before becoming a member of KMP, we have omitted her "Prior years' remuneration" in the tables above. Statutory disclosure of her remuneration is included in the "Other statutory disclosures – Executive KMP remuneration" table.

Actual Executive KMP remuneration received in FY24

(non-IFRS disclosure)

	Current year's remuneration				Prior years' remuneration		Total		
	Fixed cash[1] AUD	Cash incentive AUD	FY24 Remuneration equity AUD	FY24 Performance equity AUD	Remuneration equity vested AUD	Performance equity vested AUD	Remuneration received AUD	Equity growth AUD	Total including equity growth AUD
Richard White	1,000,000	–	–	–	–	–	1,000,000	–	1,000,000
Maree Isaacs	496,200	–	–	62,500	–	–	558,700	–	558,700
Andrew Cartledge	760,000	–	–	166,667	118,346	466,543	1,511,556	839,445	2,351,001
Brett Shearer	520,000	–	–	71,500	203,028	195,588	990,116	607,745	1,597,861

1 Fixed cash includes superannuation but excludes any allowances or non-monetary benefits. In particular, the amounts do not include the value related to annual and long service leave entitlements that accrued during the year less the leave taken.

2. Caroline Pham became a member of KMP on 24 October 2024. As she was not a member of KMP during FY24, she has not been included in the FY24 table above.

Remuneration Report

In the first table above, Executive KMP remuneration received in FY25 is separated into remuneration received for employment in FY25 and deferred equity from previous years that vested during FY25. The same approach has been taken for the second table in respect of FY24.

The two tables above are not prepared in accordance with the Australian Accounting Standards and the figures in these tables are different from those shown in the "Other statutory disclosures – Executive KMP remuneration" table on page 120 of this Report which includes an accounting value for all unvested share rights. Accounting standards require share-based payments to be amortized over the relevant performance and service periods. We believe that the information presented above provides shareholders with additional details regarding Executive KMP remuneration.

Current year's remuneration

This includes FY25 fixed cash remuneration plus any FY25 performance incentive payments paid in equity which vest immediately on grant. As remuneration equity is granted at the beginning of the financial year and earned throughout the year, with the first tranche to vest on the first business day of the following financial year, no FY25 remuneration equity was received in FY25.

Maree Isaacs' FY25 performance equity incentive is expected to be granted following WiseTech's AGM in November 2025, subject to shareholder approval.

Prior years' remuneration

This includes any deferred equity awards from prior periods that vested during FY25. This includes remuneration equity and performance equity incentives from prior years, excluding the value of any vested performance equity incentive for FY24 disclosed as "Current year's remuneration" in the corresponding table in the for FY24.

Equity growth

The value of the vested equity shown in the table is the face value at date of original award (under the headings "Remuneration equity vested" and "Performance equity vested"). Equity growth is the value contribution from the change in share price between the award and vesting dates.

For share rights that do not automatically convert to ordinary shares at vesting but are instead exercisable at the discretion of the Executive KMP, the values in the table reflect the market value at the vesting date, regardless of whether the share rights have been exercised.

KMP covered by the Remuneration Report

The Remuneration Report outlines key aspects of the Company's remuneration strategy, policy and framework and provides details of remuneration awarded to KMP during FY25.

KMP includes Executive Directors, certain senior executives of the Group (Other Executives) and Non-Executive Directors, who have specific authority and responsibility for planning, directing and controlling the activities of the Group. In this report, the term "Executive KMP" refers to the KMP excluding Non-Executive Directors.

After the end of the reporting period and as of the date of this report, Charles Gibbon retired as a Non-Executive Director on 30 June 2025. Roberto Castaneda and Sandra Hook were appointed as Non-Executive Directors on 1 July 2025. Zubin Appoo was appointed as Chief Executive Officer of WiseTech on 28 July 2025. Prior to this appointment, Mr Appoo was the Chief of Staff & Deputy Chief Innovation Officer. Andrew Cartledge stepped down as Interim CEO on 28 July 2025.

Due to the number of leadership changes in FY25, the Group's KMP and all positions held by them at any time during the financial year are listed in the table below.

Name	Positions	Dates position was held during financial year
Executive Director KMP		
Richard White (RW)	Executive Director, Co-Founder and Chief Executive Officer (CEO)	1 July 2024 – 23 October 2024
	Not employed by the Group and not paid any remuneration[1]	24 October 2024 – 25 February 2025
	Executive Chair and Chief Innovation Officer	26 February 2025 – 30 June 2025
Maree Isaacs (MI)	Executive Director, Co-founder and Head of License Management (HLM)	Full year
Other Executive KMP		
Andrew Cartledge (AC)	Chief Financial Officer (CFO)	1 July 2024 – 23 October 2024
	Interim CEO	24 October 2024 – 30 June 2025
Brett Shearer (BS)	Chief Technology Officer & Chief Architect (CTO)	Full year
Caroline Pham (CP)	Deputy CFO	1 July 2024 – 23 October 2024
	Interim CFO	24 October 2024 – 30 June 2025

Remuneration Report

Non-Executive Director KMP		
Andrew Harrison	Lead Independent Director	31 March 2025 – 30 June 2025
Christopher Charlton	Independent Non-Executive Director	31 March 2025 – 30 June 2025
Michael Gregg	Independent Non-Executive Director	26 February 2025 – 30 June 2025
Lisa Brock	Independent Non-Executive Director	1 July 2024 – 26 February 2025
Richard Dammery	Chair and Independent Non-Executive Director	1 July 2024 – 26 February 2025
Charles Gibbon	Independent Non-Executive Director	Full year
Michael Malone	Independent Non-Executive Director	1 July 2024 – 26 February 2025
Fiona Pak-Poy	Independent Non-Executive Director	1 July 2024 – 26 February 2025

1 See ASX announcements dated 24 October 2024 and 10 February 2025.

People & Remuneration Committee and governance

The Board is responsible for ensuring that WiseTech's remuneration strategy and framework support the Group's performance and that executives and Non-Executive Directors are rewarded fairly and responsibly with regard to legal and corporate governance requirements. The People & Remuneration Committee (PRC) oversees remuneration matters and, where appropriate, makes recommendations to the Board. During the year, the Committee comprised the following independent Non-Executive Directors:

- **1 July 2024 to 26 February 2025 –** Fiona Pak-Poy (Chair), Richard Dammery and Michael Malone;
- **26 February 2025 to 30 March 2025 –** Michael Gregg (Chair) and Charles Gibbon;
- **31 March 2025 to 30 June 2025** – Andrew Harrison (Chair), Christopher Charlton, Charles Gibbon and Michael Gregg

Further information on the PRC's responsibilities is set out in the PRC Charter available on the Company website which can be accessed at the following link: www.wisetechglobal.com/investors/corporate-governance/

Remuneration Report

The following graphic describes the roles of the Board, the PRC and Management in ensuring that WiseTech's remuneration governance processes are robust and defendable.

WISETECH GLOBAL LIMITED BOARD

- Approving the overall remuneration policy, including Non-Executive Director remuneration, Executive Director and senior executive remuneration and any executive incentive plans.
- Appointing the CEO, and approving the remuneration of, and overseeing the performance review of, the CEO.

PEOPLE & REMUNERATION COMMITTEE

Responsible for reviewing the following matters and bringing items of significance to the attention of the Board:

- The processes for overseeing performance accountability and monitoring of the senior management team.
- The remuneration structure and its effectiveness.
- Recruitment, retention and termination strategies.
- Diversity and Inclusion governance.
- The Remuneration Report.
- Other relevant matters identified or requested by the Board from time to time.

INDEPENDENT REMUNERATION ADVISORS

- Provide independent advice to the PRC and/or Management on remuneration market data and market practice from time to time.
- WiseTech has protocols in place to ensure that any external advice is provided in an appropriate manner.

MANAGEMENT

- Makes recommendations to the PRC on WiseTech's remuneration strategy and framework.
- Provides relevant information to support decision-making.

Independent remuneration advisors

WiseTech Global has protocols in place to ensure that external advice is provided in an appropriate manner and is free from undue influence by management. No independent advice was provided on remuneration recommendations in relation to KMP in FY25.

Minimum shareholding requirements

To reinforce WiseTech's objective of aligning the interests of KMP with the interests of shareholders thus reinforcing an owner's mindset, and to foster an increased focus on building long-term shareholder value, the following minimum shareholding requirements are in place for KMP:

- 100% of fixed remuneration for Executive KMP, in the form of shares or share rights, within five years of appointment, and
- 100% of base fees for Non-Executive Directors, in the form of shares, within three years of their appointment to the Board.

Our remuneration strategy and framework

WiseTech's future growth and innovation relies on the talent, motivation and enthusiasm of our people across the world. We aim to reward our high-performance global workforce with a remuneration and incentive program aligned to our business strategy, specialized operations, and aspirations for sustained growth.

Our remuneration framework includes cash and equity components that reward our workforce for achieving operational and strategic priorities and for creating long-term sustainable value for WiseTech and its shareholders.

Remuneration Report

The elements of our global remuneration structure

Our organizational focus is on developing breakthrough solutions to replace aging legacy systems and rapid expansion to drive long-term growth for our shareholders. This requires a level of agility within our organization to allow teams to swiftly refocus priorities on activities in the short term to deliver our long-term goals. Providing remuneration equity, which is not subject to performance conditions, as a core element of our remuneration structure aligns employees' interests with those of shareholders, encouraging behaviors that are value-creating for the long term, as well as supporting staff retention within the Group.

Remuneration equity, an annual grant of multi-year deferred equity, is a key component of our team members' fixed remuneration across our global workforce.

Remuneration equity is typically granted at the start of the financial year and vests in four equal annual tranches:

	July Year 2	July Year 3	July Year 4	July Year 5	July Year 6
Year 1 Grant – July	25%	25%	25%	25%	
Year 2 Grant – July		25%	25%	25%	25%
Year 3 Grant – July			25%	25%	25% →
Year 4 Grant – July				25%	25% →
Year 5 Grant – July					25% →
Total vesting	**25%**	**50%**	**75%**	**100%**	**100%**

As detailed in the table above, the annual grant of remuneration equity with 25% vesting each year builds up, so that after four years there will be four tranches of 25% of an annual grant vesting in July each year. The above approach provides a strong alignment to shareholder outcomes as:

- the number of share rights granted is based on the WiseTech share price at the time of grant, and
- the value derived by an employee is based on the share price at the time of vesting.

In addition to remuneration equity, certain executives are eligible to receive performance equity incentives to reward execution of, and accountability for, actions, direct outcomes and lead measures aligned to long-term strategy and annual priorities. Following the assessment of performance at the end of the financial year, any awards are delivered in share rights, with 25% vesting immediately and 25% vesting each year for the following three years.

In the event that an employee (including an Executive KMP) ceases employment, unvested share rights (whether related to performance incentives or remuneration equity) will typically lapse. However, in exceptional circumstances (including genuine retirement), as detailed in the Equity Incentives Plan Rules, the Board retains discretion to determine that some, or all, of the unvested share rights will not lapse.

The Equity Incentives Plan Rules grant the Board clawback powers. If, in the opinion of the Board, a participant acts fraudulently or dishonestly or is in breach of their obligations to a Group company, the Board may deem that any award of share rights held by the participant is to be forfeited.

During FY25, WiseTech has continued to expand the award of remuneration equity to more employees across our global team. Where appropriate, deferred equity is also used to deliver a component of sales incentives and for sign-on or retention awards for key team members. Development team bonus pool incentives, related to specific innovation achievements that require extra discretionary effort from team members, and select strategic project bonuses are also delivered as deferred equity.

In addition to remuneration equity, our IAYE program enables employees to acquire WiseTech shares by investing up to 20% of their post-tax salary, with an annual incentive of one free share right for each five shares acquired during the calendar year. The free share rights:

- are granted if the acquired shares are not sold before the end of the calendar year of participation; and
- vest 18 months after the end of the calendar year of participation.

The IAYE program has maintained robust participation from our global workforce in the past five years.

	IAYE 2021	IAYE 2022	IAYE 2023	IAYE 2024	IAYE 2025
Number of participants	361	386	398	525	637
Participation rate	22%	23%	21%	18%	21%

Remuneration Report

Annual remuneration review

The PRC and the Board review remuneration annually to ensure that there is an appropriate balance between fixed and at-risk performance-related pay and that it reflects both short-term and long-term performance objectives linked to WiseTech's strategy.

WiseTech's people and culture are the source of our industry-leading products, and attracting and retaining the best talent in our sector is a core driver of Company performance. The PRC and Board will continue to monitor the movement in remuneration in the markets where we compete for talent.

Share rights

At the date of this report, WiseTech had 3,446,077 share rights outstanding across 3,711 holders. The share rights relate to grants of deferred equity to employees under the Equity Incentives Plan and have a range of vesting dates through to July 2032. Generally, share rights are subject to employment conditions and are not subject to performance conditions. On vesting of a share right, the holder is entitled to receive one ordinary share at no cost to the holder. Under the share rights offer terms and conditions, WiseTech may elect at a later date to make a cash payment to holders in lieu of an allocation of ordinary shares. A total of 951,435 share rights were converted to ordinary shares during the financial year.

To meet the Company's obligations when share rights vest, the Board prefers to issue new shares (to a maximum of 1% of issued share capital in any 12-month period) while reserving the right to buy shares on-market and off-market where appropriate. During FY25, 34,168 shares were purchased on-market for the purpose of employee incentive schemes, at an average price of AUD 102.81 per share, primarily on behalf of participants in the IAYE program.

FY25 remuneration framework for our executive team

Remuneration for our executive team, including Executive KMP and other senior managers, is delivered through a mix of fixed remuneration, including base salary, legislated pension/superannuation contributions and remuneration equity. The remuneration, as well as performance equity incentives, structure for FY25 is outlined below:

1 July 2024	1 July 2025	1 July 2026	1 July 2027	1 July 2028
Fixed remuneration – cash base salary and pension/superannuation				
Fixed remuneration – equity remuneration equity Grant	25% Vest	25% Vest	25% Vest	25% Vest
FY25 Incentive – incentive equity	Assess performance Grant			
	25% Vest	25% Vest	25% Vest	25% Vest

As outlined in the diagram above, remuneration for FY25 is delivered across three main elements:

- Fixed remuneration that is paid to executives during the year in line with their local payroll schedule;
- Remuneration equity that is granted effective 1 July 2024 and vests in four equal tranches in July 2025, July 2026, July 2027 and July 2028; and
- Incentive equity for FY25 that is determined following assessment of performance during the year, is granted in August 2025 and vests in four equal tranches, the first one on grant, and the remainder in July 2026, July 2027 and July 2028.

Remuneration Report

Our executive team's performance incentive framework is focused on annual financial targets and operational key performance indicators (KPIs) that are lead measures for long-term strategic outcomes. In any year, our financial outcomes reflect the successful execution of deliverables over many prior years. Conversely, the operational and strategic actions undertaken this year are expected to deliver shareholder value for many years into the future. Product development deliverables are examples of operational KPIs designed to support long-term strategy and deliver sustainable, long-term financial value.

To ensure ongoing alignment with shareholders' interests, we aim for 100% of performance incentives to be delivered in equity at the end of the year, with 25% vesting immediately and 75% deferred over three years, and when combined with fixed remuneration equity vesting over four years, act as WiseTech's long term incentive plan which we believe is highly effective.

Performance equity incentives for Executive KMP (other than Maree Isaacs) and senior managers are delivered as multi-year deferred equity, with a grant date in August 2025, and vesting in four equal installments, immediately on grant and then in July 2026, 2027 and 2028. The performance equity incentive for Executive Director Maree Isaacs is expected to be granted in November 2025, after WiseTech's 2025 AGM, with vesting of the first tranche immediately on grant and the remaining three tranches in July 2026, 2027 and 2028.

The number of share rights to be granted was determined using the average closing share price for the five business days up to, and including, 30 June 2025.

Due to the leadership changes in FY25, performance incentive outcomes in respect of FY25 for the Senior Leadership Team, as well as Maree Isaacs, Brett Shearer and Caroline Pham, were proposed by the Executive Chair & Chief Innovation Officer, the new CEO Zubin Appoo and the Interim Chief People Officer with input from the Interim CEO, before the PRC reviewed and discussed the proposal and recommended to the Board for approval. The performance incentive outcome for the Interim CEO was determined by the PRC and approved by the Board.

FY25 Executive KMP remuneration

Remuneration structure and mix for FY25

Richard White

On 24 October 2024, Richard White stood down as Executive Director & CEO with immediate effect. On 26 February 2025, Richard White was appointed to the Board as Executive Chair. Richard White's total fixed annualized cash remuneration remained AUD 1 million from 1 July 2024 to 24 October 2024 and from 26 February 2025 to 30 June 2025. He has not received any increase in remuneration since 2015. WiseTech confirms that no remuneration was paid to Richard White during the period between 25 October 2024 to 25 February 2025.

Andrew Cartledge

During the global remuneration review for FY25, the total package (including fixed remuneration and target performance incentive) for Andrew Cartledge was increased by 4% from AUD 1,601,667 to AUD 1,666,293, of which the target performance incentive was increased from AUD 666,667 to AUD 693,333. After the change of role from CFO to Interim CEO, effective 24 October 2024, remuneration benchmarking against disclosed data for comparable companies was conducted to determine the appropriate package for his Interim CEO role. The total fixed remuneration, including cash and remuneration equity, was set at AUD 1.7 million. The performance equity incentive was AUD 1,366,667 with the opportunity to be awarded an additional 50% for exceptional achievement.

Maree Isaacs

During the global remuneration review for FY25, the total package (including fixed remuneration and target performance incentive) was increased by 4% from AUD 746,200 to AUD 776,048, of which the performance equity incentive was increased from AUD 250,000 to AUD 260,000.

Brett Shearer

During the global remuneration review for FY25, the total package (including fixed remuneration and target performance incentive) was increased by 4% from AUD 1,092,000 to AUD 1,136,120, of which the performance equity incentive was increased from AUD 286,000 to AUD 297,440.

Caroline Pham

Caroline Pham was appointed Interim CFO effective 24 October 2024. The total annualized package for her Interim CFO role is composed of fixed cash remuneration of AUD 655,000 and fixed remuneration equity of AUD 200,000. She received a one-off equity incentive of AUD 250,000 delivered as share rights in February 2025. The terms and conditions of the one-off equity incentive are the same as those for the remuneration equity and performance incentive share rights grant to Executive KMP. Under her Interim CFO contract, she is eligible to receive a performance equity incentive of up to AUD 200,000 per annum with the opportunity to be awarded an additional 50% for exceptional achievement.

The remuneration mix for each Executive KMP detailed above is expressed as a percentage of total remuneration, excluding Richard White, who was remunerated solely with fixed remuneration as we believe that his significant equity holding provides adequate alignment with other shareholders.

Remuneration Report

Maree Isaacs

From 1 July 2024

Target and maximum

Andrew Cartledge

From 1 July 2024 to 23 October 2024

Target (annualized)

Maximum (annualized)

From 24 October 2024 to 30 June 2025

Target (annualized)

Maximum (annualized)

Brett Shearer

From 1 July 2024

Target

Maximum

Caroline Pham

From 24 October 2024

Target (annualized)

Maximum (annualized)

- Fixed remuneration – cash
- Performance incentives – equity
- Fixed remuneration – remuneration equity

Remuneration Report

Remuneration outcomes for FY25 and the link to WiseTech performance

The tables below summarize the performance of WiseTech shares for the five years from FY21 to FY25 and for FY25, and our financial performance for the five years from FY21 to FY25. The information was considered in conjunction with an assessment of individual performance of senior leadership team by the Interim CEO, and reviewed by the PRC, when determining Executive KMP remuneration.

Period	Period start	Share price at start of period AUD	Share price 30 June 2025 AUD	Change in share price	Change in ASX 200	WTC performance v ASX 200	Dividends paid per share USD cents	WTC TSR[1]
FY21–FY25	1 July 2020	19.35	109.03	463.5%	44.8%	418.6%	0.417	468.8%
FY25	1 July 2024	100.30	109.03	8.7%	10.0%	-1.3%	0.129	8.9%

1 Total shareholder return with dividends reinvested.

	FY21	FY22	FY23	FY24	FY25
Revenue (USD m)	377.0	460.9	552.2	683.7	778.7
Revenue growth over prior year[1]	31%	22%	20%	24%	14%
EBITDA (USD m)	154.0	232.4	260.8	325.0	381.6
NPAT[2] (USD m)	80.7	141.8	143.6	172.3	200.7
Earnings per share (USD cents)	24.8	43.5	43.8	52.1	60.4
Dividends[3] per share (USD cents)	5.0	7.8	9.8	11.3	14.4
Closing share price at end of June (AUD)	31.93	37.85	79.81	100.03	109.03
Change in share price during the year[4]	65%	19%	111%	26%	9%

1 Difference in revenue growth over prior year compared with previous years' disclosure is due to rounding after change of presentation currency from Australian dollars to US dollars.
2 NPAT is net profit after tax attributable to equity holders.
3 Dividends declared in respect of the financial year.
4 Percentage change in the closing share price on the last business day in the current year over that on the last business day in the prior year.

Board review of WiseTech's FY25 performance against key indicators

In using WiseTech's FY25 results to help review the performance incentives, the Board considers the market conditions and short-term performance in the context of WiseTech's longer-term strategy. FY25 was a year where we focused on laying the groundwork for the next phase of our growth. While our revenue growth was slower this year due to disruption in the business, our financial results reflect a solid financial foundation and demonstrate the resilience and scalability of our business model, positioning us strongly for the opportunities ahead. To implement a clear link between performance incentives outcome and WiseTech's performance while recognizing the Senior Leadership Team's individual performance, the Board determined a uniform outcome of 72% target performance incentive opportunity for all Senior Leadership Team, including Executive KMP, to be paid for FY25. To maintain momentum and engagement, the 28% shortfall to target performance incentive opportunity and if applicable the entire maximum performance incentive opportunity will be carried forward to FY26 as a one-off incentive opportunity, contingent on both WiseTech's performance and individual performance. The Board believed this approach will ensure fairness while reinforcing a high-performance culture.

To assess performance against the KPIs, financial results were assessed by reference to WiseTech's audited financial statements. This method of performance assessment was chosen because it is objective and fair, and the use of the audited financial statements ensures alignment with the financial performance of the Company. The Board's assessment of the specific KPIs of the Executive KMP, which underpin the FY25 performance incentive awards, are detailed below.

Remuneration Report

Key performance indicator	Performance outcome in FY25 USD	Assessment	Executive KMP
Revenue growth	14% growth in revenue to $778.7m vs $858.0m to $891.0m target	**Target not met**	CEO, HLM, CFO
EBITDA	Excluding e2open M&A cost: 26% growth in EBITDA to $409.5m vs $435.6m to $462.0m target Reported: 17% growth in EBITDA to $381.6m vs $435.6m to $462.0m target	**Target not met**	CEO, HLM, CFO
EBITDA margin	Excluding e2open M&A cost: 53% vs 51% to 52% target Reported: 49% vs 51% to 52% target	**Target exceeded**	CEO, HLM, CFO
Recurring revenue	15% growth in recurring revenue to $762.6m Recurring revenue 99% of CargoWise revenue and 98% of total revenue	**Target achieved**	CEO, HLM
Operational efficiency	G&A expense/G&A % of revenue excluding M&A costs of $112.2m/14%	**Target achieved**	CEO, CFO
Cash flow	Operating cash flow/Operating cash flow conversion $436.5m/114%, and Free cash flow/Free cash flow conversion $287.0m/75%	**Target exceeded**	CEO, CFO, HLM
Product development outcomes	Optimization of CargoWise Cloud code base to increase performance	**Target partially achieved**	CEO, CTO

Performance against the relevant financial and operational criteria above makes up at least 70% of each Executive KMP's performance incentive opportunity. The remainder relates to strategic outcomes particular to each Executive KMP's role in the organization as described below:

- Maree Isaacs: customer contract management, pricing, licensing, and legacy business model transition;
- Andrew Cartledge & Caroline Pham (CFO role): integration of acquired businesses, cash flow, and financial risk management; and
- Brett Shearer: improvements in development efficiency, increased monitoring of data centers/CargoWise Cloud/eHub and improved reliability and resilience of CargoWise Cloud and tier 1 customers' CargoWise private clouds.

FY25 performance incentives outcome

The remuneration awarded to the Executive KMP in relation to performance during FY25 is set out in the table below, including the performance incentives resulting from the assessment of KPI outcomes described above. The table also shows the performance outcome for each Executive KMP as a percentage of target opportunity and of maximum opportunity.

	FY25 performance incentive awarded AUD	Target opportunity AUD	% of target incentive awarded for FY25	% of target incentive carried forward to FY26	Maximum opportunity AUD	% of maximum incentive awarded for FY25	% of maximum incentive carried forward to FY26
Maree Isaacs	187,200	260,000	72%	28%	260,000	72%	28%
Andrew Cartledge[1]	831,255	1,154,521	72%	28%	1,731,781	48%	52%
Brett Shearer	214,157	297,440	72%	28%	446,160	48%	52%
Caroline Pham[2]	121,315	168,493	72%	28%	252,740	48%	52%

1 Andrew Cartledge's FY25 target opportunity and maximum opportunity have been prorated according to his tenure as CFO from 1 July 2024 to 23 October 2024 and as Interim CEO from 24 October 2024 to 30 June 2025.

2 Caroline Pham's FY25 target opportunity and maximum opportunity have been prorated according to her tenure as Deputy CFO from 1 July 2024 to 23 October 2024 and as Interim CFO from 24 October 2024 to 30 June 2025.

Vesting of previous performance equity incentives

Vesting of deferred equity components of Executive KMP performance incentives each year is subject to consideration by the Board. The Board determined that the relevant tranches of FY22, FY23 and FY24 performance equity incentives would vest fully in July 2025.

Remuneration Report

FY26 remuneration

The Board considers that the existing remuneration approach and framework is working effectively. As such, no substantive changes are planned for FY26.

Overview of Non-Executive Director remuneration

The Board sets Non-Executive Director remuneration at a level that enables the Group to attract and retain Directors with the appropriate mix of skills and experience. The remuneration of the Non-Executive Directors is determined by the Board after taking into consideration the recommendations from the PRC.

Non-Executive Directors receive a base fee inclusive of statutory superannuation contributions. Non-Executive Directors do not receive any performance-based remuneration.

Non-Executive Director fee pool and structure

The total amount of fees that can be paid to Non-Executive Directors is capped at a limit approved by shareholders. An increase to the maximum aggregate annual fee pool from AUD 1.8 million per annum to AUD 3.0 million per annum was approved by shareholders at the 2024 Annual General Meeting. This increase allows flexibility to keep pace with market movements and provides the Board with the capacity to appoint additional Non-Executive Directors to support our business objectives and long-term growth strategy.

To acknowledge the increased workload and responsibilities including the Board Review after the leadership changes, the Board approved an exertion fee effective from 9 October 2024 of AUD 30,000 per month for Richard Dammery and AUD 15,000 per month for both Lisa Brock, as the Chair of the Audit & Risk Committee and Fiona Pak-Poy, as the Chair of the People & Remuneration Committee. Following further increases in workload for the Board Chair after October 2024, the exertion fee for Richard Dammery increased to AUD 41,667 per month from 21 November 2024. These exertion fees were provided until the resignation of Richard Dammery, Lisa Brock, and Fiona Pak-Poy from the Board on 26 February 2025.

At the end of FY25, WiseTech conducted a comprehensive review of Non-Executive Director fees. This review included benchmarking against disclosed fees for ASX-listed organizations of comparable market capitalization and revenue scale. In addition, the review considered the relatively small size of the Board, complexity of the business after global expansion, the presence of the Executive Chair, and the Board's commitment to robust governance. The competitiveness of fees was also evaluated to support orderly succession planning and to enable the Company to continue to attract high-caliber Non-Executive Director candidates.

As a result of the review, effective 1 July 2025, the Chair of the Audit & Risk Committee fee increased by 20% and the Chair of the People & Remuneration Committee fee increased by 31%. Both the Board member fee and Audit & Risk Committee member fee increased by 4%. The member fee for the People & Remuneration Committee increased by 14% to align with the member fee for the Audit & Risk Committee, reflecting the increasing workload relating to people, remuneration and culture matters after WiseTech entered into another phase of the growth trajectory. Recognizing the sustained high workload for the Lead Independent Director, the Board also determined to implement a specific fee in the Board fee schedule for the Lead Independent Director role from the beginning of FY26. As all Board members serve on the Nomination Committee, consistent with market practice, no additional fees are provided for the Chair or members of this committee.

The table below outlines the Board and committee fees, inclusive of superannuation, effective for FY25 and for FY26. Richard White, as the Executive Chair, does not receive Board Chair or Committee fees.

Board fees	FY25 Fees AUD	FY26 Fees AUD
Non-Executive Chair	500,000	522,000
Lead Independent Director	Not applicable	470,000
Other Non-Executive Director	200,000	209,000

Committee fees	FY25 Fees AUD	FY26 Fees AUD
Audit & Risk Committee – Chair	46,000	55,000
Audit & Risk Committee – member	23,000	24,000
Nomination Committee – Chair and member	-	-
People & Remuneration Committee – Chair	42,000	55,000
People & Remuneration Committee – member	21,000	24,000

Remuneration Report

Non-Executive Director Fee Sacrifice Share Acquisition Plan

The Non-Executive Director Fee Sacrifice Share Acquisition Plan (NED Share Plan), introduced in October 2020, provides a mechanism for the Non-Executive Directors to build their equity holding in the Company using their pre-tax Director fees. Under the NED Share Plan, Non-Executive Directors can elect to voluntarily sacrifice all, or a portion, of their pre-tax Director fees over the relevant financial year to receive a grant of share rights. Each share right is a conditional entitlement to acquire one ordinary share in the Company at no cost. The share rights are not subject to any performance conditions. Subject to the Non-Executive Directors remaining a Director of the Company, the share rights automatically convert to shares following the release of the Company's half-year results and full-year results respectively.

If a Non-Executive Director ceases to hold office before the grant of share rights or before their share rights convert to shares, the Non-Executive Director will be paid the fee amount that was sacrificed for the relevant participation period and which has been earned to the date of cessation, unless the Board determines otherwise. All share rights granted in relation to that participation period will lapse on cessation.

The following table details the NED Share Plan participation in FY25, including the number of share rights granted and the vesting schedule. Shareholder approval under ASX Listing Rule 10.14 was obtained at the 2024 Annual General Meeting for potential grants of share rights to Richard Dammery and Fiona Pak-Poy. All the share rights granted under the FY25 NED Share Plan in August 2024 lapsed when Richard Dammery and Fiona Pak-Poy ceased to be Non-Executive Directors prior to the first vesting date in February 2025. Fees sacrificed were returned to Richard Dammery and Fiona Pak-Poy within FY25, according to terms and conditions of the NED Share Plan.

		Fees sacrificed for share rights USD	Number of rights granted [1]	Fair value at grant date [2] USD	Vesting date
Richard Dammery	Tranche 1	50,423	776	62,015	N/A
	Tranche 2	50,423	777	62,015	N/A
Fiona Pak-Poy	Tranche 1	22,186	413	33,005	N/A
	Tranche 2	22,186	413	33,005	N/A

1 The number of share rights granted was calculated using an allocation price based on the average closing share price for 5 days up to, and including, 30 June 2024.
2 Fair value at grant was determined based on AUD 118.87, the closing share price on the grant date in August 2024. The value was converted to US dollar using the WiseTech Global company-wide FX rate for August 2024.

Any Non-Executive Directors participating in the NED Share Plan in FY26 will be granted share rights at the end of August 2025 in respect of the fees sacrificed during the year. The number of share rights will be determined by dividing the fees sacrificed by the average closing share price for the five business days up to, and including, 30 June 2025. The share rights will convert to shares in two equal tranches, following the release of WiseTech's half-year results in February 2026 and full-year results in August 2026.

Remuneration Report

Non-Executive Director remuneration

The following table details Non-Executive Directors' remuneration for FY25 and FY24.

		Short-term		Post-employment	
		Board and committee fees – cash USD[4]	Fees sacrificed under the NED Share Plan USD[4]	Superannuation USD[4]	Total USD[4]
Lisa Brock[1]	FY25	137,366	–	13,531	150,897
	FY24	49,143	–	5,406	54,549
Christopher Charlton[2]	FY25	31,957	–	3,675	35,632
	FY24	–	–	–	–
Richard Dammery[1]	FY25	249,711	65,717	14,791	330,219
	FY24	135,012	32,829	15,415	183,256
Charles Gibbon	FY25	138,097	–	15,881	153,978
	FY24	117,811	–	12,959	130,770
Michael Gregg[2]	FY25	49,042	–	5,640	54,682
	FY24	–	–	–	–
Andrew Harrison[3]	FY25	38,741	–	4,455	43,196
	FY24	161,459	43,738	13,579	218,776
Michael Malone[1]	FY25	96,756	–	11,259	108,015
	FY24	132,757	–	14,603	147,360
Fiona Pak-Poy[1]	FY25	101,560	34,988	13,675	150,223
	FY24	46,644	–	5,131	51,775
Total	FY25	843,230	100,705	82,907	1,026,842
	FY24	642,826	76,567	67,093	786,486

1 Lisa Brock and Fiona Pak-Poy were appointed on 1 February 2024. Lisa Brock, Richard Dammery, Michael Malone and Fiona Pak-Poy resigned on 26 February 2025.
2 Michael Gregg was appointed on 26 February 2025. Christopher Charlton was appointed on 31 March 2025.
3 Andrew Harrison retired as Chair of the Board on 31 March 2024 and was appointed Lead Independent Director on 31 March 2025.
4 Remuneration was converted to US dollar using the WiseTech Global company-wide FX rate for each month when the fees were entitled.

Remuneration Report

Trading in WiseTech securities and equity ownership

Executive KMP equity ownership

The following tables provide details of WiseTech Global Limited ordinary shares and share rights (being rights to acquire ordinary shares) held directly, indirectly or beneficially by each Executive KMP and their related parties:

	Shares held on 1 July 2024[1]	Shares acquired as part of remuneration[2]	Other shares acquired[3]	Shares disposed	Shares held on 30 June 2025
Richard White	117,837,565	-	10,224,275	(7,698,794)	120,363,046
Maree Isaacs	10,479,200	-	-	(10,479,200)	-
Andrew Cartledge	76,536	19,617	-	(30,983)	65,170
Brett Shearer	336,300	12,606	158	(27,870)	321,194
Caroline Pham	27	1,548	-	(480)	1,095

1 Or KMP effective date, if later.
2 Shares acquired from vesting or exercise of share rights granted as part of remuneration.
3 Brett Shearer acquired 158 shares under IAYE program.

	Share rights held on 30 June 2024[1]	Awarded	Vested and converted or exercised[2]	Lapsed	Share rights held on 30 June 2025	Including share rights vested but not yet exercised
Richard White	-	-	-	-	-	-
Maree Isaacs	3,071	2,589	-	-	5,660	2,181
Andrew Cartledge	33,441	10,661	(19,617)	-	24,485	-
Brett Shearer	24,191	6,007	(12,606)	-	17,592	-
Caroline Pham	17,722	2,503	(1,548)	-	18,677	8,939

1 Or KMP effective date, if later.
2 Depending on the terms of a grant, on vesting, share rights may automatically convert to ordinary shares, or become exercisable. The Executive KMP can choose when to convert the exercisable share rights to ordinary shares. Share rights are converted to ordinary shares at nil cost to the Executive KMP.

Executive KMP equity ownership policy

Executive KMP are required to maintain a minimum WiseTech equity holding, including shares and share rights, equal to 100% of fixed remuneration within five years of appointment. Each Executive KMP satisfied this objective as at 30 June 2025.

	Shares held on 30 June 2025[1]	Share rights held on 30 June 2025	Total equity held on 30 June 2025	Value of equity holding on 30 June 2025[2] AUD	Minimum equity holding guideline[3] AUD	Status
Richard White	120,363,046	-	120,363,046	13,123,182,905	1,000,000	Meets
Maree Isaacs	-	5,660	5,660	617,110	516,048	Meets
Andrew Cartledge	65,170	24,485	89,655	9,775,085	1,700,000	Meets
Brett Shearer	321,194	17,592	338,786	36,937,838	838,680	Meets
Caroline Pham	1,095	18,677	19,772	2,155,741	855,000	Meets

1 Or KMP effective date, if later.
2 Value of shareholding was calculated based on AUD 109.03, the closing share price on 30 June 2025.
3 Minimum equity holding guideline is the annualized fixed remuneration as at 30 June 2025.

Remuneration Report

Non-Executive Director share ownership policy and equity holdings

The Board has established a policy that all Non-Executive Directors should accumulate and hold WiseTech shares equivalent to the value of their base Director's fees within three years of their appointment to the Board. All Non-Executive Directors satisfied this objective as at 30 June 2025.

The following tables provide details of WiseTech Global Limited ordinary shares and share rights (being rights to acquire ordinary shares obtained through the NED Share Plan) held directly, indirectly or beneficially by each Non-Executive Director and their related parties.

	Shares held on 1 July 2024[1]	Shares received on vesting of share rights	Shares issued under DRP	Other shares acquired	Shares disposed	Shares held on 30 June 2025[2]	Value of shareholding on 30 June 2025[3] AUD	Minimum shareholding guideline[4] AUD	Status
Lisa Brock	570	-	-	770	-	1,340	N/A	N/A	N/A
Christopher Charlton	4,250	-	-	-	-	4,250	463,378	221,000	Meets
Richard Dammery	7,697	-	-	720	-	8,417	N/A	N/A	N/A
Charles Gibbon	17,349,014	-	-	-	(1,532,567)	15,816,447	1,724,467,216	267,000	Meets
Michael Gregg	10,001,486	-	-	-	-	10,001,486	1,090,462,019	244,000	Meets
Andrew Harrison	11,250	-	-	-	-	11,250	1,226,588	288,000	Meets
Michael Malone	3,000	-	-	-	-	3,000	N/A	N/A	N/A
Fiona Pak-Poy	1,000	-	-	-	-	1,000	N/A	N/A	N/A

1 Number of shares held on 1 July 2024 or at date of appointment if later. Michael Gregg was appointed on 26 February 2025. Christopher Charlton and Andrew Harrison were appointed on 31 March 2025.
2 Number of shares held on 30 June 2025 or number of shares held at date of resignation, if earlier. Lisa Brock, Richard Dammery, Michael Malone and Fiona Pak-Poy resigned on 26 February 2025.
3 Value of shareholding was calculated based on AUD 109.03, the closing share price on 30 June 2025.
4 Minimum shareholding guideline is the annualized Non-Executive Director fee as at 30 June 2025.

	Share rights held on 1 July 2024[1]	Awarded	Vested and converted	Lapsed	Share rights held on 30 June 2025[2]
Lisa Brock	-	-	-	-	-
Christopher Charlton	-	-	-	-	-
Richard Dammery[3]	320	1,553	(320)	(1,553)	-
Charles Gibbon	-	-	-	-	-
Michael Gregg	-	-	-	-	-
Andrew Harrison	-	-	-	-	-
Michael Malone	-	-	-	-	-
Fiona Pak-Poy[3]	-	826	-	(826)	-

1 Number of share rights held on 1 July 2024 or at date of appointment if later. Christopher Charlton and Andrew Harrison were appointed on 31 March 2025.
2 Number of share rights held on 30 June 2025 or number of share rights held at date of resignation, if earlier. Lisa Brock, Richard Dammery, Michael Malone and Fiona Pak-Poy resigned on 26 February 2025.
3 All the share rights granted under the FY25 NED Share Plan lapsed when Richard Dammery and Fiona Pak-Poy ceased to be Non-Executive Directors prior to the vesting date, according to terms and conditions of the NED Share Plan.

Other disclosures

Key terms of Executive KMP employment contracts

The following table outlines the key terms of the Executives' latest employment contracts as at the end of FY25:

	Richard White	Maree Isaacs	Andrew Cartledge	Brett Shearer	Caroline Pham
Duration of contract	10-year term from 26 February 2025, with option to extend for a further 5 years by mutual agreement	Ongoing	Ongoing as at the end of FY25 (Mr Cartledge will retire at end of calendar year 2025)	Ongoing	Interim
Notice period	12 months	3 months	6 months	3 months	6 months

The employment contracts do not contain contractual termination benefits.

Remuneration Report

Other statutory disclosures – Executive KMP remuneration

The following table of Executive KMP remuneration has been prepared in accordance with accounting standards and the *Corporations Act 2001* (Cth) requirements, for the period from 1 July 2024 to 30 June 2025 and the prior period:

		Short-term benefits USD		Cash incentive USD	Post employment USD	Share-based payments USD	Long-term benefits USD	Total USD	
		Base salary	Benefits[2,3]		Super-annuation	Share rights	Other[4]		Performance-related
Richard White[5]	**FY25**	**700,803**	**–**	**–**	**19,545**	**–**	**(266,365)**	**453,983**	**–**
	FY24	638,594	–	–	18,111	–	54,655	711,360	–
Maree Isaacs	**FY25**	**315,677**	**–**	**–**	**19,470**	**139,274**	**9,339**	**483,760**	**29%**
	FY24	307,807	–	–	18,058	131,072	11,392	468,329	28%
Andrew Cartledge	**FY25**	**670,641**	**649**	**–**	**19,495**	**811,999**	**213,350**	**1,716,134**	**36%**
	FY24	481,014	1,024	–	18,108	674,133	28,584	1,202,863	48%
Brett Shearer	**FY25**	**332,036**	**649**	**–**	**19,472**	**401,076**	**14,670**	**767,903**	**26%**
	FY24	323,434	945	–	18,063	417,397	8,357	768,196	33%
Caroline Pham[1]	**FY25**	**273,866**	**441**	**–**	**12,462**	**268,748**	**53,094**	**608,611**	**29%**
	FY24	–	–	–	–	–	–	–	–
Total	**FY25**	**2,293,023**	**1,739**	**–**	**90,444**	**1,621,097**	**24,088**	**4,030,391**	**N/A**
	FY24	1,750,849	1,969	–	72,340	1,222,602	102,988	3,150,748	N/A

1 Caroline Pham became a KMP effective 24 October 2024. Her remuneration has been prorated to the respective KMP effective date.
2 FY24 short-term benefits included USD 1,024 Ways of Working allowance for Andrew Cartledge and USD 945 Ways of Working allowance for Brett Shearer.
3 FY25 short-term benefits included USD 649 Ways of Working allowance for Andrew Cartledge, USD 649 Ways of Working allowance for Brett Shearer and USD441 Ways of Working allowance for Caroline Pham.
4 Other long-term benefits relate to annual leave and long service accrual movements and include the payment of annual leave for Richard White upon the end of his Executive Director & CEO employment effective 24 October 2024.
5 WiseTech confirms that no remuneration was paid to Richard White during the period between 25 October 2024 to 25 February 2025.
6 Remuneration was converted to US dollar using the WiseTech Global company-wide FX rate for each month when the fees were entitled. Certain variances year-on-year are due to conversion from Australian dollars to US dollars.

Executive KMP share rights and conditions

- Share rights are rights to acquire ordinary shares at no cost to the participant.
- There are no further performance conditions after grant.
- In the event that an Executive KMP ceases employment, unvested share rights (whether related to performance incentives or remuneration equity) will typically lapse. However, in exceptional circumstances (including genuine retirement), as detailed in the Equity Incentives Plan Rules, the Board retains discretion to determine that some, or all, of the unvested share rights will not lapse. No share rights under the grants below have lapsed.
- The Equity Incentives Plan Rules grant the Board clawback powers. If, in the opinion of the Board, a participant acts fraudulently or dishonestly or is in breach of their obligations to any Group company, the Board may deem any award of share rights held by the participant is to be forfeited.
- No dividends or dividend equivalents are paid on share rights.
- Shareholder approval under ASX Listing Rule 10.14 was obtained at the 2024 Annual General Meeting for the grant of share rights to Maree Isaacs.

Remuneration Report

Details of share rights granted in FY25

	Grant	Share rights granted	Grant date	Fair value at grant date USD[1]	Expiry date	Face value of grant at time of award USD[2]	Vesting schedule
Maree Isaacs	FY24 Performance Incentive	2,589	22-Nov-24	82.13	22-Nov-34	165,813	Immediately on grant and 3 subsequent annual tranches commencing 1-Jul-25 Share rights become exercisable on each vesting date
Andrew Cartledge	FY24 Performance Incentive	6,903	21-Aug-24	75.10	21-Aug-34	442,104	Immediately on grant and 3 subsequent annual tranches commencing 1-Jul-25 Share rights become exercisable on each vesting date
	FY25 Remuneration Equity	1,863	21-Aug-24	75.10	21-Aug-34	120,900	4 annual tranches commencing 1-Jul-25 Share rights become exercisable on each vesting date
	FY24 Remuneration Equity Increase	1,895	3-Feb-25	74.49	3-Feb-35	146,947	4 annual tranches commencing 1-Jul-25 Share rights become exercisable on each vesting date
Brett Shearer	FY24 Performance Incentive	2,962	21-Aug-24	75.10	21-Aug-34	189,702	Immediately on grant and 3 subsequent annual tranches commencing 1-Jul-25 Share rights become exercisable on each vesting date
	FY25 Remuneration Equity	3,045	21-Aug-24	75.10	21-Aug-34	197,607	4 annual tranches commencing 1-Jul-25 Share rights become exercisable on each vesting date
Caroline Pham[3]	2025 One-off Incentive	2,175	3-Feb-25	74.49	3-Feb-35	168,659	4 annual tranches commencing 1-Jul-25 Share rights become exercisable on each vesting date
	FY25 Remuneration Equity	328	3-Feb-25	74.49	3-Feb-35	25,435	4 annual tranches commencing 1-Jul-25 Share rights become exercisable on each vesting date

1 Fair values at grant date were converted to US dollar using WiseTech Global's company-wide foreign exchange rate applicable to the month of the grant date.
2 Face values of grant at time of award were converted to US dollar using WiseTech Global's company-wide foreign exchange rate applicable to the month in which the average closing share price was used to determine the number of share rights.
3 The share rights granted in FY25 to Caroline Pham included the share rights granted after 24 October 2024, the date Caroline became KMP.

Remuneration Report

Details of share rights affecting current and future remuneration

Maree Isaacs

Award	Grant date	Share rights granted	Fair value at grant date USD	Fair value of grant USD	Share rights vested prior years	Vesting date in FY25	Share rights vested in FY25	% of total grant vested	Value of share rights vested USD	Unvested rights at 30 June 2025	Maximum value yet to vest[1] USD	Future vesting schedule
FY23 Performance Equity Incentives	24-Nov-23	3,071	42.48	130,450	(767)	01-Jul-24	(767)	50%	81,036	1,537	8,153	2 annual tranches from 1-Jul-25
FY24 Performance Equity Incentives	22-Nov-24	2,589	82.13	212,640	-	22-Nov-24	(647)	25%	53,139	1,942	44,300	3 annual tranches from 1-Jul-25

1 The maximum value of share rights yet to vest is determined based on the amount of the grant date fair value that is yet to be expensed. The minimum value of share rights yet to vest is nil since the share rights will be forfeited if the vesting conditions are not met. Values for grant in FY24 were converted to US dollar using WiseTech Global's company-wide foreign exchange rate for June 2024. Values for grant in FY25 were converted to US dollar using WiseTech's company-wide foreign exchange rate applicable to the month of the grant date.

Andrew Cartledge

Award	Grant date	Share rights granted	Fair value at grant date USD	Fair value of grant USD	Share rights vested prior years	Vesting date in FY25	Share rights vested in FY25	% of total grant vested	Value of share rights vested USD	Unvested rights at 30 June 2025	Maximum value yet to vest[1] USD	Future vesting schedule
FY21 Remuneration Equity	01-Jul-20	4,890	12.30	60,159	(3,666)	01-Jul-24	(1,224)	100%	196,484	-	-	-
FY22 Remuneration Equity	07-Jun-21	3,536	19.52	69,016	(1,768)	01-Jul-24	(884)	75%	123,408	884	-	1 annual tranche from 1-Jul-25
FY21 Performance Equity Incentives	25-Aug-21	23,585	30.84	727,333	(17,688)	01-Jul-24	(5,897)	100%	1,005,687	-	-	-
FY22 Remuneration Equity Increase	02-May-22	354	27.83	9,853	(176)	01-Jul-24	(88)	75%	12,285	90	-	1 annual tranche from 1-Jul-25
FY23 Remuneration Equity	02-May-22	2,300	27.83	64,019	(575)	01-Jul-24	(575)	50%	65,864	1,150	3,563	2 annual tranches from 1-Jul-25
FY22 Performance Equity Incentives	24-Aug-22	22,407	39.64	888,201	(11,202)	01-Jul-24	(5,601)	75%	860,178	5,604	-	1 annual tranche from 1-Jul-25
FY23 Remuneration Equity Increase	24-Aug-22	706	39.64	27,985	(176)	01-Jul-24	(176)	50%	20,160	354	1,749	2 annual tranches from 1-Jul-25
FY24 Remuneration Equity	17-Jul-23	2,275	53.31	121,276	-	01-Jul-24	(568)	25%	35,883	1,707	25,266	3 annual tranches from 1-Jul-25
FY23 Performance Equity Incentives	23-Aug-23	11,518	46.16	531,656	(2,879)	01-Jul-24	(2,879)	50%	325,559	5,760	33,229	2 annual tranches from 1-Jul-25
FY24 Performance Equity Incentives	21-Aug-24	6,903	75.10	518,433	-	22-Aug-24	(1,725)	25%	139,618	5,178	108,007	3 annual tranches from 1-Jul-25
FY25 Remuneration Equity	21-Aug-24	1,863	75.10	139,916	-	-	-	-	-	1,863	67,043	4 annual tranches from 1-Jul-25
FY25 Remuneration Equity Increase	03-Feb-25	1,895	74.49	141,164	-	-	-	-	-	1,895	67,641	4 annual tranches from 1-Jul-25

1 The maximum value of share rights yet to vest is determined based on the amount of the grant date fair value that is yet to be expensed. The minimum value of share rights yet to vest is nil since the share rights will be forfeited if the vesting conditions are not met. Values for grants in FY24 were converted to US dollar using WiseTech Global's company-wide foreign exchange rate for June 2024. Values for grant in FY25 were converted to US dollar using WiseTech's company-wide foreign exchange rate applicable to the month of the grant date.

Remuneration Report

Brett Shearer

Award	Grant date	Share rights granted	Fair value at grant date USD	Fair value of grant USD	Share rights vested prior years	Vesting date in FY25	Share rights vested in FY25	% of total grant vested	Value of share rights vested USD	Unvested rights at 30 June 2025	Maximum value yet to vest[1] USD	Future vesting schedule
FY21 Remuneration Equity	01-Jul-20	7,335	12.30	90,238	(5,499)	01-Jul-24	(1,836)	100%	294,726	0	-	-
FY22 Remuneration Equity	07-Jun-21	6,679	19.52	130,361	(3,338)	01-Jul-24	(1,669)	75%	232,996	1,672	-	1 annual tranche from 1-Jul-25
FY21 Performance Equity Incentives	25-Aug-21	11,006	30.84	339,412	(8,253)	01-Jul-24	(2,753)	100%	469,338	0	-	-
FY23 Remuneration Equity	02-May-22	5,222	27.83	145,352	(1,305)	01-Jul-24	(1,305)	50%	149,483	2,612	8,064	2 annual tranches from 1-Jul-25
FY22 Performance Equity Incentives	24-Aug-22	6,014	39.64	238,392	(3,006)	01-Jul-24	(1,503)	75%	230,824	1,505	-	1 annual tranche from 1-Jul-25
FY23 Remuneration Equity Increase	24-Aug-22	609	39.64	24,140	(152)	01-Jul-24	(152)	50%	17,411	305	1,509	2 annual tranches from 1-Jul-25
FY24 Remuneration Equity	17-Jul-23	3,719	53.31	198,253	-	01-Jul-24	(929)	25%	58,690	2,790	41,302	3 annual tranches from 1-Jul-25
FY23 Performance Equity Incentives	23-Aug-23	6,879	46.16	317,526	(1,719)	01-Jul-24	(1,719)	50%	194,386	3,441	19,845	2 annual tranches from 1-Jul-25
FY24 Performance Equity Incentives	21-Aug-24	2,962	75.10	222,454	-	22-Aug-24	(740)	25%	59,894	2,222	46,344	3 annual tranches from 1-Jul-25
FY25 Remuneration Equity	21-Aug-24	3,045	75.10	228,688	-	-	-	-	-	3,045	109,579	4 annual tranches from 1-Jul-25

1 The maximum value of share rights yet to vest is determined based on the amount of the grant date fair value that is yet to be expensed. The minimum value of share rights yet to vest is nil since the share rights will be forfeited if the vesting conditions are not met. Values for grants in FY24 were converted to US dollar using WiseTech Global's company-wide foreign exchange rate for June 2024. Values for grant in FY25 were converted to US dollar using WiseTech's company-wide foreign exchange rate applicable to the month of the grant date.

Remuneration Report

Caroline Pham

Award	Grant date	Share rights granted	Fair value at grant date USD	Fair value of grant USD	Share rights vested prior years	Vesting date in FY25	Share rights vested in FY25	% of total grant vested	Value of share rights vested USD	Unvested rights at 30 June 2025	Maximum value yet to vest [1,2] USD	Future vesting schedule
FY22 Remuneration Equity	19-Apr-21	2,358	21.26	50,136	(1,178)	01-Jul-24	(589)	75%	82,226	591	-	1 annual tranche from 1-Jul-25
FY23 Remuneration Equity	24-Jan-22	2,136	34.11	72,855	(534)	01-Jul-24	(534)	50%	61,168	1,068	4,055	2 annual tranches from 1-Jul-25
FY22 Performance Equity Incentive	24-Aug-22	2,587	39.64	102,547	(1,292)	01-Jul-24	(646)	75%	99,210	649	-	1 annual tranche from 1-Jul-25
FY23 Remuneration Equity Increase	24-Aug-22	243	39.64	9,632	(60)	01-Jul-24	(60)	49%	6,873	123	602	2 annual tranches from 1-Jul-25
FY23 Remuneration Equity Increase	01-May-23	115	44.43	5,110	(28)	01-Jul-24	(28)	49%	3,207	59	394	2 annual tranches from 1-Jul-25
FY23 Performance Equity Incentive	23-Aug-23	1,632	46.16	75,331	(408)	01-Jul-24	(408)	50%	46,137	816	4,708	2 annual tranches from 1-Jul-25
FY24 Remuneration Equity	01-Nov-23	1,820	38.49	70,044	-	01-Jul-24	(455)	25%	28,745	1,365	14,592	3 annual tranches from 1-Jul-25
FY25 Remuneration Equity	15-Jul-24	1,484	64.86	96,256	-	-	-	-	-	1,484	46,122	4 annual tranches from 1-Jul-25
FY24 Performance Equity Incentive	21-Aug-24	1,439	75.10	108,073	-	22-Aug-24	(359)	25%	29,057	1,080	22,515	3 annual tranches from 1-Jul-25
2025 One-off Bonus	03-Feb-25	2,175	74.49	162,022	-	-	-	-	-	2,175	85,070	4 annual tranches from 1-Jul-25
FY25 Remuneration Equity Increase	03-Feb-25	328	74.49	24,434	-	-	-	-	-	328	12,820	4 annual tranches from 1-Jul-25

1 The share rights affecting current and future remuneration included the outstanding share rights after 24 October 2024, the date Caroline Pham became KMP.

2 The maximum value of share rights yet to vest is determined based on the amount of the grant date fair value that is yet to be expensed. The minimum value of share rights yet to vest is nil since the share rights will be forfeited if the vesting conditions are not met. Values for grants in FY24 were converted to US dollar using WiseTech Global's company-wide foreign exchange rate for June 2024. Values for grant in FY25 were converted to US dollar using WiseTech's company-wide foreign exchange rate applicable to the month of the grant date.

Remuneration Report

Related party transactions

A related party holds positions in other companies that result in them having control or significant influence over these companies. Richard White and entities over which he has control or significant influence are related parties of the Group and transacted with the Group during the year. The terms and conditions of these transactions were no more favorable than those available, or which might reasonably be expected to be available, in similar transactions with non-related companies on an arm's length basis. The aggregate value of transactions and outstanding balances related to Richard White (Executive Chair and Chief Innovation Officer) and entities over which he has control or significant influence were as follows:

		Transaction values for year ended 30 June		Balance outstanding as at 30 June	
Related party	**Transactions**	**2025 $000**	**2024 $000**	**2025 $000**	**2024 $000**
Richard White	Office lease	(62)	679	–	–
Richard White	Building purchase	3,500	–	–	–

The Group leased an office owned by Richard White, in Chicago, USA under a 5 year term which ended in September 2024 with an annual rent of $0.6m. The agreement was made at normal market rates and was approved by the Related Party Committee, whose responsibilities have since been assumed by the Audit & Risk Committee.

Based on a valuation performed by an independent expert, the Group purchased the building for $3.5m on 9 October 2024. Office lease transaction values for the year ended 30 June 2025 include a refund of amounts previously paid to Richard White to cover prepaid property taxes.

Directors' Report

The Directors present their report together with the Consolidated financial statements of the Group, comprising WiseTech Global Limited and its controlled entities, for the financial year ended 30 June 2025 and the auditor's report thereon. Information in the Financial Report referred to in this report, including the Operating and Financial Review and the Remuneration Report, or contained in a note to the Consolidated financial statements referred to in this report, forms part of, and is to be read as part of, this report.

Directors

The names and details of the Company's Directors in office at any time during the financial year or since the end of FY25 are set out below. Directors were in office for the entire period unless stated otherwise:

- Richard White (Executive Chair, appointed 26 February 2025)[1]
- Andrew Harrison (appointed 31 March 2025)
- Roberto Castaneda (appointed 1 July 2025)
- Christopher Charlton (appointed 31 March 2025)
- Michael Gregg (appointed 26 February 2025)
- Sandra Hook (appointed 1 July 2025)
- Maree McDonald Isaacs (appointed 28 August 1996)
- Charles Gibbon (appointed 21 March 2006; retired 30 June 2025)
- Lisa Brock (appointed 1 February 2024; resigned 26 February 2025)
- Richard Dammery (appointed 1 December 2021; resigned 26 February 2025)
- Michael Malone (appointed 1 December 2021; resigned 26 February 2025)
- Fiona Pak-Poy (appointed 1 February 2024; resigned 26 February 2025).

1 Richard White was Chief Executive Officer and Executive Director from 17 October 1994 up until 24 October 2024. He was appointed Executive Chair on 26 February 2025.

The qualifications, experience and special responsibilities of the current Directors, including details of other listed company directorships held during the last three years, are detailed on pages 70 to 73 in the section headed 'Board of Directors' of this annual report.

Director attendance at meetings in FY25

The number of Board meetings and Board committee meetings held during the financial year and the attendance by each Director are set out below.

The table reflects the number of meetings held during the time the Director held office, or was a member of the committee, during the year. Directors also frequently attend meetings of committees of which they are not members which is not reflected in this table. During FY25, a Board subcommittee was formed comprising Michael Gregg, Charles Gibbon and Maree Isaacs prior to April 2025 and Michael Gregg, Charles Gibbon, Maree Isaacs and Andrew Harrison after April 2025. The Board subcommittee held meetings and discussions that primarily focused on the Board Review announced to the ASX on 24 October 2024.

	Board		Audit & Risk Committee		Nomination Committee		People & Remuneration Committee	
	Held	**Attended**	Held	Attended	Held	Attended	Held	Attended
Richard White[1]	25	24	–	–	2	2	–	–
Christopher Charlton[2]	5	5	–	–	1	1	2	2
Charles Gibbon	43	43	7	7	3	3	3	3
Michael Gregg[2]	7	7	2	2	1	1	3	3
Andrew Harrison[2]	5	5	1	1	1	1	2	2
Maree Isaacs	43	43	–	–	3	3	–	–
Lisa Brock[3]	36	36	5	5	2	2	–	–
Richard Dammery[3]	36	36	–	–	2	2	3	3
Michael Malone[3]	36	35	5	5	2	2	3	3
Fiona Pak-Poy[3]	36	36	–	–	2	2	3	3

1 Richard White was Chief Executive Officer and Executive Director up until 24 October 2024. He was appointed Executive Chair on 26 February 2025.
2 Michael Gregg joined the Board on 26 February 2025. Chris Charlton and Andrew Harrison joined the Board on 31 March 2025.
3 Richard Dammery, Lisa Brock, Michael Malone and Fiona Pak-Poy resigned on 26 February 2025.

Directors' Report

Company Secretaries

Maree Isaacs, Executive Director & Company Secretary

Details of Maree's qualifications and experience are disclosed on pages 70 to 73 in the section headed 'Board of Directors' of this annual report.

Katrina Johnson, Group Company Secretary & Head of Regulatory Affairs (appointed 1 September 2024)
BA LLB(Hons), Grad. Dip. Legal Practice, MAICD, FGIA

Katrina leads the global company secretarial, regulatory affairs, employee equity and corporate governance functions for the WiseTech Global Group. Katrina joined WiseTech Global in March 2020 as General Counsel and was appointed Group Company Secretary & Head of Regulatory Affairs on 1 September 2024.

Katrina has over 22 years of dedicated in-house legal experience in high-growth technology companies. Prior to joining WiseTech Global, Katrina spent almost 5 years at Uber, where she was hired as their first lawyer for Australia & New Zealand and was later promoted to Associate General Counsel & Head of Legal for Uber Asia Pacific. Prior to that, Katrina held legal and business leadership roles in the eBay and PayPal group of companies in Australia and the US for almost 12 years. Outside of her executive experience, Katrina has previously held non-executive directorships with ASX-listed technology companies Trade Me Group Limited and Straker Limited, and she has been a member of the Regulatory Subcommittee of the Tech Council of Australia since 2021. Among other professional memberships, Katrina is a Member of the Australian Institute of Company Directors, a Fellow of the Governance Institute of Australia, a Member of the GC100 and (from 1 July 2025) a Member of Chief Executive Women.

Review of operations

Information on the principal activities, operations and financial position of the Group and its business strategies and prospects is set out in the Operating and Financial Review on pages 90 to 100 of this annual report.

As permitted by sections 299(3) and 299A(3) of the *Corporations Act 2001* (Cth), WiseTech has omitted some information from the Operating and Financial Review and this Directors' Report in relation to the Group's business strategies, future prospects and likely developments in operations in future financial years and the expected results of those operations. WiseTech considers that such information, if disclosed, would likely result in unreasonable prejudice (for example, because the information is premature, commercially sensitive, confidential or could give a third party a commercial advantage). The omitted information typically relates to internal budgets, forecasts and estimates, details of the business strategy and contractual pricing.

Dividends

Details of dividends paid during FY25 and the prior period are disclosed in note 6 to the Consolidated financial statements. Details of dividends determined but not paid during FY25 are disclosed in the Operating and Financial Review on pages 90 to 100 of this annual report.

Significant changes in the state of affairs

Other than changes to the composition of the Board, which are disclosed in the section 'Directors' above, there have been no significant changes in the state of affairs of the Group during the year.

Events subsequent to balance date

Other than the matters disclosed in note 28 to the Consolidated financial statements, no other matter or circumstance has arisen between the end of the financial year and the date of this Directors' Report , that, in the opinion of the Directors of the Company, has 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.

Likely developments and expected results

For further information about likely developments in the operations of the Group, refer to the Operating and Financial Review, on pages 90 to 100.

Environmental regulation and performance

We continued to monitor and manage existing and emerging risks that our business activities may pose to the environment. We have procedures in place to ensure that we are compliant with applicable environmental regulations in the jurisdictions in which we operate.

Directors' Report

Indemnification and insurance of Directors and other officers

WiseTech's constitution provides that every person who is, or has been, a Director or Secretary of the Company, or a subsidiary of the Company, must be indemnified by the Company to the extent permitted by law. The indemnity covers liabilities incurred by the person in or arising out of the conduct of the business of WiseTech Global or the discharge of their duties as a director or secretary.

In accordance with the Company's constitution, the Company has entered into deeds with each of the Directors, the Chief of Staff & Deputy Chief Innovation Officer, the Interim CEO and the Interim CFO providing indemnity, insurance and access.

During FY25, the Company paid a premium under a contract insuring certain current and former officers of the Group (including the Directors) against liability that they may incur as an officer of the Company. Disclosure of the nature of the liability covered by and the amount of the premium payable for such insurance is prohibited by the confidentiality clause under the contract of insurance.

Directors' relevant interests

The number of shares and share rights held by Directors and their related parties directly, indirectly or beneficially as at 30 June 2025 and at the date of the Financial Report released on 27 August 2025 are included in the Remuneration Report on pages 103 to 125 of this annual report.

Proceedings on behalf of the Group

No application has been made under section 237 of the *Corporations Act 2001* (Cth) in respect of the Group and no proceedings have been brought or intervened in or on behalf of the Group under that section.

Remuneration Report

Information on WiseTech Global's remuneration framework and the FY25 outcomes for key management personnel are included in the Remuneration Report on pages 103 to 125 of this annual report.

Corporate governance

Our Corporate Governance Statement for FY24 is available from our website:
www.wisetechglobal.com/investors/corporate-governance/

Our FY25 statement is expected to be published in October 2025.

Non-audit services

During the year, KPMG, the Company's external auditor, performed certain other services in addition to the audit and review of the consolidated financial statements. Details of the amounts paid to KPMG and its network firms for audit and non-audit services are provided in note 21 to the Consolidated financial statements.

The Board has considered the non-audit services provided during FY25 by the external auditor and, in accordance with written advice provided by Resolution of the Audit & Risk Committee, is satisfied that the provision of those non-audit services during FY25 by the external auditor is compatible with, and did not compromise, the auditor independence requirements of the *Corporations Act 2001* (Cth) for the following reasons:

- all non-audit services were subject to corporate governance procedures adopted by the Group and have been reviewed by the Audit & Risk Committee to ensure they do not impact the integrity and objectivity of the external auditor; and
- the non-audit services do not undermine the general principles relating to auditor independence as set out in APES 110 Code of Ethics for Professional Accountants, as they do not involve reviewing or auditing the auditor's work, acting in a management or decision-making capacity for the Company, acting as an advocate for the Group or jointly sharing risks and rewards.

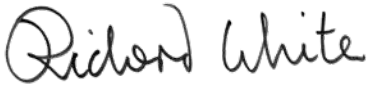
Lead auditor's independence declaration

The lead auditor's independence declaration forms part of the Directors' Report for the financial year ended 30 June 2025.

Signed in accordance with a resolution of the Directors.

Andrew Harrison
Lead Independent Director

27 August 2025



Richard White
Executive Chair and Chief Innovation Officer

27 August 2025

Lead Auditor's Independence Declaration under Section 307C of the *Corporations Act 2001*

Lead Auditor's Independence Declaration under Section 307C of the Corporations Act 2001

To the Directors of WiseTech Global Limited

I declare that, to the best of my knowledge and belief, in relation to the audit of WiseTech Global Limited for the financial year ended 30 June 2025 there have been:

i. no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and

ii. no contraventions of any applicable code of professional conduct in relation to the audit.

KPMG

KPMG

Cameron Slapp

Partner

Sydney

27 August 2025

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130

Financial Report

Financial Report contents

for the year ended 30 June 2025

Consolidated statement of profit or loss and other comprehensive income	132
Consolidated statement of financial position	133
Consolidated statement of changes in equity	134
Consolidated statement of cash flows	136

Notes to the consolidated financial statements

1.	Corporate information	137
2.	Basis of preparation	137
3.	Revenue	140
4.	Income tax	142
5.	Earnings per share	145
6.	Dividends	145
7.	Intangible assets	146
8.	Property, plant and equipment	149
9.	Cash and cash equivalents	150
10.	Trade receivables	151
11.	Other assets	153
12.	Trade and other payables	154
13.	Deferred revenue	154
14.	Other liabilities	155
15.	Borrowings	155
16.	Lease liabilities	157
17.	Share capital and reserves	159
18.	Business combinations	160
19.	Employee benefits	163
20.	Key management personnel and related party transactions	165
21.	Auditor's remuneration	166
22.	Reconciliation of net cash flows from operating activities	167
23.	Segment information	168
24.	Financial instruments	169
25.	Group information	179
26.	Deed of Cross Guarantee	182
27.	Parent entity information	184
28.	Other policies and disclosures	185

Consolidated entity disclosure statement (CEDS)	187
Directors' declaration	190
Independent Auditor's Report	191

Consolidated statement of profit or loss and other comprehensive income

for the year ended 30 June 2025

	Notes	2025 USD M	2024 USD M
Revenue	3	778.7	683.7
Cost of revenues		(107.7)	(109.3)
Gross profit		671.0	574.3
Product design and development		(185.3)	(167.8)
Sales and marketing		(51.6)	(59.2)
General and administration[1]		(142.8)	(97.7)
Total operating expenses		(379.7)	(324.7)
Operating profit		291.3	249.6
Finance income		3.8	1.7
Finance costs	24	(7.3)	(11.1)
Fair value gain on contingent consideration	24	0.1	0.2
Net finance costs		(3.5)	(9.2)
Profit before income tax		287.8	240.4
Income tax expense	4	(87.1)	(68.2)
Net profit after income tax		200.7	172.3
Other comprehensive income, net of tax			
Items that have or may be reclassified to profit or loss			
Amount recognised in profit or loss on discontinued hedge relationship		1.6	–
Change in value of the hedging instrument recognised in reserve		(0.3)	–
Amount reclassified from hedge reserve to profit or loss		–	7.4
Exchange differences on translation of foreign operations		22.7	(5.8)
Exchange differences on change in presentational currency		–	1.4
Reclassification of foreign currency translation reserve on closure of subsidiaries		(8.1)	–
Other comprehensive income, net of tax		15.9	2.9
Total comprehensive income, net of tax		216.6	175.2
Earnings per share			
Basic earnings per share (cents)	5	60.4	52.1
Diluted earnings per share (cents)	5	60.0	51.7

1 For the year ended 30 June 2025, included in General and administration expenses are $1.7m of restructuring expenses (FY24: $1.8m) and $30.6m of mergers and acquisition (M&A) expenses (FY24: $3.2m).

These Consolidated financial statements should be read in conjunction with the accompanying notes.

Consolidated statement of financial position

as at 30 June 2025

	Notes	2025 USD M	2024 USD M	2023[1] USD M
Assets				
Current assets				
Cash and cash equivalents	9	167.4	80.7	94.8
Trade receivables	10	94.9	94.0	80.2
Current tax receivables		4.0	3.9	4.8
Derivative financial instruments	24	0.2	–	–
Other current assets	11	53.1	40.8	64.6
Total current assets		319.5	219.5	244.4
Non-current assets				
Intangible assets	7	1,807.2	1,584.8	1,439.2
Property, plant and equipment	8	90.7	56.1	58.8
Deferred tax assets	4	5.5	7.4	3.5
Derivative financial instruments	24	0.1	–	–
Other non-current assets	11	10.9	7.3	5.3
Total non-current assets		1,914.5	1,655.5	1,506.8
Total assets		2,234.1	1,875.0	1,751.2
Liabilities				
Current liabilities				
Trade and other payables	12	89.9	54.9	56.7
Borrowings	15	–	–	149.2
Lease liabilities	16	7.6	7.1	7.3
Deferred revenue	13	18.9	21.4	20.5
Employee benefits	19	31.9	25.6	23.9
Current tax liabilities		16.1	15.9	16.4
Derivative financial instruments	24	1.1	2.8	10.8
Other current liabilities	14	105.3	87.7	92.1
Total current liabilities		270.7	215.3	376.7
Non-current liabilities				
Borrowings	15	65.0	53.1	–
Lease liabilities	16	38.9	9.1	13.6
Employee benefits	19	13.1	10.1	7.5
Deferred tax liabilities	4	98.5	85.4	68.2
Derivative financial instruments	24	0.2	0.1	2.8
Other non-current liabilities	14	43.8	33.9	26.5
Total non-current liabilities		259.4	191.7	118.6
Total liabilities		530.1	407.0	495.3
Net assets		1,703.9	1,467.9	1,255.9
Equity				
Share capital	17	976.5	961.4	892.0
Reserves		(6.8)	(105.9)	(113.6)
Retained earnings		734.3	612.4	477.5
Total equity		1,703.9	1,467.9	1,255.9

1 Comparative information for the year ended 30 June 2023 has been disclosed in the Consolidated statement of financial position due to the change in presentational currency of the Company. Refer to the section on 'change in functional and presentational currency' in note 2 Basis of preparation.

These Consolidated financial statements should be read in conjunction with the accompanying notes.

Consolidated statement of changes in equity

for the year ended 30 June 2025

	Notes	Share capital USD M	Treasury share reserve USD M	Acquisition reserve USD M	Cash flow hedge reserve USD M	Share-based payment reserve USD M	Foreign currency translation reserve USD M	Currency change reserve[1] USD M	Retained earnings USD M	Total equity USD M
Balance as at 1 July 2023		892.0	(85.8)	(13.5)	(8.5)	71.6	(61.5)	(15.9)	477.5	1,255.9
Net profit for the year		–	–	–	–	–	–	–	172.3	172.3
Change in presentational currency[1]		–	–	–	–	–	–	1.4	–	1.4
Other comprehensive income/(loss), net of tax		–	–	–	7.4	–	(5.8)	–	–	1.6
Total comprehensive income/(loss), net of tax		**–**	**–**	**–**	**7.4**	**–**	**(5.8)**	**1.4**	**172.3**	**175.2**
Shares issued to employee share trust	17	43.8	(43.8)	–	–	–	–	–	–	–
Shares issued for acquisition of subsidiaries	17	24.9	–	–	–	–	–	–	–	24.9
Dividends declared and paid	6	–	–	–	–	–	–	–	(34.8)	(34.8)
Shares issued under DRP	17	0.5	–	–	–	–	–	–	–	0.5
Transaction costs, net of tax	17	(0.1)	–	–	–	–	–	–	–	(0.1)
Vesting of share rights		–	24.6	–	–	(20.0)	–	–	(4.6)	–
Equity settled share-based payment	19	–	–	–	–	40.3	–	–	–	40.3
Shares issued to Non-Executive Directors for fee sacrifice	19	0.3	–	–	–	(0.2)	–	–	(0.1)	–
Tax benefit from equity settled share-based payment		–	–	–	–	3.8	–	–	–	3.8
Revaluation of subsidiaries due to hyperinflationary economies		–	–	–	–	–	–	–	2.1	2.1
Totalcontributions and distributions		**69.4**	**(19.2)**	**–**	**–**	**24.0**	**–**	**–**	**(37.4)**	**36.8**
Balance as at 30 June 2024		**961.4**	**(105.0)**	**(13.5)**	**(1.1)**	**95.6**	**(67.3)**	**(14.6)**	**612.4**	**1,467.9**

1 Cumulative foreign currency translation differences arising from the historical retranslation of WiseTech Global Limited and other subsidiary entities in the Group, that changed functional currency on 1 July 2024 from AUD to USD, have been presented separately in the currency change reserve. Retranslation differences arising during the comparative period have been reflected in other comprehensive income.

These Consolidated financial statements should be read in conjunction with the accompanying notes.

Consolidated statement of changes in equity

for the year ended 30 June 2025

	Notes	Share capital USD M	Treasury share reserve USD M	Acquisition reserve USD M	Cash flow hedge reserve USD M	Share-based payment reserve USD M	Foreign currency translation reserve USD M	Currency change reserve[2] USD M	Retained earnings USD M	Total equity USD M
As at 30 June 2024		961.4	(105.0)	(13.5)	(1.1)	95.6	(67.3)	(14.6)	612.4	1,467.9
Effect of functional currency change[2]		(57.8)	6.2	(1.8)	(0.4)	(3.9)	27.6	59.6	(29.5)	–
Balance as at 1 July 2024		903.6	(98.8)	(15.3)	(1.6)	91.7	(39.7)	45.0	582.9	1,467.9
Net profit for the year		–	–	–	–	–	–	–	200.7	200.7
Other comprehensive income/(loss), net of tax		–	–	–	1.3	–	21.8	(7.2)	–	15.9
Total comprehensive income/(loss), net of tax		–	–	–	1.3	–	21.8	(7.2)	200.7	216.6
Shares issued to employee share trust	17	62.8	(62.8)	–	–	–	–	–	–	–
Shares issued for acquisition of subsidiaries	17	9.2	–	(0.2)	–	–	–	–	–	9.0
Dividends declared and paid	6	–	–	–	–	–	–	–	(43.1)	(43.1)
Shares issued under DRP	17	0.9	–	–	–	–	–	–	–	0.9
Transaction costs, net of tax	17	(0.1)	–	–	–	–	–	–	–	(0.1)
Vesting of share rights		–	36.2	–	–	(29.6)	–	–	(6.7)	–
Equity settled share-based payment	19	–	–	–	–	48.7	–	–	–	48.7
Shares issued to Non-Executive Directors for fee sacrifice	19	–	–	–	–	–	–	–	–	–
Tax benefit from equity settled share-based payment		–	–	–	–	3.5	–	–	–	3.5
Revaluation of subsidiaries due to hyperinflationary economies		–	–	–	–	–	–	–	0.5	0.5
Total contributions and distributions		72.9	(26.6)	(0.2)	–	22.6	–	–	(49.4)	19.3
Balance as at 30 June 2025		976.5	(125.3)	(15.5)	(0.3)	114.2	(17.9)	37.8	734.3	1,703.9

2 On 1 July 2024, equity balances as at 30 June 2024 were retranslated at the 30 June 2024 closing rate of AUD/USD 0.663. The issued share capital balance at 30 June 2024 of $961.4m has been retranslated at the 30 June 2024 closing rate to reflect the revised opening share capital balance amounting to $903.6m, with an amount of $57.8m arising from the Company's change in functional currency to USD credited to the currency change reserve in equity. The total opening equity balance remains unchanged, amounting to $1,467.9m, with an amount of $59.6m arising from the Company and other subsidiary entities' change in functional currency to USD being credited to the currency change reserve.

These Consolidated financial statements should be read in conjunction with the accompanying notes.

Consolidated statement of cash flows

for the year ended 30 June 2025

	Notes	2025 USD M	2024 USD M
Operating activities			
Receipts from customers		797.8	701.9
Payments to suppliers and employees[1]		(361.3)	(353.2)
Income tax paid		(69.5)	(54.3)
Net cash flows from operating activities	22	367.0	294.5
Investing activities			
Acquisition of businesses, net of cash acquired	18	(89.9)	(28.8)
Payments for intangible assets	7	(126.5)	(113.6)
Purchase of property, plant and equipment, net of disposal proceeds		(23.0)	(16.5)
Interest received		2.7	1.7
Net cash flows used in investing activities		(236.7)	(157.2)
Financing activities			
Proceeds from borrowings		137.6	215.9
Repayment of borrowings		(126.0)	(311.2)
Proceeds from issue of shares		62.8	43.8
Transaction costs on issue of shares		(0.1)	(0.1)
Treasury shares acquired		(62.8)	(43.7)
Repayments of lease liabilities		(6.2)	(7.6)
Interest paid		(5.4)	(10.4)
Dividends paid		(42.2)	(34.3)
Net cash flows used in financing activities		(42.3)	(147.7)
Net increase/(decrease) in cash and cash equivalents		88.0	(10.4)
Cash and cash equivalents at 1 July	9	80.7	94.8
Effect of exchange differences on cash balances		(1.3)	(3.6)
Net cash and cash equivalents at 30 June	9	167.4	80.7

1 For the year ended 30 June 2025, $2.3m of payments related to restructuring activities (FY24: $1.8m) and $3.1m of M&A activities (FY24: $3.6m) are included in payments to suppliers and employees.

These Consolidated financial statements should be read in conjunction with the accompanying notes.

Notes to the consolidated financial statements

for the year ended 30 June 2025

1. Corporate information

WiseTech Global Limited (Company) is a company domiciled in Australia. These Consolidated financial statements comprise the Company and its controlled entities (Group) for the year ended 30 June 2025. The Company's registered office is Ground Floor, 25 Bourke Road, Alexandria, NSW 2015, Australia.

The Group is a for-profit entity and its principal business is providing software to the logistics services industry globally.

2. Basis of preparation

Statement of compliance

These Consolidated financial statements are general purpose financial statements, which have been prepared in accordance with the requirements of the *Corporations Act 2001*, Australian Accounting Standards (AAS) and other authoritative pronouncements of the Australian Accounting Standards Board (AASB). The Consolidated financial statements also comply with International Financial Reporting Standards (IFRS) and interpretations (IFRICs) adopted by the International Accounting Standards Board.

The Consolidated financial statements have been prepared on an accruals basis and are based on historical costs except for:

- Derivative financial instruments which are measured at fair value in accordance with AASB 9 *Financial Instruments*;
- Contingent and deferred consideration which are measured at fair value in accordance with AASB 13 *Fair Value Measurement*; and
- Value of assets and liabilities acquired which are measured at fair value in accordance with AASB 3 *Business Combinations*.

The Consolidated financial statements were authorized for issue by the Board of Directors on 27 August 2025.

Change in functional and presentational currency

The Company advises that the functional currency of WiseTech Global Limited and other subsidiary entities in the Group have changed to USD from AUD, effective 1 July 2024. Consistent with this change, the presentational currency of the Group has also changed to USD. This change means that the financial information in the Group's Consolidated financial statements has been presented in USD. Dividends are determined in USD and converted to AUD and New Zealand dollars for dividend payment using exchange rates published by the Reserve Bank of Australia for the record date.

With recent M&A and overall business growth, USD has become the most significant component of the Group's currency mix. Changing presentational currency of the Group to USD aligns to the predominant currency used in international logistics.

Comparative information for prior periods has been retranslated in USD and is set out in these Consolidated financial statements as at, and for the year ended 30 June 2025.

The change in functional currency was determined based on a change in circumstances and has been accounted for prospectively from the date of the change. The change in presentational currency of the Company and the Group is a voluntary change that has been accounted for retrospectively.

The comparative financial information included in these Consolidated financial statements, previously reported in AUD, has been retranslated to USD using the procedures outlined below:

1. Consolidated statement of profit or loss and other comprehensive income and Consolidated statement of cash flows have been retranslated into USD using average foreign currency rates prevailing for the relevant period.
2. Assets and liabilities in the Consolidated statement of financial position have been retranslated into USD at the closing foreign currency rates on the relevant balance sheet reporting dates.
3. The equity section of the Consolidated statement of financial position, including foreign currency translation reserve, retained earnings, share capital and the other reserves have been retranslated into USD using historical rates at the various transaction dates the underlying balances were recorded. As of 1 July 2024, the Company changed its functional currency from AUD to USD, and consequently all equity balances have been retranslated at the 30 June 2024 closing rate.
4. Earnings per share and dividend disclosures have also been retranslated to USD to reflect the change in reporting currency, using average foreign currency rates prevailing for the relevant period.
5. Cumulative effects from retranslation have been recognized in the currency change reserve, alongside the effects from changing the functional currency of the Company and other subsidiary entities in the Group.

Accounting policies

Except for above, the accounting policies applied in these Consolidated financial statements are the same as those applied in the Group's Consolidated financial statements as at, and for the year ended 30 June 2024.

Material accounting policies adopted in the preparation of these financial statements are presented alongside the relevant notes and have been consistently applied unless stated otherwise. Other material accounting policies which are relevant to understanding the basis of preparation of these Consolidated financial statements are included in note 28.

Notes to the consolidated financial statements

for the year ended 30 June 2025

2. Basis of preparation (continued)

Going concern

The accompanying Consolidated financial statements have been prepared assuming the Group will continue as a going concern, which contemplates continuity of normal business activities and the realization of assets and the settlement of liabilities in the ordinary course of business.

The Group supplies software as a service (SaaS) to the logistics industry, which is a critical service to that market sector. The logistics sector continues to be a critical element of the global economy. The Group's customer base is significant and comprises large, medium and small operators. The Group is not subject to concentration of credit risk. As at 30 June 2025, the Group has sufficient cash and bank debt facilities to meet all committed liabilities and future expected liabilities.

Key accounting estimates and judgments

In preparing these Consolidated financial statements, management has made judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, income and expenses, including accompanying disclosures. Changes in these judgments, estimates and assumptions could result in outcomes that require a material adjustment in future periods. Information on key accounting estimates and judgments can be found in the following notes:

Accounting judgments, estimates and assumptions	Note	Page
Income tax determination in relation to assets and liabilities	4	143
Recognition and recoverability of other intangible assets	7	147
Recoverability of goodwill	7	148
Trade receivables expected credit losses	10	152
Lease terms	16	158
Valuation of contingent consideration	24	172

Revenue recognition is excluded on the grounds that the policy adopted in the area is sufficiently objective.

Functional and presentational currency

These Consolidated financial statements are presented in USD which is the Company's functional currency.

Rounding of amounts

Unless otherwise expressly stated, amounts have been rounded off to the nearest whole number of millions of dollars and one place of decimals representing hundreds of thousands of dollars in accordance with ASIC Corporations Instrument 2016/191. Amounts shown as '–' represent zero amounts and amounts less than $50,000 which have been rounded down. There may be differences in casting the values in the Consolidated financial statements due to rounding in millions to one place of decimals.

Notes to the consolidated financial statements

for the year ended 30 June 2025

2. Basis of preparation (continued)

Presentation of results

The Group has presented the expense categories within the Consolidated statement of profit or loss on a functional basis. The categories used are cost of revenues, product design and development, sales and marketing and general and administration. This presentation style provides insight into the Company's business model and enables users to consider the results of the Group compared to other major SaaS companies. The methodology and the nature of costs within each category are further described below:

Cost of revenues

Cost of revenues consists of expenses directly associated with securely hosting the Group's services and providing support to customers. Costs include data center costs, personnel and related costs (including salaries, benefits, bonuses and share-based payments) directly associated with cloud infrastructure, customer consulting, implementation and support, contracted third party costs, related depreciation and amortization and allocated overheads.

Product design and development expenses

Product design and development expenses consist primarily of personnel and related costs (including salaries, benefits, bonuses and share-based payments) directly associated with the Company's product design and development employees, as well as allocated overheads. When future economic benefits from development of an intangible asset are determined probable and the development activities are capable of being reliably measured, the costs are capitalized as an intangible asset and then amortized to profit or loss over the estimated life of the asset created. Development activities comprise the design, coding and testing of a chosen alternative for new or improved software products, processes, systems and services. The amortization of those costs capitalized is included as a product design and development expense.

Sales and marketing expenses

Sales and marketing expenses consist of personnel and related costs (including salaries, benefits, bonuses, commissions and share-based payments) directly associated with the sales and marketing team's activities to acquire new customers and grow revenue from existing customers. Other costs included are external advertising, digital platforms, marketing and promotional events, as well as allocated overheads.

General and administration expenses

General and administration expenses consist of personnel and related costs (including salaries, benefits, bonuses and share-based payments) for the Company's executive, Board of Directors, finance, legal, people and culture, mergers and acquisitions and administration employees. They also include legal, accounting and other professional services fees, insurance premiums, acquisition and integration costs, restructuring expenses, other corporate expenses and allocated overheads

Overhead allocation

The presentation of the Consolidated statement of profit or loss and other comprehensive income by function requires certain overhead costs to be allocated to functions. These allocations require management to apply judgment. The costs associated with Group's facilities, internal information technology and non-product related depreciation and amortization are allocated to each function based on respective headcount.

Notes to the consolidated financial statements

for the year ended 30 June 2025

3. Revenue

Disaggregation of revenue from contracts with customers

The Company has concluded that disclosing a disaggregation of revenue types amongst 'Recurring On-Demand License revenue', 'Recurring One-Time License (OTL) maintenance revenue' and 'OTL and support services' best reflects how the nature, amount, timing and uncertainty of the Group's revenues and cash flows are affected by economic factors, and that further disaggregation is not required to achieve this objective. Revenue by geographic location is disclosed in note 23.

	2025 USD M	2024 USD M
Revenue		
Recurring On-Demand License revenue	688.4	587.2
Recurring OTL maintenance revenue	74.2	75.1
OTL and support services	16.2	21.3
Total revenue	778.7	683.7

The Group applies the following five steps in recognizing revenue from contracts with customers:

1. Identify the contract or contracts with the customer;
2. Identify the performance obligations in the contract;
3. Determine the transaction price;
4. Allocate the transaction price to performance obligations based on their relative standalone selling price; and
5. Recognize revenue when, or as, performance obligations are satisfied.

Revenue is recognized upon transfer of control of promised products and services to customers in the amount that reflects the consideration expected to be received in exchange. Revenue is recognized net of any taxes collected from customers, which are subsequently remitted to governmental authorities.

The Group's revenue primarily consists of license fees from customers to access or use computing software.

Revenue recognition approach

Recurring On-Demand License revenue

The majority of revenue is derived from recurring On-Demand Licenses, where customers are provided the right to access the Group's software as a service without taking possession of the software. These arrangements include the ongoing provision of standard customer support and software maintenance services.

Revenue is recognized over the contract period and is based on the utilization of the software (numbers of users and transactions). Customers are typically billed on a monthly basis in arrears and revenue is recognized for the amount billed.

Recurring One-Time License maintenance revenue

Additional recurring revenue is derived from the recurring maintenance fees charged to customers on OTL arrangements and is recognized over time during the maintenance period.

OTL and support services

OTL fee revenue is derived when the Group sells, in a one-off transaction, the perpetual right to use software. This license revenue is recognized at the point in time when access is granted to the customer and the one-off billing is raised.

Support services revenue mainly consists of fees charged for business consultancy and paid product enhancements delivered upon specific customer requests. These contracts are typically short-term (less than 12 months) and are charged on a fixed-fee basis. Consulting revenue is recognized on a proportional performance basis and ratably over the contract term. Paid product enhancements revenue is recognized at the time when the requested enhancement is completed and can be accessed by customers.

Notes to the consolidated financial statements

for the year ended 30 June 2025

3. Revenue (continued)

Contracts with multiple performance obligations

The Company enters into contracts with its customers that can include promises to transfer multiple performance obligations. A performance obligation is a promise in a contract with a customer to transfer products or services that are distinct.

Revenue (including any discounts) is allocated between separate goods and services on a relative basis of standalone selling prices. The standalone selling prices reflects the price that would be charged for a specific product or service if it was sold separately and is calculated using standard list prices.

For On-Demand Licensing contracts, there are a series of distinct goods and services, including access to software, maintenance and support provided to customers, that are treated as a single performance obligation because they are delivered in the same pattern over a period of time.

Material rights in the form of contract renewal options or incremental discounts

Contracts may involve customers having the option to obtain discounts upon renewal of existing arrangements. AASB 15 Revenue from Contracts with Customers considers a material right to be a separate performance obligation in a customer contract, which gives the customer an option to acquire additional goods or services at a discount or free of charge. The inclusion of these clauses may give rise to a change in the timing of revenue recognition.

The Group regularly assesses renewal options on current contracts for material rights that would need to be accounted for as separate performance obligations.

Costs of obtaining a customer contract

AASB 15 requires that incremental costs associated with acquiring a customer contract, such as sales commissions, be recognized as an asset and amortized over a period that corresponds with the period of benefit.

Commissions paid by the Group performed in connection with the sale of software products are conditional on future performance or service by the recipient of the commission, and therefore are not incremental to obtaining the contract. Consequently, under current arrangements, the costs of obtaining a contract are expensed in the period incurred.

Principal versus agent

Where the Group has arrangements involving multiple parties to provide goods and services to customers, judgment is required to determine if the Group acts as a principal or an agent.

The Group is an agent if its role is to arrange a third party to provide the goods or service; or it is to deliver a third party's goods or service on its behalf. The Group is a principal if it has the primary responsibility for fulfilling the promised goods or service delivery; and has the discretion to establish the price for the specified goods or service.

Where the Group is acting as a principal, revenue is recognized on a gross basis in accordance with the transaction price defined in contracts with customers. Where the Group is acting as an agent, revenue is recognized at a net amount reflecting the commission or margin earned.

Contract balances

The timing of revenue recognition may differ from customer billings and cash collections which results in trade receivables, unbilled receivables (contract assets) and deferred revenue (contract liabilities) recognized on the Group's Consolidated statement of financial position.

Generally, the Group invoices customers as services are provided in accordance with the agreed-upon contract terms, either at periodic intervals (e.g., monthly or quarterly) or upon completion. At times, billing occurs after the revenue recognition, resulting in contract assets (unbilled receivables). For certain customer contracts, the Group receives advance payments before revenue is recognized, resulting in contract liabilities (deferred revenue). These balances, as well as their movements from the prior reporting period, are disclosed in notes 11 and 13 respectively.

Notes to the consolidated financial statements

for the year ended 30 June 2025

4. Income tax

(a) Income tax expense

Income tax expense/(benefit) comprises current and deferred tax expense/(benefit) and is recognized in profit or loss, except to the extent that it relates to a business combination or items recognized directly in equity or other comprehensive income.

Income tax expense comprises:

	2025 USD M	2024 USD M
Current tax	67.7	51.2
Deferred tax	19.1	16.2
Adjustment for prior years – current tax	1.5	4.2
Adjustment for prior years – deferred tax	(1.1)	(3.4)
Income tax expense	87.1	68.2

The prima facie tax on profit before income tax is reconciled to the income tax expense as follows:

	2025 USD M	2024 USD M
Accounting profit before income tax	287.8	240.4
At Australia's statutory income tax rate of 30% (2024: 30%)	86.4	72.2
Adjusted for:		
Other assessable income	1.9	1.1
Non-deductible expenses	1.7	1.4
Non-deductible acquisition expense	9.2	0.8
(Over)/under provision for income tax in prior years	(0.3)	0.7
	98.8	76.2
Adjusted for:		
Tax effect of:		
Tax deduction for acquisitions	(2.8)	(1.2)
Fair value gain on contingent consideration	–	(0.1)
Different tax rates in overseas jurisdictions	(3.5)	(2.3)
Research and development	(4.7)	(4.4)
Change in tax rate	(0.1)	–
Non-taxable income	(0.5)	(0.2)
Income tax expense	87.1	68.2

Material accounting policies

Current tax

Current tax comprises the expected tax payable or receivable on the taxable income or loss for the year and any adjustment to the tax payable or receivable in respect of previous years. The amount of current tax payable or receivable is the best estimate of the tax expected to be paid or received that reflects uncertainty related to income taxes. It is measured using tax rates for each jurisdiction enacted or substantively enacted at the reporting date. Current tax assets and liabilities are offset only if certain criteria are met.

Notes to the consolidated financial statements

for the year ended 30 June 2025

4. Income tax (continued)

Deferred tax

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognized for:

- Temporary differences on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss;
- Temporary differences related to investments in subsidiaries, associates and joint arrangements, to the extent that the Group is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future; and
- Taxable temporary differences arising on the initial recognition of goodwill.

Deferred tax assets are recognized for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used.

Future taxable profits are determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognize a deferred tax asset in full, then future taxable profits, adjusted for reversal of existing temporary differences are considered, based on the business plans for the individual subsidiaries in the Group. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized. Such reductions are revised when the profitability of future taxable profit improves.

Unrecognized deferred tax assets are reassessed at each reporting date and recognized to the extent that it has become probable that future taxable profits will be available against which they can be used.

Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date, and reflects uncertainty related to income taxes, if any.

The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset only if certain criteria are met..

Key accounting estimates and judgments – Income tax

The Group is subject to tax in numerous jurisdictions. Significant judgment is required in determining the related assets or provisions as there are transactions in the ordinary course of business and calculations for which the ultimate tax determination is uncertain. The Group recognizes liabilities based on estimates of whether additional tax will be due. Where the final tax outcome of these matters is different from the amount that was initially recognized, such differences will impact on the results for the year and the respective income tax and deferred tax assets or provisions in the year in which such determination is made. The Group recognizes tax assets based on forecasts of future profits against which those assets may be utilized; tax losses in subsidiaries of $22.4m (FY24: $19.8m) have not been recognized.

Pillar Two legislation has been enacted in certain jurisdictions in which the Group operates, including Australia. As a result of the acquisition of E2open Parent Holdings, Inc. (e2open) on 4 August 2025, the Group is in scope of the enacted legislation for the Group's financial year beginning 1 July 2025. However, as completion occurred close to the reporting date, the Group is still in the process of assessing the potential impact of Pillar Two legislation. The potential exposure, if any, to Pillar Two income taxes is currently not known or reasonably estimable.

Notes to the consolidated financial statements

for the year ended 30 June 2025

4. Income tax (continued)

(b) Movements in deferred tax balances

2024	Opening balance USD M	Charged to profit or loss USD M	Charged to goodwill USD M	Exchange differences USD M	Charged to equity USD M	Total USD M
Software development costs	65.1	20.7	–	0.2	–	86.0
Customer relationships and brands	8.8	(1.1)	0.1	–	–	7.7
Intellectual property	7.9	(2.5)	–	–	–	5.4
Goodwill	3.7	3.6	–	–	–	7.3
Property, plant and equipment	3.7	(1.3)	–	–	–	2.4
Future income tax benefits attributable to tax losses and offsets	(13.0)	(2.1)	–	0.2	(1.9)	(16.7)
Provisions	(16.1)	(3.4)	(0.2)	–	–	(19.6)
Revenue timing	(0.7)	0.1	–	–	–	(0.6)
Cash flow hedge	(3.7)	(0.2)	–	–	3.1	(0.9)
Transaction costs	(0.1)	(0.1)	–	–	–	(0.2)
Employee equity compensation	7.9	1.7	–	–	(1.4)	8.2
Unrealized foreign exchange	1.7	(2.2)	–	–	–	(0.5)
Other	(0.6)	(0.6)	0.3	0.1	–	(0.7)
Net tax liabilities	64.8	12.8	0.2	0.5	(0.2)	78.1

2025	Opening balance USD M	Charged to profit or loss USD M	Charged to goodwill USD M	Exchange differences USD M	Charged to equity USD M	Total USD M
Software development costs	86.0	25.3	–	–	–	111.4
Customer relationships and brands	7.7	(0.8)	2.0	0.1	–	9.0
Intellectual property	5.4	(4.2)	(3.5)	–	–	(2.3)
Goodwill	7.3	4.1	–	–	–	11.4
Future income tax benefits attributable to tax losses and offsets	(16.7)	(2.6)	–	–	(0.6)	(20.0)
Property, plant and equipment	2.4	(1.1)	–	–	–	1.4
Right-of-use assets[1]	3.4	7.9	0.1	0.1	–	11.5
Lease liabilities[1]	(3.3)	(8.1)	(0.1)	(0.1)	–	(11.6)
Provisions[1]	(19.7)	(6.1)	(0.3)	(0.1)	–	(26.2)
Revenue timing	(0.6)	0.5	–	–	–	(0.1)
Cash flow hedge	(0.9)	–	–	–	0.5	(0.3)
Transaction costs	(0.2)	(0.2)	–	–	–	(0.4)
Employee equity compensation	8.2	3.9	–	–	(2.0)	10.1
Unrealized foreign exchange	(0.5)	(1.8)	–	–	–	(2.3)
Other	(0.7)	1.2	0.9	–	–	1.3
Net tax liabilities	78.1	18.0	(0.9)	(0.1)	(2.1)	92.9

1 Comparative information for the year ended 30 June 2024 has been restated to disclose movements in deferred tax balances in relation to lease liabilities and right-of-use assets separately. This is reflected in the opening balance of the 2025 table.

Notes to the consolidated financial statements

for the year ended 30 June 2025

5. Earnings per share

The following reflects the income and share data used in the basic and diluted earnings per share (EPS) computations:

	2025	2024
Net profit after income tax ($M)	200.7	172.3
Weighted average number of ordinary shares (in millions)		
Basic weighted average number of ordinary shares	332.2	330.9
Shares issuable in relation to equity-based compensation schemes	2.2	2.3
Diluted weighted average number of ordinary shares	334.4	333.2
Basic EPS (cents)	60.4	52.1
Diluted EPS (cents)	60.0	51.7

Material accounting policies

Basic EPS is calculated by dividing net profit after income tax by the weighted average number of ordinary shares outstanding during the year.

Diluted EPS is calculated by dividing net profit after income tax by the weighted average number of ordinary shares outstanding during the year plus the weighted average number of ordinary shares that would be issued on conversion of all the dilutive potential ordinary shares into ordinary shares.

6. Dividends

Dividend distributions payable to equity shareholders are included in other liabilities when the dividends have been approved prior to the reporting date. The following dividends were declared and paid during the year:

	2025 USD M	2024 USD M
Dividends on ordinary shares declared and paid:		
Final dividend in respect of previous reporting period (FY24: 6.2 cents per share, FY23: 5.4 cents per share)		
– Paid in cash	20.2	16.6
– Paid via DRP	0.6	0.2
Interim dividend for the current reporting period (FY25: 6.7 cents per share, FY24: 5.1 cents per share)		
– Paid in cash	22.0	17.7
– Paid via DRP	0.4	0.2
	43.1	34.8
Franking credit balance		
Franking amount balance as at the end of the financial year	119.5	80.2
Final dividend on ordinary shares		
Final dividend for FY25: 7.7 cents per share (FY24: 6.2 cents per share)	25.8	20.8

After the reporting date, a final dividend of 7.7 cents per share was determined by the Board of Directors. The dividend has not been recognized as a liability and will be franked at 100%.

Notes to the consolidated financial statements

for the year ended 30 June 2025

7. Intangible assets

	Computer software USD M	Development costs (WIP) USD M	External software licenses USD M	Goodwill USD M	Intellectual property USD M	Customer relationships USD M	Trade names USD M	Patents and other intangibles USD M	Total USD M
At 30 June 2023									
Cost	316.4	36.0	6.5	1,040.8	107.2	56.7	28.6	1.0	1,593.2
Accumulated amortization	(103.2)	–	(4.8)	–	(28.0)	(11.9)	(5.7)	(0.3)	(154.0)
Net book value	**213.1**	**36.0**	**1.7**	**1,040.8**	**79.2**	**44.7**	**22.9**	**0.8**	**1,439.2**
At 1 July 2023	213.1	36.0	1.7	1,040.8	79.2	44.7	22.9	0.8	1,439.2
Additions	–	128.0 [1]	1.4	–	–	–	–	0.1	129.5
Transfers/ reclassifications	108.5	(108.5)	–	–	–	–	–	–	–
Acquisition via business combination [2]	–	–	–	65.0	3.1	0.4	1.5	–	70.0
Amortization	(36.7)	–	(1.5)	–	(8.7)	(4.0)	(2.2)	(0.1)	(53.2)
Exchange differences	0.7	0.2	0.3	(1.8)	–	(0.1)	–	–	(0.7)
Net book value at 30 June 2024	**285.6**	**55.7**	**1.8**	**1,104.0**	**73.6**	**41.1**	**22.2**	**0.7**	**1,584.8**
At 30 June 2024									
Cost	425.9	55.7	8.1	1,104.0	110.2	56.9	30.1	1.1	1,792.0
Accumulated amortization	(140.2)	–	(6.3)	–	(36.6)	(15.8)	(7.9)	(0.4)	(207.2)
Net book value	**285.6**	**55.7**	**1.8**	**1,104.0**	**73.6**	**41.1**	**22.2**	**0.7**	**1,584.8**
At 1 July 2024	285.6	55.7	1.8	1,104.0	73.6	41.1	22.2	0.7	1,584.8
Additions	–	145.0 [1]	0.8	–	–	–	–	0.1	145.9
Transfers/ reclassifications	116.3	(116.3)	–	–	–	–	–	–	–
Acquisition via business combination [2]	–	–	–	114.2	3.6	3.4	1.8	–	123.0
Amortization	(47.8)	–	(1.5)	–	(9.3)	(4.5)	(2.5)	(0.1)	(65.7)
Disposal	–	–	–	(0.4)	–	–	–	–	(0.4)
Exchange differences	1.7	0.2	–	17.3	0.1	0.2	0.2	–	19.7
Net book value at 30 June 2025	**355.8**	**84.7**	**1.1**	**1,235.1**	**67.9**	**40.2**	**21.7**	**0.7**	**1,807.2**
At 30 June 2025									
Cost	544.7	84.7	8.9	1,235.1	114.0	60.8	32.4	1.2	2,081.9
Accumulated amortization	(188.9)	–	(7.8)	–	(46.0)	(20.6)	(10.7)	(0.5)	(274.6)
Net book value	**355.8**	**84.7**	**1.1**	**1,235.1**	**67.9**	**40.2**	**21.7**	**0.7**	**1,807.2**

1 FY25 includes $2.5m (FY24: $1.8m) of accrued expenses, $2.8m (FY24: $2.0m) of depreciation charges on right-of-use assets and $0.4m (FY24: $0.2m) of interest costs.

2 Includes recognition of intangible assets resulting from business combinations in the current period and finalization of acquisition accounting completed in current period for prior year.

Notes to the consolidated financial statements

for the year ended 30 June 2025

7. Intangible assets (continued)

Intangible assets	Useful life	Amortization method	Recognition and measurement
Computer software	5 to 10 years	Straight-line	Computer software comprises the historical cost of development activities for products transferred from development costs (WIP) when projects/products are considered ready for intended use and the historical cost of acquired software. Computer software is carried at historical cost less accumulated amortization and impairment losses.
Development costs (WIP)	Not applicable	Not amortized	Development costs are costs incurred on internal software development projects. Development costs are only capitalized when they relate to the creation of an asset that can be used or sold to generate benefits and can be reliably measured.
External software licenses	1 to 5 years	Straight-line	External software licenses are carried at historical cost or fair value at the date of acquisition less accumulated amortization and impairment losses.
Goodwill	Indefinite	Not amortized	Goodwill acquired in a business combination is measured at cost and subsequently at cost less any impairment losses. The cost represents the excess of the cost of a business combination over the fair value of the identifiable assets and liabilities acquired.
Intellectual property	Up to 13 years	Straight-line	Intellectual property assets are carried at their fair value at the date of acquisition less accumulated amortization and impairment losses.
Customer relationships	Up to 17 years	Straight-line	Customer relationships are carried at their fair value at the date of acquisition less accumulated amortization and impairment losses.
Trade names	Up to 20 years	Straight-line	Trade names are carried at their fair value at the date of acquisition less accumulated amortization and impairment losses.
Patents and other intangibles	10 years	Straight-line	Patents and other intangibles are carried at historical cost less accumulated amortization and impairment losses.

Subsequent expenditure

Subsequent expenditure is capitalized only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill, is recognized in profit or loss as incurred.

Key accounting estimates and judgments – Recoverability of other finite life intangible assets

Other intangible assets with finite life are reviewed at each reporting period to determine whether there is any indication of impairment. If any such indication exists, the recoverable amount of the asset is estimated to determine the extent of the impairment loss (if any). The recoverable amount is the higher of fair value less costs of disposal and value in use.

If an impairment occurs, a loss is recognized in profit or loss for the amount by which an asset's carrying amount exceeds its recoverable amount. When it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit (CGU) to which the asset belongs.

Notes to the consolidated financial statements

for the year ended 30 June 2025

7. Intangible assets (continued)

Key accounting estimates and judgments – Measurement of other finite life intangible assets

Management has made judgments in respect of intangible assets when assessing whether an internal project in the development phase meets the criteria to be capitalized, and on measuring the costs and economic life attributed to such projects. On acquisition, specific intangible assets are identified and amortized over their estimated useful lives. The capitalization of these assets and the related amortization charges are based on judgments about their value and economic life.

Management also makes judgments and assumptions when assessing the economic life of intangible assets and the pattern of consumption of the economic benefits embodied in the assets. Amortization methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate. The economic lives for internal projects, which includes internal use software and internally generated software, are up to 10 years.

Impairment testing of goodwill

The carrying amount of goodwill is tested for impairment annually and whenever there is an indicator that the asset may be impaired. If an asset is deemed to be impaired, it is written down to its recoverable amount.

For the purposes of impairment testing, goodwill is allocated to each of the CGUs, or group of CGUs, expected to benefit from the synergies of the business combination. A CGU is the smallest identifiable group of assets that generate cash inflows that are largely independent of the cash inflows from other assets or group of assets.

Key accounting estimates and judgments – Impairment testing of goodwill

Determining whether goodwill is impaired requires judgment to allocate goodwill to CGUs and judgment and assumptions to estimate the fair value of a CGU or group of CGUs. The Group has determined that goodwill is tested at a single group of CGU level which is consistent with the Group being assessed and managed as a single operating segment. At 30 June 2025, the lowest level within the Group for which information about goodwill is monitored for internal management purposes is the consolidated Group, which comprises a group of CGUs. All acquisitions are made with the intention of delivering benefits of revenue growth and synergy to the Group. All CGUs are expected to benefit from synergies and sharing of expertise from these acquisitions.

The valuation model (being a value in use model) which is used to estimate the recoverable amount of the group of CGUs, requires an estimate of the future cash flows expected to arise from the group of CGUs and a suitable discount rate in order to calculate net present value.

Key assumptions in the Group's discounted cash flow model as at 30 June 2025

A value in use discounted cash flow model has been used to value the Group's CGUs incorporating financial plans approved by the Board for year ending 30 June 2026 and management projections for years ending 30 June 2027 to 30 June 2030. These include projected revenues, gross margins and expenses and have been determined with reference to historical Group experience, industry data and management's expectation for the future.

The following inputs and assumptions have been adopted:

	2025	2024
Post-tax discount rate per annum	10.0%	10.1%
Pre-tax discount rate per annum	13.8%	13.3%
Terminal value growth rate	2.5%	2.5%

Sensitivity analysis

Management has performed sensitivity analysis and assessed reasonable changes for key assumptions and has not identified any instances that could cause the carrying amount of the group of CGUs, over which goodwill is monitored, to exceed its recoverable amount.

Notes to the consolidated financial statements

for the year ended 30 June 2025

8. Property, plant and equipment

	Land and buildings USD M	Plant and equipment USD M	Leasehold improvements USD M	Right-of-use assets USD M	Total USD M
At 30 June 2023					
Cost	–	88.0	8.7	41.6	138.3
Accumulated depreciation	–	(51.5)	(6.1)	(21.8)	(79.4)
Net book value	**–**	**36.5**	**2.6**	**19.8**	**58.8**
At 1 July 2023	–	36.5	2.6	19.8	58.8
Additions	–	17.7	0.9	4.6	23.2
Acquisition via business combination	–	–	–	–	–
Remeasurement	–	–	–	0.6	0.6
Depreciation	–	(14.2)	(1.2)	(8.9)	(24.4)
Exchange differences	–	(0.2)	–	(0.1)	(0.3)
Disposals	–	(1.8)	–	–	(1.8)
Net book value at 30 June 2024	**–**	**37.8**	**2.2**	**16.0**	**56.1**
At 30 June 2024					
Cost	–	100.5	9.4	41.5	151.4
Accumulated depreciation	–	(62.7)	(7.1)	(25.5)	(95.3)
Net book value	**–**	**37.8**	**2.2**	**16.0**	**56.1**
At 1 July 2024	–	37.8	2.2	16.0	56.1
Additions[1]	3.6	18.9	0.2	34.3	57.1
Acquisition via business combination	–	0.5	–	0.2	0.7
Remeasurement	–	–	–	3.5	3.5
Depreciation	–	(16.1)	(1.0)	(10.2)	(27.3)
Exchange differences	–	1.1	–	0.6	1.7
Disposals	–	(0.5)	(0.5)	–	(1.0)
Net book value at 30 June 2025	**3.6**	**41.7**	**0.9**	**44.4**	**90.7**
At 30 June 2025					
Cost	3.6	119.0	7.7	66.4	196.7
Accumulated depreciation	–	(77.3)	(6.7)	(22.0)	(106.0)
Net book value	**3.6**	**41.7**	**0.9**	**44.4**	**90.7**

1 During the year, additions to right-of-use assets includes the lease of the Group's new registered office at 25 Bourke Road, Alexandria, NSW 2015, Australia.

Notes to the consolidated financial statements

for the year ended 30 June 2025

8. Property, plant and equipment (continued)

Material accounting policies

Refer to note 16 for the accounting policy for right-of-use assets.

Land and buildings are separable assets and are accounted for separately, even when they are acquired together. Land has an unlimited useful life and therefore is not depreciated. Buildings have a limited useful life and therefore are depreciable assets. An increase in the value of the land on which a building stands does not affect the determination of the depreciable amount of the building.

Buildings, plant and equipment and leasehold improvements are carried at cost less any accumulated depreciation and impairment losses, where applicable.

Any gain or loss on disposal of an item of property, plant and equipment is recognized in the Consolidated statement of profit or loss.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance are recognized as expenses in the Consolidated statement of profit or loss during the financial period in which they are incurred.

Depreciation

Items of property, plant and equipment are depreciated on a straight-line basis calculated using the cost of the item less its estimated residual values over its estimated useful life.

The assets' depreciation methods, residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. The annual depreciation rates used for each class of depreciable assets are:

Class of fixed asset	Annual depreciation rate
Land	No depreciation
Buildings	50 years
Plant and equipment	5%–50%;
Leasehold improvements	Term of lease[1]
Right-of-use assets	Term of lease[1]

1 Lease terms range between 1–10 years.

9. Cash and cash equivalents

	2025 USD M	2024 USD M
Cash at bank and on hand	167.4	80.7

The effective interest rate on cash and cash equivalents was 2.41% per annum (FY24: 1.76% per annum).

In addition, the Group holds $18.3m (FY24: $15.1m) of funds collected on behalf of customers at the reporting date, to pay on pre-set dates or on demand. This cash is restricted and not available for use in the Group's ordinary business operations, and is included in other current assets (refer to note 11), with an off-setting liability included in other current liabilities (refer to note 14). These activities have no impact on the Consolidated statement of cash flow.

Material accounting policies

Cash comprises cash on hand and on-demand deposits. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Notes to the consolidated financial statements

for the year ended 30 June 2025

10. Trade receivables

	2025 USD M	2024 USD M
Trade receivables	97.3	97.8
Provision for impairment of trade receivables	(2.5)	(3.7)
	94.9	94.0

The carrying value of trade receivables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

The movements in the provision for impairment of trade receivables during the year were as follows:

	2025 USD M	2024 USD M
Opening balance	3.7	3.7
Acquisition via business combination	–	0.1
Impairment loss recognized	2.6	2.2
Impairment loss subsequently recovered	(1.3)	–
Amount written off	(2.4)	(2.2)
Exchange differences	(0.2)	–
Closing balance	2.5	3.7

Trade receivables that were considered recoverable as at 30 June were as follows:

	2025 USD M	2024 USD M
Not past due	86.1	79.6
Past due 0–30 days	5.1	5.0
Past due 31–60 days	1.3	2.7
Past due more than 60 days	2.3	6.7
	94.9	94.0

Material accounting policies

Trade receivables include amounts due from customers for services performed in the ordinary course of business. Trade receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets.

Trade receivables are initially recognized at fair value. A specific provision for impairment of trade receivables is established when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms. An expected credit loss provision is recognized in respect of all other receivables.

The Group does not hold any collateral as security over any trade receivable balances.

Notes to the consolidated financial statements

for the year ended 30 June 2025

10. Trade receivables (continued)

Key accounting estimate and judgments on trade receivables – Expected credit losses (ECL)

The Group recognizes loss allowances for ECL on trade receivables.

When estimating ECL, the Group considers reasonable and supportable information that is relevant and available. This includes qualitative and quantitative information and analysis, based on the Group's historical experience and informed credit assessment.

The Group assumes that credit risk on an individual trade receivable has increased if it is more than 30 days past due. The Group considers a trade receivable to be in default when the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realizing security (if any is held).

Measurement of ECL

ECL are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the customer contract and the cash flows that the Group expects to receive).

Presentation of allowance for ECL in the Consolidated statement of financial position

Loss allowances for trade receivables are deducted from the gross carrying amount of trade receivables.

Write-off

The gross carrying amount of a trade receivable is written off when the Group has no reasonable expectations of recovering the balance in its entirety or a portion thereof. For customers, the Group individually makes an assessment with respect to the timing and amount of write-off based on whether there is a reasonable expectation of recovery. The Group expects no significant recovery from the amount written off. However, trade receivables that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due.

Notes to the consolidated financial statements

for the year ended 30 June 2025

11. Other assets

	2025 USD M	2024 USD M
Current		
Funds collected on behalf of customers[1]	18.3	15.1
Prepayments	24.3	17.2
Withholding taxes	4.4	3.0
Unbilled receivables	1.3	1.3
Deposits	0.9	1.2
Indirect tax receivables	1.0	1.5
Contract assets	0.5	0.1
Other	2.3	1.3
	53.1	40.8
Non-current		
Prepayments	7.4	4.4
Contract assets	1.5	0.3
Deposits	0.8	0.9
Other	1.1	1.6
	10.9	7.3

1 Funds collected on behalf of customers represents funds to pay on pre-set dates or on demand. Refer to note 9 and note 14.

Movements in unbilled receivables:

	2025 USD M	2024 USD M
Opening balance	1.3	2.1
Acquisition via business combination	0.1	0.2
Accrued revenue recognized	3.9	3.8
Subsequently invoiced and transferred to trade receivables	(4.0)	(4.6)
Exchange differences	–	(0.1)
	1.3	1.3

Material accounting policies

Unbilled receivables represent the revenue recognized to date but not yet invoiced to customers due to the timing of the accounting invoicing cycle.

Notes to the consolidated financial statements

for the year ended 30 June 2025

12. Trade and other payables

	2025 USD M	2024 USD M
Trade payables	23.8	34.2
Other payables and accrued expenses	66.1	20.7
	89.9	54.9

All amounts are short term and the carrying values are considered to be a reasonable approximation of fair value.

Material accounting policies

Trade and other payables represent the liabilities for goods and services received by the entity that remain unpaid at the end of the reporting period.

13. Deferred revenue

	2025 USD M	2024 USD M
Deferred revenue	18.9	21.4
	18.9	21.4

Deferred revenue reflects the value of advance payments made by customers who have been invoiced for services that will be provided in the future.

Movements in deferred revenue:

	2025 USD M	2024 USD M
Opening balance	21.4	20.5
Acquisition via business combination	0.3	–
Revenue recognized in current year	(57.4)	(55.3)
Advanced payments received	54.6	57.6
Exchange differences	–	(1.4)
	18.9	21.4

The Group does not disclose further information related to remaining performance obligations, as they are either part of a contract that has an original expected duration of one year or less; or the associated revenue is recognized in the amount to which the Group has a right to invoice.

Notes to the consolidated financial statements

for the year ended 30 June 2025

14. Other liabilities

	2025 USD M	2024 USD M
Current		
Liabilities related to funds collected on behalf of customers [1]	18.3	15.1
Customer deposits [2]	43.7	39.6
Contingent consideration [3]	21.3	11.0
Deferred consideration [4]	0.8	0.8
Indirect taxes payable [5]	7.4	7.3
Customer payables	0.5	0.5
Other current liabilities	13.3	13.4
	105.3	87.7
Non-current		
Contingent consideration [3]	33.3	16.9
Other non-current liabilities	10.5	17.0
	43.8	33.9
	149.1	121.6

1 Liabilities related to funds collected on behalf of customers represents amounts payable on pre-set dates or on demand. Refer to note 9 and note 11.
2 Customer deposits represents amounts paid in advance by customers to prepay for services in exchange for price discounts.
3 See note 24 for accounting policy and measurement of contingent consideration.
4 Deferred consideration represents the amount payable on acquisition which is time-based and not contingent on any performance conditions.
5 Indirect taxes payable balance represents indirect tax liabilities in Australian and overseas jurisdictions which are likely to be finalized and settled in future periods.

15. Borrowings

(i) AUD 500m bilateral bank debt facilities

In October 2023, the Group refinanced its AUD 475.0m (equivalent to $311.0m as at 30 June 2025) unsecured bank debt facilities with new five year unsecured bilateral revolving bank debt facilities with a total commitment of AUD 500.0m (equivalent to $327.3m as at 30 June 2025 and $331.6m as at 30 June 2024) expiring in October 2028. The covenant package, group guarantees and other common terms and conditions in respect of these facilities are governed under a Common Terms Deed Poll and a Guarantee Deed Poll.

The facilities are structured as multi-currency revolving credit facilities. Each drawdown bears a floating interest rate.

As at 30 June 2025, $65.0m (FY24: $53.1m) of these facilities were drawn as bank loans and $0.3m (FY24: $0.1m) was utilized for bank guarantees.

Under the Common Terms Deed Poll, the Group was required to comply with the following financial covenants at the end of each financial year and half-year:

- the Interest Cover Ratio (adjusted EBTIDA to net interest expense) is not less than 3.00:1.00 and
- the Leverage Ratio (net debt to adjusted EBITDA) is not greater than 3.00:1.00.

The Group has complied with these covenants throughout the reporting period. As at 30 June 2025, the interest cover ratio was positive 158.2 (FY24: positive 49.5) and the leverage ratio was negative 0.2 (FY24: negative 0.1).

In July 2025, these bilateral facilities were fully repaid, cancelled and refinanced with a new $3 billion senior unsecured syndicated debt facility and a new $5.0m bilateral debt facility for contingent instruments.

Notes to the consolidated financial statements

for the year ended 30 June 2025

15. Borrowings (continued)

(ii) $3 billion syndicated bank debt facility

In May 2025, the Group entered into a new $3 billion senior unsecured syndicated debt facility agreement to fund the acquisition of e2open, refinance the Group's existing bank debt facilities, and provide additional working capital and liquidity. The facility is fully committed but was not made available for utilization until financial close was achieved on 30 July 2025, ahead of the e2open acquisition completion on 4 August 2025. Accordingly as at 30 June 2025, no amounts had been drawn under this syndicated facility.

The facility is governed by the amended Common Terms Deed Poll and Guarantee Deed Poll and comprises the following four tranches:

- Tranche A: $572.5m 2–year term loan;
- Tranche B: $875.0m 3–year revolving credit facility;
- Tranche C: $810.0m 4–year term loan; and
- Tranche D: $742.5m 5–year term loan

All tranches are denominated in USD, with Tranche B also available in AUD, EUR, and GBP.

Each tranche bears floating interest, calculated as Secured Overnight Financing Rate (or other applicable screen rate for non-USD currencies) plus a margin, payable at the end of each selected interest period. Term loans (Tranches A, C, and D) are repayable in full at their respective maturities, while the revolving credit facility (Tranche B) allows for multiple drawdowns and repayments over the three year availability period.

Under the amended Common Terms Deed Poll, the Group is required to comply with the following financial covenants at the end of each financial year and half-year:

- the Interest Cover Ratio (adjusted EBTIDA to net interest expense) is not less than 3.00:1.00, and
- the Leverage Ratio (net debt to adjusted EBITDA) is not greater than:
  - 4.0x to and including 30 June 2026;
  - 3.5x from 1 July 2026 to and including 30 June 2027; and
  - 3.0x from 1 July 2027 and thereafter.

There are no indications that the Group would have difficulties complying with the covenants when they will next be tested as at 31 December 2025.

(iii) $5.0m bilateral bank debt facility

In July 2025, the Group entered into a new $5.0m three-year unsecured bilateral facility to accommodate the $0.3m bank guarantees that had been issued under the Group's AUD 500.0m bilateral debt facilities which were fully repaid and cancelled in July 2025. The new facility also provides capacity to support the issuance of future bank guarantees and other contingent instruments.

This facility is structured as a multi-currency revolving credit facility and is intended to be used solely for the issuance of contingent instruments. It does not permit cash drawings unless otherwise agreed in writing between the parties.

This facility is governed by the existing Common Terms Deed Poll and Guarantee Deed Poll (as amended), consistent with the Group's syndicated facility and the previous bilateral arrangements. While there are no financial covenants specific to this facility, the Group remains subject to the group-wide financial covenants set out in the Common Terms Deed Poll.

Notes to the consolidated financial statements

for the year ended 30 June 2025

16. Lease liabilities

	2025 USD M	2024 USD M
Current		
Lease liabilities – current	7.6	7.1
Lease liabilities – non-current	38.9	9.1
	46.5	16.2

(i) Definition of a lease

The Group assesses whether a contract is, or contains, a lease based on the definition of a lease under AASB 16 Leases. A contract is, or contains, a lease if the contract conveys a right to control the use of an identified asset for a period of time in exchange for consideration.

(ii) As a lessee

The Group leases properties, motor vehicles and office equipment. The Group recognizes right-of-use assets and lease liabilities for most leases under AASB 16.

However, the Group has elected not to recognize right-of-use assets and lease liabilities for leases of low-value assets (e.g. office equipment) and leases with lease terms of less than 12 months. The Group recognizes the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

The Group presents right-of-use assets in property, plant and equipment (refer to note 8).

The Group presents lease liabilities separately on the face of the Consolidated statement of financial position.

The Group recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any incentives received.

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

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and the type of asset leased.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments, including in substance fixed payments;
- Variable lease payments that depend on an index variation, initially measured using the index or value as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period of the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is subsequently increased by the interest cost on the lease liability and decreased by lease payments made. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, a change in the estimate of the amount expected to be payable under a residual value guarantee, or as appropriate, changes in the assessment of whether a purchase or extension option is reasonably certain to be exercised or a termination option is reasonably certain not to be exercised.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the right-of-use asset carrying amount, or is recorded in profit or loss if the right-of-use asset carrying amount has been reduced to nil.

Notes to the consolidated financial statements

for the year ended 30 June 2025

16. Lease liabilities (continued)

Key accounting estimates and judgments – Lease term

The Group has applied judgment to determine the lease term for some lease contracts in which it is a lessee that include renewal options. The assessment of whether the Group is reasonably certain to exercise such options impacts the lease term, which affects the amount of lease liabilities and right-of-use assets recognized.

The Group assesses at the lease commencement date whether it is reasonably certain to exercise an extension option. The Group reassesses whether it is reasonably certain to exercise an option if there is a significant event or significant changes in circumstances within its control. The Group has estimated that potential future lease payments, should it exercise available extension options, would result in an increase in lease liabilities of $21.8m (FY24: nil).

Impacts for the year

The movements in lease liability balances are described below:

Lease liabilities	2025 USD M	2024 USD M
Opening balance	16.2	20.8
Additions[1]	37.7	5.1
Additions through business combinations	0.2	–
Payments	(10.1)	(10.4)
Unwinding interest on lease liabilities	1.1	0.7
Exchange differences	1.4	(0.1)
Closing balance	46.5	16.2

1 Additions to lease liabilities includes remeasurement and modification of existing leases. During the year, additions to lease liabilities includes the lease of the Group's new registered office at 25 Bourke Road, Alexandria, NSW 2015, Australia.

Notes to the consolidated financial statements

for the year ended 30 June 2025

17. Share capital and reserves

Ordinary shares issued and fully paid	Shares (thousands)	USD M
At 1 July 2023	331,857	892.0
Shares issued for acquisition of subsidiaries	575	24.9
Shares issued to employee share trust	1,000	43.8
Shares issued under DRP	9	0.5
Shares issued to Non-Executive Directors for fee sacrifice	6	0.3
Transaction costs, net of tax	–	(0.1)
At 30 June 2024	333,447	961.4
Effect of functional currency change[1]	–	(57.8)
At 1 July 2024	333,447	903.6
Shares issued for acquisition of subsidiaries	162	9.2
Shares issued to employee share trust	1,000	62.8
Shares issued under DRP	13	0.9
Shares issued to Non-Executive Directors for fee sacrifice	1	–
Transaction costs, net of tax	–	(0.1)
At 30 June 2025	334,623	976.5

1 Refer to footnote 2 in the Statement of changes in equity.

Ordinary shares participate in dividends and the proceeds on winding-up of the Company in proportion to the number of shares held. At shareholders' meetings, each ordinary share is entitled to one vote when a poll is called; otherwise, each shareholder has one vote on a show of hands.

The Company does not have a par value in respect of its issued shares.

Nature and purpose of reserves

(i) Treasury share reserve

The reserve for the Company's treasury shares comprises the cost of the Company's shares held by the WiseTech Global Limited Employee Share Trust. At 30 June 2025, the Trust held 2,856,518 shares of the Company (FY24: 2,807,633 shares).

(ii) Acquisition reserve

The acquisition reserve comprises the cumulative consideration paid to acquire non-controlling interests in excess of the fair value of the net assets when attaining control, in addition to the difference between the share price at the time of the agreement to issue shares and the share price on the date of issue when the Company's shares are issued under acquisition agreements.

(iii) Cash flow hedge reserve

The cash flow hedge reserve comprises the effective portion of the cumulative net change in the fair value of cash flow hedging instruments.

(iv) Share-based payment reserve

The share-based payment reserve represents the value of unvested and unissued share rights as part of the share-based payment scheme.

(v) Foreign currency translation reserve

The foreign currency translation reserve comprises all foreign currency differences arising from the translation of subsidiaries not denominated in USD as the presentational currency of the Group.

(vi) Currency change reserve

Cumulative effects from retranslation have been recognized in the currency change reserve, alongside the effects from changing the functional currency of the Company and other subsidiary entities in the Group.

Notes to the consolidated financial statements

for the year ended 30 June 2025

17. Share capital and reserves (continued)

Capital management

Management controls the capital of the Group in order to maintain a sustainable debt to equity ratio, generate long-term shareholder value and ensure that the Group can fund its operations and continue as a going concern. The Group's capital and debt include ordinary share capital and financial liabilities, supported by financial assets.

Management effectively manages the Group's capital by assessing the Group's financial risks and adjusting its capital structure in response to changes in these risks and in the market. These responses include the management of debt levels, distributions to shareholders and share issues.

During the year, the Group issued $9.2m (FY24: $24.9m) in shares to pay for obligations under acquisition agreements. In addition, in May 2025, the Group entered into a $3 billion senior unsecured syndicated debt facility. At 30 June 2025 the Group had total debt facilities of $3,327.3m (FY24: $331.6m). Of these facilities, $262.0m was available (FY24: $278.4m) and $65.3m was drawn as bank loans and guarantees (FY24: $53.2m). In July 2025, the facilities put in place in October 2023 were fully repaid, cancelled and refinanced with the May 2025 $3 billion syndicated debt facility and a new $5.0m bilateral debt facility for contingent instruments.

Further details on the Group covenants, refinancing and terms of the new facility are provided in note 15 *Borrowings*.

18. Business combinations

Acquisitions in 2025

During the year ended 30 June 2025, the Group completed the following acquisitions:

Business acquired	Date of acquisition	Description of acquisition
Singeste – Sistemas de Informática, Lda.	1 July 2024	Provides a tailored customs and forwarding solution designed for the Portuguese market.
B S M Global Pty Ltd [1]	2 January 2025	Provider of global trade management (GTM) systems and solutions that connect companies with their trading partners globally.
ImpexDocs [2]	1 April 2025	Provider of a suite of GTM solutions to centralize, digitize and automate international trade workflows.
Editrade [2]	2 May 2025	Provides an integrated suite of solutions to automate transactions, simplifying the flow of the customs management process to seamlessly manage import and export formalities across Chile, Ecuador, Panama and Mexico.
Opentecnologia SAS	3 June 2025	Provides specialized software solutions for the logistics and business sectors in Colombia.

1 Additional subsidiary entities acquired are BSM Global Inc. and B S M Logistics Pty Ltd.
2 Asset acquisitions.

None of the acquisitions completed during the period are individually significant to the Group. Accordingly, key information on these acquisitions has been presented on an aggregated basis as set out below.

Details of the fair value of identifiable assets acquired, liabilities assumed, and goodwill determined are set out in the following tables. The identification and fair value measurement of the assets and liabilities acquired are provisional and amendments may be made to these figures up to 12 months following the date of acquisition if new information is obtained about facts and circumstances that existed at the acquisition date and, if known, would have affected the measurement of the amounts recognized as of that date.

Notes to the consolidated financial statements

for the year ended 30 June 2025

18. Business combinations (continued)

Acquisitions in 2025 (continued)

	USD M
Cash and cash equivalents	3.0
Trade receivables	1.5
Current tax receivables	0.1
Unbilled receivables	0.1
Other current assets	0.3
Intangible assets	8.8
Property, plant and equipment	0.7
Trade and other payables	(1.2)
Deferred revenue	(0.3)
Employee benefits	(0.8)
Current tax liabilities	(0.1)
Lease liabilities	(0.2)
Other current liabilities	(0.1)
Deferred tax liabilities	(0.7)
Fair value of net identifiable assets acquired	**11.1**
Total consideration paid and payable	126.6
Less: Fair value of net identifiable assets acquired	(11.1)
Goodwill	**115.6**

Goodwill

The total goodwill arising on these acquisitions is $115.6m which relates predominantly to the key management, specialized know-how of the workforce, employee relationships, competitive position and service offerings that do not meet the recognition criteria as an intangible asset at the date of acquisition. Goodwill is not expected to be deductible for tax purposes.

Consideration

Total upfront consideration was $89.6m (cash $81.6m and equity shares $8.0m) with further deferred and contingent consideration payable of $2.9m and $36.9m respectively. Contingent consideration is based on a number of milestones including the successful integration of acquired intellectual property and performance in future periods based on selected performance targets. At acquisition, the discounted fair value of deferred and contingent consideration were $2.9m and $34.1 respectively. These acquisitions included $3.0m of cash and cash equivalents acquired.

Contribution of acquisitions to revenue and profits

These acquisitions contributed $7.1m to Group revenue and loss of $1.1m from their respective dates of acquisition. If the acquisitions had been acquired from 1 July 2024, the contribution to the Group revenue would have been $20.1m and loss of $1.7m for the year ended 30 June 2025.

M&A related expenses

The Group incurs M&A related expenses for activities undertaken during the current period and/or prior periods. The Group incurred $30.6m (FY24: $3.2m) of expenses for the year ended 30 June 2025 to external service providers which are recorded within General and administration expenses.

Notes to the consolidated financial statements

for the year ended 30 June 2025

18. Business combinations (continued)

Acquisitions in 2024

During the year ended 30 June 2024, the Group completed the following acquisitions:

Business acquired	Date of acquisition	Description of acquisition
Matchbox Exchange Pty Ltd[1]	1 October 2023	Provider of an open market platform for reuse and exchange of shipping containers in landside logistics operators
Sistemas Casa S.A. de C.V	3 November 2023	Provider of customs and international trade software solutions in Mexico
Aktiv Data OY AB	1 May 2024	Provider of electronic customs and freight forwarding solutions in Finland

1 Additional subsidiary entities acquired are MatchBoxExchange Pte Ltd, MatchBox Container Logistics Private Ltd and MatchBox Exchange Ltd.

None of the acquisitions completed during the period are individually significant to the Group. Accordingly, key information on these acquisitions has been presented on an aggregated basis as set out below.

Details of the fair value of identifiable assets acquired, liabilities assumed, and goodwill determined are set out in the following tables. The identification and fair value measurement of the assets and liabilities acquired are finalised and no material amendments have been made to these figures as there are no significant changes to the facts and circumstances that existed at the acquisition date that would have affected the measurement of the amounts recognized as of that date.

	USD M
Cash and cash equivalents	1.9
Trade receivables	0.8
Current tax receivables	–
Unbilled receivables	0.2
Other current assets	0.3
Intangible assets	5.0
Property, plant and equipment	–
Trade and other payables	(3.1)
Deferred revenue	–
Employee benefits	(0.4)
Other liabilities	(0.6)
Deferred tax liabilities	(0.2)
Fair value of net identifiable assets acquired	**3.9**
Total consideration paid and payable	68.9
Less: Fair value of net identifiable assets acquired	(3.9)
Goodwill	**65.0**

Goodwill

The total goodwill arising on these acquisitions is $65.0m which relates predominantly to the key management, specialized know-how of the workforce, employee relationships, competitive position and service offerings that do not meet the recognition criteria as an intangible asset at the date of acquisition. Goodwill is not expected to be deductible for tax purposes.

Consideration

Total upfront consideration was $52.2m (cash $33.7m and equity shares $18.5m), with further deferred and contingent consideration payable of $2.7m and $16.0m respectively. Contingent consideration is based on a number of milestones, including the successful integration of acquired intellectual property and performance in future periods based on selected performance targets. At acquisition, the discounted fair value of deferred and contingent consideration were $2.7m and $14.0m respectively. These acquisitions included $1.9m of cash and cash equivalents acquired.

Contribution of acquisitions to revenue and profits

These acquisitions contributed $9.6m to Group revenue and net profit of $0.7m from their respective dates of acquisition. If they had been acquired from 1 July 2023, the contribution to the Group revenue would have been $13.9m and net profit of $1.0m.

M&A related expenses

The Group incurs M&A related expenses for activities undertaken during the current period and/or prior periods. The Group incurred $3.2m (FY23: $18.0m) of expenses for the year ended 30 June 2024 which are recorded within General and administration expenses.

Notes to the consolidated financial statements

for the year ended 30 June 2025

18. Business combinations (continued)

Material accounting policy

Business combinations occur where an acquirer obtains control over one or more businesses.

A business combination is accounted for by applying the acquisition method, unless it is a combination involving entities or businesses under common control. Under the acquisition method, the business combination will be accounted for from the date that control is attained, whereby the fair value of the identifiable assets acquired and liabilities (including contingent liabilities) assumed is recognized (subject to certain limited exemptions).

Consideration transferred, including any contingent consideration is required to be measured at fair value on the date of acquisition, which takes into account the perspective of a 'market participant' and is a measurement of the amount that the Group would have to pay to such a participant for them to assume the remaining obligations under the contracts to acquire these businesses.

Contingent consideration obligations are classified as equity or liability in accordance with AASB 132 Financial Instruments: Presentation. If an obligation to pay contingent consideration that meets the definition of a financial instrument is classified as equity, it is not remeasured and settlement is accounted for within equity. Otherwise, other contingent consideration is remeasured at fair value at each reporting date and subsequent changes in the fair value of the contingent consideration are recognized in profit or loss. Where the accounting standards require that an obligation to be settled in shares is classified as a liability, changes in measurement from the point of initial recognition through to when the milestone is achieved and the number of shares to be granted is determined, are recognized in profit or loss. Subsequently, once the number of shares is fixed and determined, any changes in the value of the shares to be granted between the milestone being achieved and the point of settlement, are recognized in acquisition reserve within equity (see note 17).

The Group only has contingent consideration obligations classified as liabilities at the reporting date.

As a consequence, any changes in the fair value of contingent consideration that do not meet the requirements above, such as a subsequent renegotiation and settlement of the obligation, does not result in any change to the measurement of goodwill. Instead, changes to the fair value of contingent consideration classified as a liability are recognized in the profit or loss.

Any goodwill that arises is tested annually for impairment. Any gain on a bargain purchase is recognized in profit or loss immediately. Transaction costs are expensed as incurred except if related to the issue of debt or equity securities.

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognized in the Consolidated statement of profit or loss.

19. Employee benefits

	2025 USD M	2024 USD M
Wages and salaries	316.0	296.3
Share-based payment expense	48.7	40.3
Defined contribution superannuation and pension expense	27.1	23.2
Total employee benefit expense (gross before capitalization)	391.8	359.8

	2025 USD M	2024 USD M
Current		
Annual leave	19.7	17.6
Long service leave	4.7	3.8
Other employee benefits	7.5	4.2
	31.9	25.6
Non-current		
Long service leave	6.7	5.4
Other employee benefits	6.4	4.7
	13.1	10.1
Total employee benefits	44.9	35.7

Notes to the consolidated financial statements

for the year ended 30 June 2025

19. Employee benefits (continued)

Material accounting policies

Current employee benefits

Current employee benefits that are expected to be settled wholly within 12 months after the end of the reporting period includes annual leave, long service leave, retention entitlements, bonus and other incentives. Current employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

Employee benefits are presented as current when the Group does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period.

Non-current employee benefits

Non-current employee benefits includes long service leave, retention entitlements, bonus and other incentives that are not expected to be settled wholly within 12 months after the end of the reporting period. Non-current employee benefits are measured at the present value of the expected future payments to be made to employees.

Expected future long service leave payments incorporate anticipated future wage and salary levels, duration of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on corporate bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations are recognized in profit or loss in the periods in which the changes occur.

Defined contribution superannuation and pension benefits

All obligations for contributions in respect of employees' defined contribution superannuation and pension benefits are recognized as an expense as the related service is provided.

Share-based payment transactions

The Company has a number of share-based payment arrangements that were granted to employees during FY25. These related to shares or share rights granted as part of employee remuneration packages (base remuneration and performance incentives), under the earn & learn program and arrangements following completion of business acquisitions. The awards were granted on various dates in FY25, based on a specified monetary value to each recipient and a share price at the time the offer is determined. The fair value of these arrangements was deemed to be the function of the number of share rights granted and the share price at grant date. Share rights granted may vest in predetermined tranches and may include non-market performance conditions. Share rights were also granted as part of the employee Invest As You Earn program which operated during the year. Vesting is dependent on continued employment with the Group, and in certain circumstances meeting predetermined performance criteria. The fair value of the grant is recognized in Consolidated statement of profit or loss to match to each employee's service period until vesting. Generally, upon cessation of employment due to resignation or dismissal, unvested rights are forfeited. The expense recognized in prior periods in respect of forfeited rights is credited to the Consolidated statement of profit or loss.

The total value of share-based payment expense was $48.7m for employees and nil for Non-Executive Directors (FY24: $40.1m for employees and $0.2m for Non-Executive Directors), which was also recognized in the Consolidated statement of profit or loss. Subsequently, $16.9m (FY24: $14.2m) was capitalized as part of directly attributable development costs, which are required to be recognized as internally developed intangibles (refer to note 7).

Notes to the consolidated financial statements

for the year ended 30 June 2025

20. Key management personnel and related party transactions

Key management personnel (KMP) compensation

The total remuneration of the KMP of the Company are as follows:

	2025 $000	2024 $000
Short-term employee benefits	3,239	2,563
Post-employment benefits	173	149
Other long-term benefits	24	103
Share-based payments	1,621	1,341
Total KMP compensation	5,057	4,157

Short-term employee benefits comprise salary, fringe benefits and cash bonuses awarded. Post-employment benefits consist of superannuation contributions made during the year. Other long-term benefits comprise accruals for annual leave and long service leave. Share-based payments represents the expensing over the vesting period of the fair value of share rights at grant date.

Related party transactions

A related party holds positions in other companies that result in them having control or significant influence over these companies. Richard White and entities over which he has control or significant influence are related parties of the Group and transacted with the Group during the year. The terms and conditions of these transactions were no more favorable than those available, or which might reasonably be expected to be available, in similar transactions with non-related companies on an arm's length basis. The aggregate value of transactions and outstanding balances related to Richard White (Executive Chair and Chief Innovation Officer) and entities over which he has control or significant influence were as follows:

		Transaction values for year ended 30 June		Balance outstanding as at 30 June	
Related party	**Transactions**	2025 $000	2024 $000	2025 $000	2024 $000
Richard White	Office lease	(62)	679	–	–
Richard White	Building purchase	3,500	–	–	–

The Group leased an office owned by Richard White, in Chicago, USA under a 5 year term which ended in September 2024 with an annual rent of $0.6m. The agreement was made at normal market rates and was approved by the Related Party Committee, whose responsibilities have since been assumed by the Audit & Risk Committee.

Based on a valuation performed by an independent expert, the Group purchased the building for $3.5m on 9 October 2024. Office lease transaction values for the year ended 30 June 2025 include a refund of amounts previously paid to Richard White to cover prepaid property taxes.

Notes to the consolidated financial statements

for the year ended 30 June 2025

21. Auditor's remuneration

	2025 $000	2024 $000
Audit and audit-related assurance services		
KPMG Australia		
Audit and review of the financial reports	1,024.4	835.7
Audit-related assurance services	102.1	78.3
	1,126.5	913.9
Audit and audit-related assurance services		
KPMG overseas and non-KPMG firms		
Audit of financial reports KPMG overseas	497.2	544.5
Audit-related assurance services KPMG overseas	19.2	–
Audit of financial reports by non-KPMG firms	166.0	190.6
Total audit and audit-related assurance services KPMG overseas and non-KPMG firms	682.3	735.1
Total audit and audit-related assurance services	1,808.8	1,649.1
Other services		
KPMG overseas and Non-KPMG firms		
Other assurance, advisory and taxation services KPMG overseas	26.2	13.3
Other assurance, advisory and taxation services non-KPMG firms	–	38.4
Total other services KPMG overseas and non-KPMG firms	26.2	51.8
Total other services	26.2	51.8
Total auditor's remuneration	1,835.0	1,700.8

Notes to the consolidated financial statements

for the year ended 30 June 2025

22. Reconciliation of net cash flows from operating activities

	2025 USD M	2024 USD M
Cash flow reconciliation		
Reconciliation of net profit after tax to net cash flows from operating activities:		
Profit after tax from continuing operations	200.7	172.3
Adjustments to reconcile profit before tax to net cash flows from operating activities:		
Share-based payment expense	48.7	40.3
Depreciation	27.3	24.4
Net loss/(gain) on asset disposals and lease exits	0.1	(0.2)
Capitalization of share-based payment expense and depreciation	(19.7)	(16.3)
Amortization	65.7	53.2
Doubtful debt expense	(2.6)	2.2
Net finance costs	3.5	9.2
Exchange differences, hyperinflation and other adjustments	1.0	0.8
Change in assets and liabilities:		
Increase in trade receivables	(1.2)	(14.5)
(Increase)/decrease in other current and non-current assets	(14.3)	19.3
Increase/(decrease) in trade and other payables	41.4	(1.0)
(Decrease)/increase in net current tax liabilities	(0.3)	0.5
Increase in net deferred tax liabilities	18.0	13.4
Decrease in derivatives and other liabilities	(1.6)	(11.2)
Decrease in deferred revenue	(2.9)	(0.2)
Increase in provisions	3.3	2.4
Net cash flows from operating activities	367.0	294.5

Notes to the consolidated financial statements

for the year ended 30 June 2025

23. Segment information

The Group manages its operations as a single business operation and there are no separate parts of the Group that qualify as operating segments under AASB 8 Operating Segments. The Board (Chief Operating Decision Maker or CODM) assesses the financial performance of the Group on an integrated basis only and accordingly, the Group is managed on the basis of a single segment.

Information presented to the CODM on a monthly basis is categorized by type of revenue, recurring and non-recurring. This analysis is presented below:

Continuing operations	2025 USD M	2024 USD M
Recurring On-Demand License revenue	688.4	587.2
Recurring OTL maintenance revenue	74.2	75.1
OTL and support services	16.2	21.3
Total revenue	778.7	683.7
Cost of revenues and operating expenses	(397.1)	(358.6)
Segment EBITDA[1]	381.6	325.0
Depreciation and amortization	(90.3)	(75.4)
Net finance costs	(3.5)	(9.2)
Profit before income tax	287.8	240.4
Income tax expense	(87.1)	(68.2)
Net profit after income tax	200.7	172.3

1 Earnings before interest, tax, depreciation and amortization.

In general, a large amount of revenue is generated by customers that are global, from transactions that cross multiple countries and where the source of revenue can be unrelated to the location of the users using the software. Accordingly, the Group is managed as a single segment. The amounts for revenue by region in the following table are based on the invoicing location of the customer. Customers can change their invoicing location periodically. The CODM does not review or assess financial performance on a geographical basis.

There were no customers contributing more than 10% of revenue during the current or comparative period.

Geographic information

Revenue generated by customer invoicing location:

	2025 USD M	2024 USD M
Americas	282.2	246.1
Asia Pacific	221.2	191.6
Europe, Middle East and Africa (EMEA)	275.3	246.0
Total revenue	778.7	683.7

Non-current assets by geographic location:

	2025 USD M	2024 USD M
Americas	934.8	862.6
Asia Pacific	741.3	563.1
EMEA	238.5	229.8
Total non-current assets	1,914.5	1,655.5

Notes to the consolidated financial statements

for the year ended 30 June 2025

24. Financial instruments

(i) Recognition and initial measurement

Trade receivables are initially recognized when customers are invoiced. All other financial assets and financial liabilities are initially recognized when the Group becomes a party to the contractual obligations.

A financial asset (unless it is a trade receivable) or financial liability is initially measured at fair value plus transaction costs that are directly attributable to its acquisition. Trade receivables are initially measured at the transaction price.

(ii) Derecognition

Financial assets

The Group derecognizes a financial asset when the contractual rights to the cash flows from a financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

Financial liabilities

The Group derecognizes a financial liability when its contractual obligations are discharged, cancelled or expire. The Group also derecognizes a financial liability when its terms are modified and the cash flows of the modified financial liability are substantially different, in which case a new financial liability based on the modified terms is recognized at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognized in profit or loss.

(iii) Offsetting

Financial assets and financial liabilities are offset with the net amount presented in the Consolidated statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realize the asset and settle the liability simultaneously.

(iv) Derivative financial instruments and hedge accounting

The Group holds derivative financial instruments to hedge some of its foreign currency risk exposures.

Derivatives are initially measured at fair value. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognized in profit or loss.

The Group designates certain derivatives as hedging instruments to hedge the variability in cash flows associated with highly probable forecasted transactions arising from changes in foreign exchange rates.

At inception of designated hedging relationships, the Group documents the risk management objective and strategy for undertaking the hedge. The Group also documents the economic relationship between the hedged item and the hedging instrument, including whether the changes in cash flows of the hedged item and hedging instrument are expected to offset each other.

Notes to the consolidated financial statements

for the year ended 30 June 2025

24. Financial instruments (continued)

Cash flow hedges

When a derivative is designated as a cash flow hedging instrument, the effective portion of changes in the fair value of the derivative is recognized in other comprehensive income (OCI) and accumulated in the cash flow hedge reserve. The effective portion of changes in the fair value of the derivative that is recognized in OCI is limited to the cumulative change in fair value of the hedged item, determined on a present value basis, from inception of the hedge. Any ineffective portion of changes in the fair value of the derivative is recognized immediately in profit or loss.

The Group has designated foreign exchange forward contracts and foreign exchange collars as hedging instruments in cash flow hedge relationships with highly probable forecasted foreign exchange sales. The change in fair value of the foreign exchange instruments is recognized in a hedging reserve within equity.

When the hedged forecast transaction subsequently results in the recognition of a non-financial item, the amount accumulated in the hedging reserve and the cost of hedging reserve is included directly in the initial cost of the non-financial item when it is recognized.

For all other hedged forecast transactions, the amount accumulated in the hedging reserve and the cost of hedging reserve is reclassified to profit or loss in the same period or periods during which the hedged expected future cash flows affect profit or loss.

If the hedge no longer meets the criteria for hedge accounting or the hedging instrument is sold, expires, is terminated or is exercised, then hedge accounting is discontinued prospectively. When hedge accounting for cash flow hedges is discontinued, the amount that has been accumulated in the hedging reserve remains in equity until, for a hedge of a transaction resulting in the recognition of a non-financial item, it is included in the non-financial item's cost on its initial recognition or, for other cash flow hedges, it is reclassified to profit or loss in the same period or periods as the hedged expected future cash flows affect profit or loss.

If the hedged future cash flows are no longer expected to occur, then the amounts that have been accumulated in the hedging reserve and the cost of hedging reserve are immediately reclassified to profit or loss.

During the year ended 30 June 2025, the Group changed its functional currency from AUD to USD. As a result of this change, the Group de-designated existing cash flow hedge relationships where forecast USD and EUR revenue was previously hedged against AUD, as the underlying hedged risk (variability in AUD-denominated cash flows) was no longer relevant.

In accordance with AASB 9 and AASB 101, the Group reclassified a total of $2.2m (pre-tax) from the cash flow hedge reserve within equity to profit or loss. This amount reflects cumulative hedge gains and losses previously recognised in OCI in respect of forecast transactions that, following the change in functional currency, were no longer expected to occur in the originally designated form.

No other hedge ineffectiveness was identified in the Group's cash flow hedge relationships during the year.

(v) Credit-impaired trade receivables

At each reporting date, the Group assesses whether trade receivables are credit-impaired. A trade receivable is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows have occurred.

Evidence that a trade receivable is credit-impaired includes the following observable data:

- Significant financial difficulty of the debtor;
- A breach of contract such as a default; or
- It is probable that the debtor will enter bankruptcy or other financial reorganization.

(vi) Measurement of fair values

Fair value is the price the Group would receive to sell an asset or would have to pay to transfer a liability in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair value of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximize, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e., the market with the greatest volume and level of activity for the asset of liability), or, in the absence of such a market, the most advantageous market available to the entity at reporting date (i.e. the market that maximizes the receipts from the sale of the asset or minimizes the payment made to transfer the liability, after taking into account transaction costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

The fair value of liabilities and the entity's own equity instruments (excluding those related to share-based payment arrangements) may be valued, where there is no observable market price in relation to the transfer of such financial instrument, by reference to observable market information where such instruments are held as assets. Where this information is not available, other valuation techniques are adopted and where significant, are detailed in the respective note to the financial statements.

Notes to the consolidated financial statements

for the year ended 30 June 2025

24. Financial instruments (continued)

(vi) Measurement of fair values (continued)

Fair value hierarchy

When measuring the fair value of an asset or a liability, the Group uses market observable data as far as possible. Fair values are categorized into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

If the inputs used to measure the fair value of an asset or a liability might be categorized in different levels of the fair value hierarchy, then the fair value measurement is categorized in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Group recognizes transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

The following tables detail the Group's assets and liabilities, measured or disclosed at fair value, using a three level hierarchy as detailed above, based on the lowest level of input that is significant to the entire fair value measurement.

Group – 2025	Level 1 USD M	Level 2 USD M	Level 3 USD M	Total USD M
Assets				
Forward foreign exchange contracts	–	0.3	–	0.3
Total assets	–	0.3	–	0.3
Liabilities				
Forward foreign exchange contracts	–	1.1	–	1.1
Foreign exchange collars	–	0.2	–	0.2
Deferred consideration	–	0.8	–	0.8
Contingent consideration	–	–	54.6	54.6
Total liabilities	–	2.1	54.6	56.7

Group – 2024	Level 1 USD M	Level 2 USD M	Level 3 USD M	Total USD M
Assets				
Forward foreign exchange contracts	–	–	–	–
Total assets	–	–	–	–
Liabilities				
Forward foreign exchange contracts	–	2.4	–	2.4
Foreign exchange collars	–	0.4	–	0.4
Deferred consideration	–	0.8	–	0.8
Contingent consideration	–	–	27.9	27.9
Total liabilities	–	3.6	27.9	31.5

Hedging instruments

The Group has recognized net liabilities measured at fair value in relation to derivative financial instruments (i.e. forward foreign exchange contracts and options-cash flow hedges). The fair value of forward foreign exchange contracts is calculated as the present value of expected future cash flows estimated and discounted based on the applicable yield curves derived from interest rates quoted in an active market. The fair value of the foreign exchange collars is determined using the standard options pricing model. The derivative financial instruments are designated as financial assets and liabilities and deemed to be a Level 2 measurement of fair value.

Notes to the consolidated financial statements

for the year ended 30 June 2025

24. Financial instruments (continued)

(vi) Measurement of fair values (continued)

Deferred consideration

The Group has recognized liabilities measured at fair value in relation to deferred consideration arising out of acquisitions made by the Group. The deferred consideration is designated as a financial liability and deemed to be a Level 2 measurement of fair value. As part of the assessment at each reporting date, the Group has considered a range of reasonably possible changes for key assumptions and has not identified instances that could cause the fair value of deferred consideration to change significantly.

Contingent consideration

The Group has recognized liabilities measured at fair value in relation to contingent consideration arising out of acquisitions made by the Group. The fair value of contingent consideration is determined by discounting the expected future payments using standard valuation techniques based on estimated time to complete a number of milestones. The contingent consideration is designated as a financial liability and deemed to be a Level 3 measurement of fair value. As part of the assessment at each reporting date, the Group has considered a range of reasonably possible changes for key assumptions and has not identified instances that could cause the fair value of contingent consideration to change significantly. Changes in the fair value of contingent consideration after the acquisition date are recognized in profit or loss, unless the changes are measurement period adjustments.

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 and the end of the measurement period of the hierarchy is provided below.

	2025 USD M	2024 USD M
Opening balance 1 July	27.9	21.5
Change in fair value estimate[1]	0.2	(0.2)
Equity payments	(1.2)	(6.5)
Cash payments	(9.4)	(1.4)
Additions	34.1	14.0
Unwinding interest[1]	1.1	0.3
Foreign exchange differences[1]	1.9	(0.1)
Closing balance	54.6	27.9

1 The effect on profit or loss is due to change in fair value estimate, unwinding of earnout interest on acquisitions and a portion of foreign exchange, as indicated in the above reconciliation.

Key accounting estimates and judgments – contingent consideration

Contingent consideration is measured at fair value, which requires management to estimate the amount likely to be paid in the future and the timing of the payment, to assess the present value using appropriate discount rates. The determination of fair value involves judgment about the probability of an acquired business achieving certain performance milestones, which include both financial and non-financial results.

Notes to the consolidated financial statements

for the year ended 30 June 2025

24. Financial instruments (continued)

Financial risk management objectives and policies

The Group has exposure to the following risks arising from financial instruments:

- Credit risk;
- Liquidity risk; and
- Market risk.

(a) Risk management framework

The Board of Directors has overall responsibility for the establishment and oversight of the Group's enterprise risk management framework. The Board is responsible for developing and monitoring the Group's risk management policies. The Board has delegated day-to-day responsibility for implementation of the risk management framework to the risk committee. The risk committee is a management committee comprising senior executives and is chaired by the CEO. The aim of the risk committee is to provide the Board with assurance that the major business risks are being identified and consistently assessed and that plans are in place to address risk.

The Group's risk management policies are established to identify and analyze the risks faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Board, in conjunction with the Board's Audit & Risk Committee, oversees how management monitors compliance with the Group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to risks faced by the Group.

Detailed work of the internal audit and risk management function is executed by internal resources and also by external service providers.

(b) Credit risk

Credit risk is the risk of financial loss to the Group if a customer fails to meet its contractual obligations, and arises principally from the Group's receivables from customers.

The Group's standard payment and delivery terms and conditions are that payment is generally due within 14 days on receipt of any invoice and the preferred payment options are by direct debit from a bank account or credit card. No limits are used and the Group's receivables are carefully managed by the credit management team. This role includes establishing customer deposits (refer to note 14).

Trade receivables

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base including the default risk of the industry and country in which customers operate.

The maximum exposure to credit risk at balance date to recognized financial assets, is the carrying amount, net of any provision for impairment of those assets, as disclosed in the Consolidated statement of financial position. These predominantly relate to trade receivables. Refer to note 10 for further details.

Cash and cash equivalents

The Group held cash and cash equivalents of $167.4m at 30 June 2025 (FY24: $80.7m).

(c) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation. The Group manages liquidity risk by monitoring net cash balances, actual and forecasted operating cash flows and unutilized debt facilities.

Notes to the consolidated financial statements

for the year ended 30 June 2025

24. Financial instruments (continued)

Financial risk management objectives and policies (continued)

Exposure to liquidity risk

The following are the remaining contractual maturities of financial liabilities at the reporting date. The amounts of contractual cash flows are gross and undiscounted, and include estimated interest payments and exclude the impact of netting agreements.

			Contractual cash flow	
2025	Carrying amount USD M	Total USD M	Less than 1 year USD M	1–5 years USD M
Financial liabilities				
Bank loans	65.0	(75.3)	(3.4)	(71.9)
Contingent consideration[1]	47.9	(50.9)	(17.6)	(33.3)
Deferred consideration	0.8	(0.8)	(0.8)	–
Lease liabilities	46.5	(55.8)	(10.1)	(45.7)
Trade payables	23.8	(23.8)	(23.8)	–
Other payables and accrued expenses	66.1	(66.1)	(66.1)	–
Other liabilities	93.8	(93.8)	(83.2)	(10.5)
Derivative financial liabilities				
Outflow	1.1	(140.3)	(74.2)	(66.1)
Inflow	–	138.7	73.1	65.5
Total	344.9	(368.0)	(206.0)	(162.0)

1 The total carrying value of contingent consideration is $54.6m, which includes $6.7m to be settled for an equivalent value of shares once milestones are achieved and become payable and $47.9m in the table above, which will be cash settled.

			Contractual cash flow	
2024	Carrying amount USD M	Total USD M	Less than 1 year USD M	1–5 years USD M
Financial liabilities				
Bank loans	53.1	(64.9)	(2.8)	(62.1)
Contingent consideration[2]	21.0	(22.3)	(8.2)	(14.1)
Lease liabilities	16.2	(18.1)	(7.7)	(10.4)
Deferred consideration	0.8	(0.8)	(0.8)	–
Trade payables	34.2	(34.2)	(34.2)	–
Other payables and accrued expenses	20.7	(20.7)	(20.7)	–
Other liabilities	93.0	(93.0)	(75.9)	(17.0)
Derivative financial liabilities				
Outflow	2.4	(108.0)	(102.2)	(5.8)
Inflow	–	105.2	99.6	5.7
Total	241.4	(256.8)	(152.9)	(103.7)

2 The total carrying value of contingent consideration is $27.9m, which includes $6.8m to be settled for an equivalent value of shares once milestones are achieved and become payable and $21.0m in the table above, which will be cash settled.

Notes to the consolidated financial statements

for the year ended 30 June 2025

24. Financial instruments (continued)

Financial risk management objectives and policies (continued)

Bank debt facilities

Refer to note 15 Borrowings for further details.

Finance costs are broken down as follows:

	2025 USD M	2024 USD M
Unwinding interest on contingent consideration	1.1	0.8
Re-assessment of interest unwind on contingent consideration	–	(0.5)
Unwinding interest on lease liabilities	1.1	0.7
Lease liability interest capitalized to intangible assets	(0.4)	(0.2)
Interest expense and facility fees	5.1	8.2
Loss on net monetary position due to hyperinflationary economy	0.1	1.5
Other	0.3	0.5
Total finance costs	7.3	11.1

(d) Market risk

Market risk is the risk that changes in market prices such as foreign exchange rates, interest rates and equity prices will adversely affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return.

Currency risk

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The source and nature of this risk arise from operations and translation risks.

During the year, the functional currency of the Company and other subsidiary entities in the Group has changed to USD from AUD. Consistent with this change, the reporting currency of the Group has also changed to USD. These changes significantly reduced the Group's USD exposure to foreign currency risk. However, the Group is still exposed to some foreign currency risk as the majority of revenue from and operating expenses incurred outside the U.S. are denominated in currencies other than USD, most significantly AUD and Euros (EUR).

As at 30 June 2025, the Group has hedged approximately 45% for the next 12 months of its estimated foreign currency exposure in respect of forecasted sales. The Group uses forward exchange contracts and foreign currency collars to hedge its currency risk. These instruments are generally designated as cash flow hedges.

The Group's policy is for the critical terms of the foreign exchange instruments to align with the hedged item.

The Group determines the existence of an economic relationship between the hedging instrument and hedged item based on the currency, amount and timing of their respective cash flows. The Group assesses whether the derivative designated in each hedging relationship is expected to be and has been effective in offsetting changes in cash flows of the hedged item using the hypothetical derivative method.

In these hedged relationships, the main sources of the ineffectiveness are the effect of the counterparties and the Group's own credit risk on the fair value of the foreign exchange instruments, which is not reflected in the change in the fair value of the hedged cash flows attributable to the change in exchange rates; and changes in the timing of the hedged transactions.

Notes to the consolidated financial statements

for the year ended 30 June 2025

24. Financial instruments (continued)

Financial risk management objectives and policies (continued)

Details of total outstanding cash flow hedges are as below:

30 June 2025

Forward foreign exchange contracts	Average exchange rates	Contract value LC[1] (Millions)	Asset USD (Millions)	Liability USD (Millions)
Sell EUR / Buy USD				
Up to 1 year	1.0548	3.4	–	(0.4)
1–5 years	–	–	–	–
Total		3.4	–	(0.4)
Sell AUD / Buy USD				
Up to 1 year	0.6567	140.2	0.1	(0.1)
1–5 years	0.6597	75.6	0.1	–
Total		215.8	0.2	(0.1)
Sell USD / Buy AUD				
Up to 1 year	0.6585	247.9	–	(0.4)
1–5 years	0.6598	124.8	–	(0.1)
Total		372.7	–	(0.5)

Foreign exchange collars	Average put rates	Average call rates	Contract value LC[1] (Millions)	Asset USD (Millions)	Liability USD (Millions)
Sell EUR / Buy USD					
Up to 1 year	1.1500	1.2245	33.6	–	(0.1)
1–5 years	1.1500	1.2592	20.3	–	(0.1)
Total			53.9	–	(0.2)
Sell AUD / Buy USD					
Up to 1 year	–	–	–	–	–
1–5 years	–	–	–	–	–
Total			–	–	–

1 LC – Local currency (EUR and USD for 30 June 2024; AUD and EUR for 30 June 2025).

Notes to the consolidated financial statements

for the year ended 30 June 2025

24. Financial instruments (continued)

Financial risk management objectives and policies (continued)

30 June 2024

Forward foreign exchange contracts	Average exchange rates	Contract value LC[1] (Millions)	Asset USD (Millions)	Liability USD (Millions)
Sell EUR / Buy AUD				
Up to 1 year	0.6352	11.2	–	(0.3)
1–5 years	0.6176	0.6	–	–
Total		11.9	–	(0.3)
Sell USD / Buy AUD				
Up to 1 year	0.6804	92.3	–	(2.0)
1–5 years	0.6772	5.1	–	(0.1)
Total		97.4	–	(2.1)

Foreign exchange collars	Average put rates	Average call rates	Contract value LC[1] (Millions)	Asset USD (Millions)	Liability USD (Millions)
Sell EUR / Buy AUD					
Up to 1 year	0.5894	0.6302	1.9	–	–
1–5 years	–	–	–	–	–
Total			1.9	–	–
Sell USD / Buy AUD					
Up to 1 year	0.6772	0.7102	16.8	–	(0.4)
1–5 years	–	–	–	–	–
Total			16.8	–	(0.4)

1 LC – Local currency (EUR and USD for 30 June 2024; AUD and EUR for 30 June 2025).

Variance analysis – FY25

A reasonably possible strengthening (weakening) of AUD or EUR against USD at 30 June 2025 would have affected the measurement of the following derivative financial instruments and affected profit or loss and equity by the amounts shown below. This analysis assumes that all other variables, in particular hedge designations as at 30 June 2025, remain unchanged and that all designations are effective.

				Effect on equity (pre-tax)		Effect on profit or loss (pre-tax)	
Forward foreign exchange contracts	Reporting date exchange rate	AUD or EUR (+10%)	AUD or EUR (-10%)	Change (+10%) USD (Millions)	Change (-10%) USD (Millions)	Change (+10%) USD (Millions)	Change (-10%) USD (Millions)
Sell EUR / Buy USD	1.1743	1.2918	1.0569	–	–	(0.4)	0.4
Sell AUD / Buy USD	0.6546	0.7201	0.5892	(12.7)	12.7	(1.0)	1.0
Sell USD / Buy AUD	0.6546	0.7201	0.5892	23.6	(23.7)	–	–

Notes to the consolidated financial statements

for the year ended 30 June 2025

24. Financial instruments (continued)

Financial risk management objectives and policies (continued)

Variance analysis – FY24

A reasonably possible strengthening (weakening) of the AUD against USD or EUR at 30 June 2024 would have affected the measurement of the following derivative financial instruments and affected profit or loss and equity by the amounts shown below. This analysis assumes that all other variables, in particular hedge designations as at 30 June 2024, remain unchanged and that all designations are effective.

				Effect on equity (pre-tax)		Effect on profit or loss (pre-tax)	
Forward foreign exchange contracts	**Reporting date exchange rate**	**AUD (+10%)**	**AUD (-10%)**	**Change (+10%) USD (Millions)**	**Change (-10%) USD (Millions)**	**Change (+10%) USD (Millions)**	**Change (-10%) USD (Millions)**
Sell EUR / Buy AUD	0.6200	0.6820	0.5580	1.0	(1.3)	0.1	(0.1)
Sell USD / Buy AUD	0.6632	0.7295	0.5969	8.1	(9.9)	0.5	(0.6)

A reasonably possible strengthening (weakening) of the AUD or EUR against USD at 30 June 2025 would have affected the measurement of financial instruments and affected profit or loss and equity by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant and ignores any impact of forecasted sales and purchases.

		Effect on profit or loss (pre-tax)		Effect on equity	
	30 June 2025 LC (Millions)	**Change (+10%) USD (Millions)**	**Change (-10%) USD (Millions)**	**Change (+10%) USD (Millions)**	**Change (-10%) USD (Millions)**
AUD					
Net trade receivables/(payables) exposure	7.2	0.5	(0.5)	–	–
EUR					
Net trade receivables/(payables) exposure	3.5	0.4	(0.4)	–	–

A reasonably possible strengthening (weakening) of the AUD against USD or EUR at 30 June 2024 would have affected the measurement of financial instruments and affected profit or loss and equity by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant and ignores any impact of forecasted sales and purchases.

		Profit or loss (pre-tax)		Equity	
	30 June 2024 LC (Millions)	**Change (+10%) USD (Millions)**	**Change (-10%) USD (Millions)**	**Change (+10%) USD (Millions)**	**Change (-10%) USD (Millions)**
USD					
Net trade receivables/(payables) exposure	29.3	(2.7)	3.3	–	–
EUR					
Net trade receivables/(payables) exposure	4.0	(0.4)	0.5	–	–

LC – Local currency (USD and EUR for 30 June 2024; EUR and AUD for 30 June 2025).

Interest rate risk and cash flow sensitivity

At 30 June 2025, the Group held interest bearing financial liabilities (i.e., bank loans) of $65m (FY24: $53.1m) and held interest bearing financial assets (i.e. cash and short-term deposits) of $167.4m (FY24: $80.7m).

A reasonably possible increase of 100 basis points in interest rates at the reporting date would have increased the net profit after tax by $0.7m (FY24: increase by $0.2m). A reasonably possible decrease of 100 basis points in interest rates at the reporting date would have decreased the net profit after tax by $0.7m (FY24: decrease by $0.2m). This analysis assumes that all other variables, in particular foreign currency exchange rates, remain constant.

Notes to the consolidated financial statements

for the year ended 30 June 2025

25. Group information

Parent entity	Country of incorporation
WiseTech Global Limited	Australia

Subsidiaries	Country of incorporation	% Equity interest 2025	% Equity interest 2024
B S M Global Pty Ltd [2]	Australia	100.0	–
B S M Logistics Pty Ltd [2]	Australia	100.0	–
Candent Australia Pty Ltd [1]	Australia	–	100.0
Container Chain Pty Ltd	Australia	100.0	100.0
Containerchain Australia Holdings Pty Ltd [1]	Australia	–	100.0
Containerchain Australia Pty Ltd	Australia	100.0	100.0
Container Chain Unit Trust	Australia	100.0	100.0
Matchbox Exchange Pty Ltd	Australia	100.0	100.0
Microlistics Pty Ltd [1]	Australia	–	100.0
WiseTech Academy Pty Ltd	Australia	100.0	100.0
WiseTech Global (Australia) Pty Ltd	Australia	100.0	100.0
WiseTech Global (Europe) Holdings Pty Ltd	Australia	100.0	100.0
WiseTech Global (Financing) Pty Ltd	Australia	100.0	100.0
WiseTech Global (Holdings 2) Pty Ltd	Australia	100.0	100.0
WiseTech Global (Holdings 3) Pty Ltd [2]	Australia	100.0	–
WiseTech Global (Licensing) Pty Ltd	Australia	100.0	100.0
WiseTech Global (Trading) Pty Ltd	Australia	100.0	100.0
WiseTech Global Holdings Pty Ltd	Australia	100.0	100.0
WiseTech Global Limited Employee Share Trust	Australia	100.0	100.0
WiseTech Global (Argentina) S.A.U.	Argentina	100.0	100.0
Intris N.V.	Belgium	100.0	100.0
CargoWise Brasil Soluções em Sistemas Ltda	Brazil	100.0	100.0
Envase Canada ULC	Canada	100.0	100.0
WiseTech Global (CA) Ltd	Canada	100.0	100.0
Opentecnologia SAS [2]	Colombia	100.0	–
Softcargo Chile S.A.	Chile	100.0	100.0
WiseTech Global (China) Information Technology Ltd	China	100.0	100.0
Aktiv Data OY Ab	Finland	100.0	100.0
Blume France Sàrl	France	100.0	100.0
EasyLog SAS	France	100.0	100.0
CargoWise GmbH	Germany	100.0	100.0
Containerchain Germany GmbH	Germany	100.0	100.0
Softship GmbH	Germany	100.0	100.0
znet group GmbH	Germany	100.0	100.0
Blume Global Hong Kong Limited	Hong Kong	100.0	100.0
WiseTech Global (HK) Ltd	Hong Kong	100.0	100.0
Blume Global India Private Limited	India	100.0	100.0
Matchbox Container Logistics Private Ltd	India	100.0	100.0
WiseTech Global (India) Private Limited	India	100.0	100.0
ABM Data Systems Ltd	Ireland	100.0	100.0
Cargo Community Systems Ltd	Ireland	100.0	100.0

Notes to the consolidated financial statements

for the year ended 30 June 2025

25. Group information (continued)

Subsidiaries	Country of incorporation	% Equity interest 2025	% Equity interest 2024
CargoWise (Ireland) Ltd	Ireland	100.0	100.0
A.C.O. Informatica S.r.l.	Italy	100.0	100.0
EXA-System Co., Ltd	Japan	100.0	100.0
WiseTech Global (Japan) K.K.	Japan	100.0	100.0
Containerchain (Malaysia) Sdn Bhd	Malaysia	100.0	100.0
Maxfame Technologies Sdn Bhd	Malaysia	100.0	100.0
Sistemas Casa, S.A. de C.V.	Mexico	100.0	100.0
Cargoguide International B.V.	Netherlands	100.0	100.0
Containerchain Netherlands B.V.	Netherlands	100.0	100.0
LSP Solutions B.V.	Netherlands	100.0	100.0
Containerchain New Zealand Ltd	New Zealand	100.0	100.0
Matchbox Exchange Limited	New Zealand	100.0	100.0
WiseTech Global (NZ) Limited	New Zealand	100.0	100.0
Systema AS	Norway	100.0	100.0
Softship Inc.	Philippines	100.0	100.0
Singeste – Sistemas de Informatica Lda.[2]	Portugal	100.0	–
Candent Singapore Pte Ltd	Singapore	100.0	100.0
Containerchain (Singapore) Pte Ltd	Singapore	100.0	100.0
Containerchain Global Holdings Pte Ltd	Singapore	100.0	100.0
MatchboxExchange Pte. Limited	Singapore	100.0	100.0
Softship Dataprocessing Pte Ltd	Singapore	100.0	100.0
WiseTech Global (SG) Pte Ltd	Singapore	100.0	100.0
Compu-Clearing (Pty) Ltd	South Africa	100.0	100.0
Compu-Clearing Outsourcing (Pty) Ltd[1]	South Africa	–	100.0
Core Freight Systems (Pty) Ltd	South Africa	100.0	100.0
Wisetechglobal (Pty) Ltd	South Africa	100.0	100.0
ReadyKorea Co Ltd	South Korea	100.0	100.0
WiseTech Global LLC	South Korea	100.0	100.0
Taric Canarias, S.A.U.	Spain	100.0	100.0
Taric Trans, S.L.U.	Spain	100.0	100.0
Taric, S.A.U.	Spain	100.0	100.0
CargoIT i Skandinavien AB	Sweden	100.0	100.0
Inobiz AB	Sweden	100.0	100.0
X Ware Aktiebolag	Sweden	100.0	100.0
Blume Switzerland Ltd	Switzerland	100.0	100.0
Sisa Studio Informatica SA	Switzerland	100.0	100.0
WiseTech Global (Taiwan) Ltd	Taiwan	100.0	100.0
Ulukom Bilgisayar Yazılım Donanım Danışmanlık ve Ticaret Limited Şirket	Türkiye	100.0	100.0
WiseTech Global FZ – LLC	UAE	100.0	100.0
Bolero International Limited	UK	100.0	100.0
Bolero.net Limited	UK	100.0	100.0
Pierbridge Limited	UK	100.0	100.0
Shipamax Ltd	UK	100.0	100.0
WiseTech Global (International) Ltd	UK	100.0	100.0

Notes to the consolidated financial statements

for the year ended 30 June 2025

25. Group information (continued)

Subsidiaries	Country of incorporation	% Equity interest 2025	% Equity interest 2024
WiseTech Global (UK) Ltd	UK	100.0	100.0
Eyalir S.A.	Uruguay	100.0	100.0
Ilun S.A.	Uruguay	100.0	100.0
BSM Global Inc.[2]	USA	100.0	–
Blume Global, Inc.	USA	100.0	100.0
Emerald Holdings Merger Sub LLC[2]	USA	100.0	–
Emerald Parent Merger Sub Corp.[2]	USA	100.0	–
SecurSpace Holdings, LLC	USA	100.0	100.0
Shipamax Inc	USA	100.0	100.0
WiseTech Global (US) Inc.	USA	100.0	100.0

1 Entities de-registered, merged or amalgamated in FY25:
- Candent Australia Pty Ltd – 2 October 2024
- Containerchain Australia Holdings Pty Ltd – 10 July 2024
- Microlistics Pty Ltd – 10 July 2024
- Compu-Clearing Outsourcing Pty Ltd – 4 July 2024

2 Entities for which control has been gained and newly incorporated entities in FY25.

Notes to the consolidated financial statements

for the year ended 30 June 2025

26. Deed of Cross Guarantee

Pursuant to the relief provided under ASIC Corporations (Wholly-owned Companies) Instrument 2016/785, wholly-owned subsidiaries listed below are relieved from the *Corporations Act 2001* requirements for preparation, audit and lodgment of financial reports, and Directors' reports.

In order to receive the benefit of the relief provided under the Instrument, the Company and each subsidiary must be a party to the Deed of Cross Guarantee. The effect of the Deed of Cross Guarantee is that each party guarantees to each creditor of each other party, payment in full of any debt in the event of winding up of another party to the Deed of Cross Guarantee under certain provisions of the *Corporations Act 2001*.

Details of entities entering and exiting the Deed of Cross Guarantee, which represent a 'Closed Group' for the purposes of the Instrument are as follows:

	Assumption date	Revocation date
Parent entity		
WiseTech Global Limited	20 Jun 2017	–
Subsidiary entities		
Microlistics Pty Ltd	15 Jun 2018	5 Feb 2024
WiseTech Academy Pty Ltd	6 Jun 2019	–
WiseTech Global (Australia) Pty Ltd	20 Jun 2017	–
WiseTech Global (Europe) Holdings Pty Ltd	6 Jun 2019	–
WiseTech Global (Financing) Pty Ltd	6 Jun 2019	–
WiseTech Global (Licensing) Pty Ltd	15 Jun 2018	–
WiseTech Global Holdings Pty Ltd	5 May 2021	–
WiseTech Global (Holdings 2) Pty Ltd	5 May 2021	–
WiseTech Global (Holdings 3) Pty Ltd	13 Mar 2025	–
WiseTech Global (Trading) Pty Ltd	20 Jun 2017	–

The Consolidated statement of profit or loss and other comprehensive income and Consolidated statement of financial position of the entities that are members of the Closed Group, after eliminating all transactions between members of the Closed Group, are as follows:

	Closed Group	
	2025 USD M	2024 USD M
Revenue	578.3	481.9
Intercompany revenue	24.2	27.7
Total revenue	602.5	509.6
Cost of revenues	(36.4)	(42.4)
Gross profit	566.0	467.2
Product design and development	(71.6)	(71.9)
Sales and marketing	(18.2)	(18.5)
General and administration	(247.2)	(164.9)
Total operating expenses	(336.9)	(255.3)
Operating profit	229.1	211.9
Finance income	8.8	3.0
Finance costs	(60.7)	(11.2)
Fair value gain on contingent consideration	0.1	0.2
Net finance (costs)/income	(51.9)	(8.0)
Profit before income tax	177.2	203.9
Income tax expense	(74.4)	(57.5)
Net profit after income tax	102.8	146.5
Retained earnings at the beginning of the period	516.4	409.8
Retained earnings of entities exited from the Closed Group	–	0.3
Net profit for the period	102.8	146.5
Dividends declared and paid	(43.1)	(35.5)
Vesting of share rights	(6.7)	(4.7)
Effect of functional currency change	(29.5)	–
Retained earnings at the end of the period	539.9	516.4

Notes to the consolidated financial statements

for the year ended 30 June 2025

26. Deed of Cross Guarantee (continued)

	Closed Group	
	2025 USD M	2024 USD M
Assets		
Current assets		
Cash and cash equivalents	51.9	12.2
Trade and other receivables	56.1	50.7
Other current assets	24.1	14.3
Intercompany receivables	7.4	6.6
Derivative financial instruments	0.2	–
Intercompany loan receivables	11.0	–
Total current assets	150.7	83.9
Non-current assets		
Investments in subsidiaries	1,349.3	1,395.1
Intangible assets	458.4	320.1
Property, plant and equipment	46.3	20.0
Other non-current assets	4.7	3.7
Derivative financial instruments	0.1	–
Total non-current assets	1,858.7	1,738.9
Total assets	2,009.5	1,822.7
Liabilities		
Current liabilities		
Trade and other payables	59.5	23.5
Derivative financial instruments	1.1	2.8
Deferred revenue	11.5	9.9
Lease liabilities	2.8	2.3
Employee benefits	21.4	15.8
Intercompany payables	9.6	13.6
Other current liabilities	70.7	54.8
Current tax liabilities	4.3	4.4
Intercompany loans	55.5	56.5
Total current liabilities	236.4	183.6
Non-current liabilities		
Employee benefits	11.1	8.6
Deferred tax liabilities	98.9	81.4
Derivative financial instruments	0.2	0.1
Lease liabilities	30.0	3.8
Borrowings	65.0	53.1
Other non-current liabilities	36.0	20.6
Total non-current liabilities	241.2	167.5
Total liabilities	477.6	351.1
Net assets	1,531.9	1,471.7
Equity		
Share capital	976.5	961.4
Retained earnings	539.9	516.4
Reserves	15.5	(6.1)
Total equity	1,531.9	1,471.7

Notes to the consolidated financial statements

for the year ended 30 June 2025

27. Parent entity information

As at, and throughout the financial year ended, 30 June 2025, the parent entity of the Group was WiseTech Global Limited.

	2025 USD M	2024 USD M
Result of parent entity		
Net profit after income tax	157.7	124.5
Total comprehensive income, net of tax	157.7	124.5

	2025 USD M	2024 USD M
Financial position of parent entity at year end		
Current assets	103.8	188.7
Total assets	1,765.5	1,613.2
Current liabilities	192.6	252.2
Total liabilities	298.1	319.8
Net assets	1,467.5	1,293.4

	2025 USD M	2024 USD M
Total equity of parent entity comprising:		
Share capital	976.5	961.4
Treasury share reserve	(125.3)	(105.0)
Acquisition reserve	(46.9)	(51.5)
Share-based payment reserve	104.1	86.8
Currency change reserve	–	(3.1)
Retained earnings	559.2	404.7
Total equity	1,467.5	1,293.4

(a) Parent entity contingent liabilities

The parent entity has provided guarantees for the future settlement of a portion of contingent consideration (cash and shares) recognized in subsidiaries of the Group. There are no other contingent liabilities as at 30 June 2025 (FY24: nil).

(b) Parent entity capital commitments for acquisition of property, plant and equipment

The parent entity has capital commitments of $1.7m as at 30 June 2025 (FY24: $0.1m).

(c) Parent entity guarantees in respect of the debts of its subsidiaries

The parent entity has entered into a Deed of Cross Guarantee. Refer to note 26 for further details. The parent entity has not provided any material bank guarantees as at 30 June 2025 (FY24: nil).

Notes to the consolidated financial statements

for the year ended 30 June 2025

28. Other policies and disclosures

(a) Principles of consolidation

The Consolidated financial statements incorporate all of the assets, liabilities and results of WiseTech Global Limited and all of the subsidiaries. Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

The assets, liabilities and results of all subsidiaries are fully consolidated into the financial statements of the Group from the date on which control is obtained by the Group. The consolidation of a subsidiary is discontinued from the date that control ceases. When the Group loses control over a subsidiary, it derecognizes the assets and liabilities of the subsidiary, and any related non-controlling interest and other components of equity. Any resulting gain or loss is recognized in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

Intercompany transactions, balances and unrealized gains or losses on transactions between Group entities are fully eliminated on consolidation. Accounting policies of subsidiaries have been changed and adjustments made where necessary to ensure uniformity of the accounting policies adopted by the Group.

(b) Foreign currency transactions and balances

Transactions and balances

Foreign currency transactions are translated into the functional currency, using the exchange rates prevailing at the date of the transaction. Foreign currency monetary items are translated at the exchange rate at the reporting date. Non-monetary items measured at historical cost continue to be carried at the exchange rate at the date of the transaction. Non-monetary items measured at fair value in a foreign currency are translated to the functional currency at the exchange rate when fair values were determined.

Exchange differences arising on the translation of monetary items are recognized in profit or loss, except where deferred in equity as a qualifying cash flow or net investment hedge.

Exchange differences arising on the translation of non-monetary items are recognized directly in other comprehensive income to the extent that the underlying gain or loss is recognized in other comprehensive income; otherwise, the exchange difference is recognized in profit or loss.

Group companies

The financial results and position of foreign operations whose functional currency is different from the Group's presentation currency are translated as follows:

- Assets and liabilities including goodwill and fair value adjustments arising on acquisition are translated at exchange rates prevailing at the reporting date;
- Income and expenses are translated at average exchange rates for the period; and
- Retained earnings are translated at the exchange rates prevailing at the date of the transactions.

Exchange differences arising on translation of foreign operations with functional currencies other than Australian dollars are recognized in other comprehensive income and included in the foreign currency translation reserve in the Consolidated statement of financial position. The cumulative amount of these differences is reclassified into profit or loss in the period in which the operation is disposed of.

Currency of hyperinflationary economy

If the functional currency of a foreign operation is the currency of a hyperinflationary economy, then its financial information is first adjusted to reflect the purchasing power at the current reporting date and then translated into the presentation currency, using the exchange rate at the current reporting date.

(c) Provisions

Provisions are recognized when the Group has a legal or constructive obligation as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognized as a finance cost.

Notes to the consolidated financial statements

for the year ended 30 June 2025

28. Other policies and disclosures (continued)

(d) Standards issued but not yet effective

A number of new standards, amendments to standards and interpretations are effective for annual periods beginning after 1 July 2025 and have not been applied in preparing these Consolidated financial statements.

The following amended standards and interpretations are not expected to have a significant impact on the Group's Consolidated financial statements:

- Amendments to IAS 21 – Lack of exchangeability;
- Amendments to IFRS 10 and IAS 28 – Sale or contribution of assets between an investor and its associate or joint venture;
- Amendments to IFRS 9 and IFRS 7 – Classification and measurement of financial instruments;
- Amendments to IFRS 18 – Presentation and disclosure in financial statements; and
- Amendments to IFRS 19 Subsidiaries without public accountability disclosures.

(e) Commitments and contingencies

Capital commitments

The Group has $2.3m of capital commitments as at 30 June 2025 (FY24: $3.8m)

Guarantees

The Group has not provided for any material guarantees at 30 June 2025 (FY24: nil).

Contingent assets and contingent liabilities

Class action

A shareholder class action against the Company commenced in the Supreme Court of Victoria on 12 November 2024. This claim relates to WiseTech Global Limited's FY20 guidance. The Company is defending these proceedings.

There were no other contingent assets or liabilities that have been recognized by the Group as at 30 June 2025 (FY24: nil).

(f) Events after reporting period

Dividend

Since the period end, the Directors have determined a fully franked final dividend of 7.7 cents per share, payable on 10 October 2025. The dividend will be recognized in subsequent financial statements.

Acquisitions

On 4 August 2025, the Group completed the acquisition of a 100% interest in e2open, a leading provider of SaaS-based solutions in the global logistics value chain, for $3.30 per share in cash equating to $2.1 billion which has been fully debt funded from a new syndicated debt facility. In addition, one-off transaction costs of $27.9m were incurred in the year-ended 30 June 2025.

For the quarter ended 31 May 2025, e2open generated US-GAAP revenue and net loss after tax of $152.6m and $15.5m respectively.

The Group is not in a position to present information related to the acquisition date fair values of assets acquired and liabilities assumed along with any goodwill that may arise from the acquisition of e2open due to the proximity of the acquisition date to the date of the release of these Consolidated financial statements.

New Debt Facilities and Repayment of Existing Facilities

In July 2025, Financial Close was achieved for the Group's new $3 billion senior unsecured syndicated debt facility, of which $2.4 billion was drawn to fund the acquisition of e2open, repay and cancel the Group's existing AUD 500.0m unsecured bilateral bank debt facilities, and meet working capital requirements.

Also in July 2025, the Group executed a new $5.0 million three-year unsecured bilateral facility to accommodate the $0.3m bank guarantees previously issued under the cancelled facilities and to support the future issuance of contingent instruments.

Refer to note 15 Borrowings for further details on the Group covenants, refinancing and terms of the new facility.

Consolidated entity disclosure statement (CEDS)

as at 30 June 2025

Outlined below is the Group's consolidated entity disclosure statement as at 30 June 2025 prepared in accordance with the *Corporations Act 2001* (Cth). Unless otherwise indicated, no entities are trustees, partners or participants in joint ventures.

Entity name (all represent body corporates unless otherwise noted)	Country of incorporation	Australia or foreign resident	Country of foreign tax residence	Percentage held (%)
WiseTech Global Limited	Australia	Australian	N/A	N/A
B S M Global Pty Ltd	Australia	Australian	N/A	100
B S M Logistics Pty Ltd	Australia	Australian	N/A	100
Container Chain Pty Ltd [1]	Australia	Australian	N/A	100
Containerchain Australia Pty Ltd	Australia	Australian	N/A	100
Container Chain Unit Trust [2]	N/A	Australian	N/A	N/A
Matchbox Exchange Pty Ltd	Australia	Australian	N/A	100
WiseTech Academy Pty Ltd	Australia	Australian	N/A	100
WiseTech Global (Australia) Pty Ltd	Australia	Australian	N/A	100
WiseTech Global (Europe) Holdings Pty Ltd	Australia	Australian	N/A	100
WiseTech Global (Financing) Pty Ltd	Australia	Australian	N/A	100
WiseTech Global (Holdings 2) Pty Ltd	Australia	Australian	N/A	100
WiseTech Global (Holdings 3) Pty Ltd	Australia	Australian	N/A	100
WiseTech Global (Licensing) Pty Ltd	Australia	Australian	N/A	100
WiseTech Global (Trading) Pty Ltd	Australia	Australian	N/A	100
WiseTech Global Holdings Pty Ltd	Australia	Australian	N/A	100
WiseTech Global Limited Employee Share Trust [2]	N/A	Australian	N/A	N/A
WiseTech Global (Argentina) S.A.U.	Argentina	Foreign	Argentina	100
Intris N.V.	Belgium	Foreign	Belgium	100
CargoWise Brasil Soluções em Sistemas Ltda	Brazil	Foreign	Brazil	100
Envase Canada ULC	Canada	Foreign	Canada	100
WiseTech Global (CA) Ltd	Canada	Foreign	Canada	100
Softcargo Chile S.A.	Chile	Foreign	Chile	100
WiseTech Global (China) Information Technology Ltd	China	Foreign	China	100
Opentecnologia SAS	Colombia	Foreign	Colombia	100
Aktiv Data OY Ab	Finland	Foreign	Finland	100
Blume France Sàrl	France	Foreign	France	100
EasyLog SAS	France	Foreign	France	100
CargoWise GmbH	Germany	Foreign	Germany	100
Containerchain Germany GmbH	Germany	Foreign	Germany	100
Softship GmbH	Germany	Foreign	Germany	100
znet group GmbH	Germany	Foreign	Germany	100
Blume Global Hong Kong Limited [3]	Hong Kong	Both	Hong Kong	100
WiseTech Global (HK) Ltd	Hong Kong	Foreign	Hong Kong	100
Blume Global India Private Limited	India	Foreign	India	100
Matchbox Container Logistics Private Ltd [3]	India	Foreign	India	100
WiseTech Global (India) Private Limited	India	Foreign	India	100
ABM Data Systems Ltd	Ireland	Foreign	Ireland	100
Cargo Community Systems Ltd	Ireland	Foreign	Ireland	100
CargoWise (Ireland) Ltd [3]	Ireland	Both	Ireland	100
A.C.O. Informatica S.r.l.	Italy	Foreign	Italy	100
EXA-System Co., Ltd	Japan	Foreign	Japan	100
WiseTech Global (Japan) K.K.	Japan	Foreign	Japan	100
Containerchain (Malaysia) Sdn Bhd	Malaysia	Foreign	Malaysia	100
Maxfame Technologies Sdn Bhd [3]	Malaysia	Australian	N/A	100
Sistemas Casa, S.A. de C.V.	Mexico	Foreign	Mexico	100
Cargoguide International B.V.	Netherlands	Foreign	Netherlands	100

Consolidated entity disclosure statement (CEDS)

as at 30 June 2025

Entity name (all represent body corporates unless otherwise noted)	Country of incorporation	Australia or foreign resident	Country of foreign tax residence	Percentage held (%)
Containerchain Netherlands B.V.[3]	Netherlands	Both	Netherlands	100
LSP Solutions B.V.	Netherlands	Foreign	Netherlands	100
Containerchain New Zealand Ltd	New Zealand	Foreign	New Zealand	100
Matchbox Exchange Ltd	New Zealand	Foreign	New Zealand	100
WiseTech Global (NZ) Limited	New Zealand	Foreign	New Zealand	100
Systema AS	Norway	Foreign	Norway	100
Softship Inc.	Philippines	Foreign	Philippines	100
Singeste – Sistemas de Informatica, Lda	Portugal	Foreign	Portugal	100
Candent Singapore Pte Ltd[3]	Singapore	Australian	N/A	100
Containerchain (Singapore) Pte Ltd	Singapore	Foreign	Singapore	100
Containerchain Global Holdings Pte Ltd[3]	Singapore	Australian	N/A	100
MatchboxExchange Pte Limited	Singapore	Foreign	Singapore	100
Softship Dataprocessing Pte Ltd	Singapore	Foreign	Singapore	100
WiseTech Global (SG) Pte Ltd	Singapore	Foreign	Singapore	100
Compu-Clearing (Pty) Ltd[3]	South Africa	Both	South Africa	100
Core Freight Systems (Pty) Ltd[3]	South Africa	Both	South Africa	100
Wisetechglobal (Pty) Ltd	South Africa	Foreign	South Africa	100
ReadyKorea Co Ltd	South Korea	Foreign	South Korea	100
WiseTech Global LLC[3]	South Korea	Australian	N/A	100
Taric Canarias, S.A.U.	Spain	Foreign	Spain	100
Taric Trans, S.L.U.	Spain	Foreign	Spain	100
Taric, S.A.U.	Spain	Foreign	Spain	100
CargoIT i Skandinavien AB	Sweden	Foreign	Sweden	100
Inobiz AB	Sweden	Foreign	Sweden	100
X Ware Aktiebolag	Sweden	Foreign	Sweden	100
Blume Switzerland Ltd	Switzerland	Foreign	Switzerland	100
Sisa Studio Informatica SA	Switzerland	Foreign	Switzerland	100
WiseTech Global (Taiwan) Ltd	Taiwan	Foreign	Taiwan	100
Ulukom Bilgisayar Yazılım Donanım Danışmanlık ve Ticaret Limited Şirket	Türkiye	Foreign	Türkiye	100
WiseTech Global FZ – LLC	UAE	Foreign	UAE	100
Bolero International Limited	UK	Foreign	UK	100
Bolero.net Limited[3]	UK	Both	UK	100
Pierbridge Limited[3]	UK	Foreign	UK	100
Shipamax Ltd	UK	Foreign	UK	100
WiseTech Global (International) Ltd	UK	Foreign	UK	100
WiseTech Global (UK) Ltd	UK	Foreign	UK	100
Eyalir S.A.	Uruguay	Foreign	Uruguay	100
Ilun S.A.[3]	Uruguay	Both	Uruguay	100
BSM Global Inc.[3]	USA	Foreign	USA	100
Blume Global Inc.	USA	Foreign	USA	100
Emerald Holdings Merger Sub LLC[3]	USA	Foreign	USA	100
Emerald Parent Merger Sub Corp.[3]	USA	Foreign	USA	100
SecureSpace Holdings, LLC	USA	Foreign	USA	100
Shipamax Inc.[3]	USA	Both	USA	100
WiseTech Global (US) Inc.	USA	Foreign	USA	100

1 Trustee of Containerchain Unit Trust.
2 Trust.
3 These companies are dormant or holding companies with nil turnover or no material transactions in the financial year.

Consolidated entity disclosure statement (CEDS)

as at 30 June 2025

Key assumptions and Judgments

Determination of Tax Residency

Section 295(3A) of the *Corporations Act 2001* requires that the tax residency of each entity which is included in the Consolidated Entity Disclosure Statement (CEDS) be disclosed.

The determination of tax residency involves judgment. In determining tax residency, the consolidated entity has applied current Australian and foreign legislation and any judicial precedent relevant to the interpretation of that legislation.

For the purposes of this section, an entity is an Australian resident at the end of a financial year if the entity is:

(a) an Australian resident (within the meaning of the *Income Tax Assessment Act 1997*) at that time; or

(b) a resident trust estate (within the meaning of Division 6 of Part III of the *Income Tax Assessment Act 1936*) in relation to the year of income that corresponds to the financial year.

The consolidated entity has also had regard to the Commissioner of Taxation's public guidance.

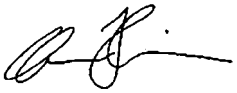
Directors' declaration

for the year ended 30 June 2025

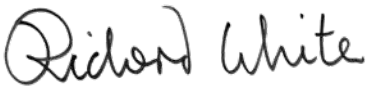
In accordance with a resolution of the Directors of WiseTech Global Limited, we state that:

1. In the opinion of the Directors:
   (a) the consolidated financial statements and notes that are set out on pages 132 to 186 and the Remuneration report on pages 103 to 125 in the report are in accordance with the *Corporations Act 2001*, including:
      (i) giving a true and fair view of the consolidated entity's financial position as at 30 June 2025 and of its performance for the year ended on that date; and
      (ii) complying with Australian Accounting Standards and the *Corporations Regulations 2001*; and
   (b) the Consolidated entity disclosure statement as at 30 June 2025 set out on pages 187 to 189 is true and correct; and
   (c) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.
2. There are reasonable grounds to believe that the Company and the Group entities identified in note 26 will be able to meet any obligations or liabilities to which they are or may become subject to by virtue of the Deed of Cross Guarantee between the Company and those Group entities pursuant to ASIC Corporations (Wholly-owned Companies) Instrument 2016/785.
3. This declaration has been made after receiving the declarations required to be made to the Directors by the chief executive officer and chief financial officer in accordance with section 295A of the *Corporations Act 2001* for the financial year ended 30 June 2025.
4. The Directors draw attention to note 2 to the consolidated financial statements, which includes a statement of compliance with the International Financial Reporting Standards.

On behalf of the Board



Andrew Harrison
Lead Independent Director
27 August 2025



Richard White
Executive Chair and Chief Innovation Officer
27 August 2025

Independent Auditor's Report

for the year ended 30 June 2025

This is the original version of the Independent Auditor's Report over the financial statements signed by the directors on 27 August 2025. Page references in relation to the Remuneration Report should be read as referring to the details under the header "Remuneration Report" on pages 103 to 125 as opposed to 12 to 33, to reflect the correct references now that the financial statements have been presented in the context of the annual report in its entirety.

Independent Auditor's Report

To the shareholders of WiseTech Global Limited

Report on the audit of the Financial Report

Opinion

We have audited the ***Financial Report*** of WiseTech Global Limited (the Company).

In our opinion, the accompanying Financial Report of the Company gives a true and fair view, including of the ***Group***'s financial position as at 30 June 2025 and of its financial performance for the year ended, in accordance with the *Corporations Act 2001*, in compliance with *Australian Accounting Standards* and the *Corporations Regulations 2001*.

The ***Financial Report*** comprises:

- Consolidated statement of financial position as at 30 June 2025
- Consolidated statement of profit or loss and other comprehensive income, Consolidated statement of changes in equity, and Consolidated statement of cash flows for the year then ended
- Notes, including material accounting policies
- Consolidated entity disclosure statement and accompanying basis of preparation as at 30 June 2025
- Directors' Declaration.

The ***Group*** consists of the Company and the entities it controlled at the year end or from time to time during the financial year.

Basis for opinion

We conducted our audit in accordance with *Australian Auditing Standards*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report.

We are independent of the Group in accordance with *the Corporations Act 2001* and the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with these requirements.

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Independent Auditor's Report

for the year ended 30 June 2025

Key Audit Matters

The ***Key Audit Matters*** we identified are:

- Recognition of revenue;
- Capitalisation of software development costs

Key Audit Matters are those matters that, in our professional judgement, were of most significance in our audit of the Financial Report of the current period.

These matters were addressed in the context of our audit of the Financial Report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Recognition of revenue (US$778.7m)	
Refer to Note 3 'Revenue' of the financial report	
The key audit matter	**How the matter was addressed in our audit**
The recognition of revenue is a key audit matter due to: • the significance of revenue to the financial statements; • key recurring on-demand license revenue recognised based on customer usage of the software is determined by the Group with reference to number of users and transactions, price lists and complex discount structures. It involves high volumes of customer transaction data recorded using an automated billing system. Auditing the revenue recognised based on this transactional data requires significant effort, including the use of IT Specialists to supplement our senior audit team members; • remaining revenue is recorded across a large number of different billing systems as a result of multiple acquisitions requiring significant audit effort in testing a large volume of transactions; and • judgments involved in the recognition of revenue via manual transactions.	Our procedures included: • stratifying the revenue population into relevant homogenous revenue streams for the purpose of performing our testing; • understanding the Group's process for collection of transaction data, and the application of price lists and discount structures to this data; • for key recurring on-demand license revenue: - testing relevant IT general controls over the key revenue recording system critical to customer transaction data integrity and completeness; - testing relevant IT application controls including access to the billing system, calculation of customer usage, configuration of price lists, discount structures and the billing module, and the interface between the billing system and the general ledger; - testing the Group's key manual revenue recognition controls for approval of new customer contracts which includes pricing agreed with customers;

Independent Auditor's Report

for the year ended 30 June 2025

	• for a sample of revenue transactions from each significant revenue stream, testing a statistical sample of revenue across the Group to assess the revenue recognised throughout the period and immediately post year-end by inspecting underlying contracts, price list records, discount structures (as applicable), usage reports (as applicable), invoices and cash receipts in bank statements; • for a sample of manual adjustments and a sample of credit note transactions from each significant revenue stream, assessing the revenue recognised against the underlying contracts, invoices or credit notes, as applicable; • evaluating the adequacy of disclosures included in the financial report using our understanding obtained from our testing and against the requirements of the accounting standards.

Capitalisation of software development costs (additions: US$145.0m)	
Refer to Note 7 'Intangible assets' of the financial report	
The key audit matter	**How the matter was addressed in our audit**
Capitalisation of software development costs is a key audit matter due to: • the high volume of software developer hours; • the Group's assessment of the number of hours capitalised is reliant on data extracts from the Group's automated software workflow tool. This is used for monitoring and recording the activities of software developers for the majority of its capitalised software development; • the Group develops its software products using an iterative development methodology. This approach requires judgment in assessing the Group's application of the requirements of the accounting standards to capitalise the development costs and in assessing	Our procedures included: • inspecting the Group's documentation of their assessment of capitalised development costs against AASB 138: *Intangible Assets* including the requirements to demonstrate separability, control and future economic benefit; • understanding the Group's software development processes and how software developers use the software workflow tool to record activities; • working with our IT specialists, testing the relevant IT general controls over the software workflow tool critical to the integrity of data; • testing the Group's key controls over the capitalisation model's inputs, outputs and monthly analysis of the capitalised development costs; • testing a statistical sample of additions to development costs by: - inspecting the information recorded in the software workflow tool and assessing the Group's

Independent Auditor's Report

for the year ended 30 June 2025

its future recoverability. These assessments include: - whether it meets the definition of an intangible asset; - whether a project can be completed including the potential to produce a viable software product; - eligibility of activities for capitalisation; - determination of the rate per hour for developers' time eligible for capitalisation; and - project availability for its intended use and, accordingly, commencement of amortisation. • We involved IT specialists to supplement our senior audit team members in assessing this key audit matter.	identification of development activities; - assessing the task nature against the requirements for capitalisation through inquiry directly with the developers; - assessing whether the capitalised hours recorded in the software workflow tool: o relate to an employee with a developer-related role; o pertain to activities related to a project in development or an enhancement to an existing software product as opposed to research or maintenance; and o are consistent with the Group's accounting policy and the criteria in the accounting standards; • assessing the labour rate eligible for capitalisation by testing a sample of key inputs to underlying records such as payslip information, employee agreements and approved role descriptions; • assessing the Group's allocation of directly attributable overhead costs against the criteria within the accounting standards; • assessing the Group's judgments in relation to capitalised costs using our knowledge of the business and projects through inquiry with various stakeholders including Project Leaders the Chief Technology Officer, the Interim Chief Executive Officer and the Interim Chief Financial Officer and examination of management papers to: - evaluate project potential to produce viable software products, their recoverability and availability for their intended use; - assess the commencement date of amortisation for completed projects in the year; - assess the amortisation period for the capitalised software development costs; • evaluating the adequacy of the disclosures included in the financial report using our understanding obtained from our testing and against the requirements of the accounting standards.

Independent Auditor's Report

for the year ended 30 June 2025

Other Information

Other Information is financial and non-financial information in WiseTech Global Limited's annual report which is provided in addition to the Financial Report and the Auditor's Report. The Directors are responsible for the Other Information.

The Other Information we obtained prior to the date of this Auditor's Report was the Operating and Financial Review, Board of Directors, and the Directors' Report. The About us, 2025 highlights, The Financial Highlights, Chair's Letter, CEO's message, Our business, Sustainability report (Environmental, social and governance), Corporate Governance statement, Five-year financial summary, Risk management, Shareholder information, Glossary and Corporate Directory are expected to be made available to us after the date of the Auditor's Report.

Our opinion on the Financial Report does not cover the Other Information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon, with the exception of the Remuneration Report and our related assurance opinion.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information, and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.

Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

- preparing the Financial Report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group, and in compliance with *Australian Accounting Standards* and the *Corporations Regulations 2001*
- implementing necessary internal control to enable the preparation of a Financial Report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group, and that it is free from material misstatement, whether due to fraud or error
- assessing the Group and Company's ability to continue as a going concern and whether the use of the going concern basis of accounting is appropriate. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the Group and Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial Report

Our objective is:

- to obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- to issue an Auditor's Report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with *Australian Auditing Standards* will always detect a material misstatement when it exists.

Independent Auditor's Report

for the year ended 30 June 2025

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Financial Report.

A further description of our responsibilities for the audit of the Financial Report is located at the *Auditing and Assurance Standards Board* website at: https://www.auasb.gov.au/media/bwvjcgre/ar1_2024.pdf (Listed entities – Fair presentation framework only). This description forms part of our Auditor's Report.

Report on the Remuneration Report

Opinion

In our opinion, the Remuneration Report of WiseTech Global Limited for the year ended 30 June 2025, complies with *Section 300A* of the *Corporations Act 2001*.

Directors' responsibilities

The Directors of the Company are responsible for the preparation and presentation of the Remuneration Report in accordance with *Section 300A* of the *Corporations Act 2001*.

Our responsibilities

We have audited the Remuneration Report included in pages 12 to 33 of the Directors' report for the year ended 30 June 2025.

Our responsibility is to express an opinion as to whether the Remuneration Report complies in all material respects with *Section 300A* of the *Corporations Act 2001*, based on our audit conducted in accordance with *Australian Auditing Standards*.

KPMG

Cameron Slapp

Partner

Sydney

27 August 2025

Shareholder information

WiseTech Global Limited ordinary shares

WiseTech Global's ordinary shares are listed on the Australian Securities Exchange under ASX code: WTC.

At a general meeting, every shareholder present, in person or by proxy, attorney or representative has one vote on a show of hands and, on a poll, one vote for each share held.

All information below is as at 12 September 2025.

Distribution of shareholdings

Number of shares held	Number of holders	Number of shares	% of issued capital
100,001 and over	50	314,558,648	94.00
10,001 to 100,000	182	4,866,142	1.45
5,001 to 10,000	240	1,701,164	0.51
1,001 to 5,000	2,874	5,841,157	1.75
1 to 1,000	42,776	7,655,875	2.29
Total	**46,122**	**334,622,986**	**100.00**

There were 1,087 investors holding less than a marketable parcel of 6 shares (based on a share price of AUD 94.93).

Largest 20 shareholders

	Name	Number of shares	% of issued capital
1	RealWise Holdings Pty Limited	112,675,710	33.67
2	HSBC Custody Nominees (Australia) Limited	75,641,648	22.61
3	J P Morgan Nominees Australia Pty Limited	33,459,456	10.00
4	Citicorp Nominees Pty Limited	27,744,852	8.29
5	Fabemu No 2 Pty Ltd ABN 67 003 954 070	15,594,630	4.66
6	RealWise Holdings Pty Limited	6,433,336	1.92
7	MSG Holdings Pty Limited	5,300,000	1.58
8	Mr Michael John Gregg & Mrs Suzanne Jane Gregg	4,700,000	1.40
9	Citicorp Nominees Pty Limited	4,075,619	1.22
10	Merrill Lynch (Australia) Nominees Pty Limited	3,429,968	1.03
11	BNP Paribas Noms Pty Ltd	3,388,029	1.01
12	National Nominees Limited	2,848,301	0.85
13	BNP Paribas Nominees Pty Ltd	2,555,092	0.76
14	Solium Nominees (AUS) Pty Ltd	1,953,365	0.58
15	HSBC Custody Nominees (Australia) Limited – A/C 2	1,806,084	0.54
16	Mycroft Investments Pty Ltd	1,555,000	0.46
17	Solium Nominees (Australia) Pty Ltd	1,499,846	0.45
18	HSBC Custody Nominees (Australia) Limited	1,341,760	0.40
19	Australian Foundation Investment Company Limited	995,000	0.30
20	Mr William Leigh Porter	696,000	0.21
	Total	**307,693,696**	**91.95**

Shareholder information

Substantial shareholders

The following have disclosed a substantial shareholder notice:

Name	Number of shares	% of voting power	Date of latest notice
Richard White and RealWise Holdings Pty Ltd	119,109,046	35.59	12 September 2025
The Vanguard Group, Inc. and its controlled entities	20,151,331	6.025	20 February 2025

Shares subject to voluntary escrow

Number of shares	Date period of escrow ends
7,826	15 November 2025
84,313	1 April 2026
62,276	2 May 2026

On-market buy-back

There is no current on-market buy-back of ordinary shares.

Unlisted securities

There were a total of 3,332,978 share rights on issue, held by 3,663 individual holders. Share rights have no voting rights.

Number of share rights held	Number of holders	Number of share rights	% of total share rights issued
100,001 and over	–	–	–
10,001 to 100,000	25	503,343	15.10
5,001 to 10,000	48	328,256	9.85
1,001 to 5,000	765	1,445,893	43.38
1 to 1,000	2,825	1,055,486	31.67
Total	**3,663**	**3,332,978**	**100.00**

Glossary

Term	Meaning
3PL	Third-party logistics provider
3P strategy	Our strategy of focusing on the '3Ps' – Product, Penetration, and Profitability – is delivering our vision to be the operating system for global trade and logistics
Attrition rate	Annual attrition rate is a customer attrition measurement relating to the CargoWise platform (excluding any customers on acquired platforms). A customer's users are included in the customer attrition calculation upon leaving i.e. having not used the product for at least four months
BCO	Beneficial Cargo Owner
CargoWise	Our flagship product, a single source, cloud-based, deeply integrated global platform for the logistics industry
CargoWise Neo	Our global integrated platform for BCOs
'Contracted and in Progress' global rollouts	Refers to CargoWise customers who are contracted to grow to rolling out CargoWise in 10 or more countries and for 400 or more registered users
DEFRA 2024	United Kingdom Department for Environment, Food and Rural Affairs factors (for individuals and organizations estimating greenhouse gas emissions)
EBITDA	Earnings before interest, tax, depreciation and amortization
Ecosystem	A complex network or interconnected system of components and participants
EPA 2024	US Environmental Protection Authority 2024 GHG Emissions Factors Hub (for individuals and organizations estimating greenhouse gas emissions)
ESG	Environmental, Social and Governance
Global manufactured trade flows	Refers to import and export related manufactured commodities
GRI	Global Reporting Initiative
HRMS	Human resources management system
'In Production' global rollouts	Refers to CargoWise customers who are operationally live on CargoWise and using the platform on a production database (rolled out in 10 or more countries and 400 or more registered users on CargoWise)
Large Global Freight Forwarder	A Large Global Freight Forwarder is a CargoWise customer contracted to grow or who has grown either organically or contractually to 10 or more countries and 400 or more registered users on CargoWise
NGA 2023	Australian National Greenhouse Accounts Factors (for individuals and organizations estimating greenhouse gas emissions)
NPAT	Net profit after tax
Organic	Refers to revenue and EBITDA growth and EBITDA margin adjusted for FY23/FY24 M&A without full period comparisons, foreign exchange impacts, restructuring and M&A costs
R&D	Total investment in product design and development expense, excluding depreciation and amortization, but including capitalized development investment
Recurring revenue	Recurring revenue is the sum of On-Demand revenue and OTL maintenance revenue which is categorized in our statutory financial statements as recurring monthly and recurring annual software usage revenue
SASB	Sustainability Accounting Board Standards
Scope 1–3 emissions	As defined by the Greenhouse Gas Protocol Corporate Reporting Standard, Scope 1 emissions are 'direct' emissions caused by an organization operating the things that it owns or controls. Scope 2 emissions are 'indirect' emissions created by the production of the energy that an organization purchases. Scope 3 emissions are 'indirect' emissions other than Scope 2 emissions that are generated in the wider economy by an organization's suppliers and customers

Glossary

Term	Meaning
Share right	A right to receive an ordinary share in WiseTech Global at a point in the future. Share rights are issued to employees
tCO_2e	Tons of carbon dioxide equivalent
TSR	Total Shareholder Return
Tuck-in acquisition	Typically smaller acquisitions that can quickly bring their team, technology, and knowledge without major rewrites and rapidly add value to the CargoWise ecosystem
Underlying NPAT	Net profit after tax excluding fair value adjustments from changes to acquisition contingent consideration, non-recurring tax on acquisition, acquired amortization net of tax, contingent and deferred consideration interest unwind net of tax and M&A costs

Corporate directory

Shareholder enquiries

Enquiries about shareholdings in WiseTech Global

Please direct all correspondence to WiseTech Global's share registry:

MUFG Corporate Markets (AU) Limited

Level 41, 161 Castlereagh St
Sydney NSW 2000

Telephone: 1300 554 474
Email: support@cm.mpms.mufg.com
Website: au.investorcentre.mpms.mufg.com

Further information about WiseTech Global

Website

www.wisetechglobal.com/investors

Investor relations

Email: investor.relations@wisetechglobal.com
Telephone: +61 (0)2 8001 2200

Registered office

Ground Floor, 25 Bourke Road
Alexandria NSW 2015

Telephone: +61 (0)2 8001 2200

Company Secretary

Email: company.secretary@wisetechglobal.com
Telephone: +61 (0)2 8001 2200

Auditor

KPMG

Level 38, Tower Three
International Towers Sydney
300 Barangaroo Avenue
Sydney NSW 2000

Telephone: +61 (0)2 9335 7000

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