CELEBRATING A DECADE OF GROWTH.

Turners.
Automotive Group

ANNUAL REPORT

FOR THE YEAR ENDED 31 MARCH 2025


Want to sell your car fast? CashNow

Welcome to Turners' Annual Report.

This year marks a full decade of consistent growth and plenty of satisfied shareholders. Since 2014, we've tripled our profits, quadrupled dividends and revved up market share. And we're not done yet – the engine is just starting to warm up.

To our shareholders, customers and team, thanks for backing us. We're proud to be New Zealand's largest buyer and seller of used vehicles along with auto finance and insurance – and we'll keep delivering the goods whether it's Paddy Gower's V-Dub with the flower, or that one with the Macca's bag still in it!

On behalf of the Board and management of Turners Automotive Group Limited, we are pleased to present the Annual Report for the financial year ended 31 March 2025.

Beep Beep!

Grant Baker
Chairman

Todd Hunter
Group Chief Executive Officer
& Managing Director

24 June 2025

OUR BUSINESS

Turners is a New Zealand success story and, this year, we are celebrating an outstanding decade of growth.

From Whangarei to Invercargill and everywhere in between, we make it easy for customers to buy, sell, finance and insure their vehicle through Turners' trusted brands and businesses. From FY26, we will be expanding our customer offer further, with Turners Servicing & Repairs.

"Our formula of a **great employee experience + a great customer experience leads to a great shareholder experience** has well and truly been proven up."

- Network spanning from Whangarei to Invercargill
- Own 17 of 32 Auto Retail sites in the network
- More than 700 team members
- Voted Most Trusted Brand 6 years in a row[1]
- Strong culture and highly engaged team
  Top 5% globally[2]
- Positive customer satisfaction
  96% of customers would recommend[3]
- Diversified model with widespread growth
- Growing shareholder returns

[1] Auto Retail voted New Zealand's Most Trusted Used Vehicle Dealership in the Readers Digest Trusted Brand awards.
[2] Turners ranks in the top 5% of consumer businesses globally using Peakon survey tool.
[3] 96% of Turners Cars customers surveyed would recommend Turners to others.

AUTO RETAIL

- New Zealand's largest buyer and seller of vehicles
- Bricks and clicks retail model, combining national network with online digital experience
- Local sourcing strategy provides competitive advantage and higher margins
- 51% of vehicles sold through retail channels
- Awarded New Zealand's Most Trusted Used Vehicle Dealership in the Readers Digest Trusted Brand awards for 6th year in a row

FINANCE

- Targeting high quality consumer and commercial lending – primarily for automotive customers
- Loans originated through the Turners Auto Retail network, independent dealers and brokers
- Average consumer loan size - $19,500 - based on new consumer lending in FY25
- Average 60% of new consumer lending was premium tier in FY25
- Over 28,000 current consumer loans as 31 March 2025
- $447m in receivables in FY25

INSURANCE

- Motor vehicle, loan protection and life insurance solutions
- Sold through more than 700 licensed car dealers, finance companies and brokers, and life insurance advisers as well as online
- Issuer Credit Rating upgraded to bbb+ in FY25
- 5,500 insurance policies sold every month (including car insurance)
- $40.8m in new policies sold in FY25
- Average 1,124 claims paid out monthly; $21.2m paid out in FY25

CREDIT MANAGEMENT

- A recognised leader in debt collection and credit management, for both corporate and SME customers
- Provides income diversification for Turners Group
- $187m in Total Debt loaded in FY25
- 22% average recovery rate
- $42m collected from debtors in FY25

TURNERS SERVICING & REPAIRS

- Purchased 50% of My Auto Shop in August 2024
- Currently helping service and prepare vehicles for sale on Turners sites
- Rebranding to Turners Servicing & Repairs with customer offer launching Q1 FY26

FY25 AT A GLANCE

Turners delivered a record profit and dividends in FY25, capping off a decade of sustainable growth.

OPERATING ENVIRONMENT

- Challenging economic conditions and depressed consumer sentiment, particularly in first half year
- Strong recovery in second half, with economic cycle moving to a more positive mode
- Demand for used vehicles remained resilient, although with some margin squeeze in H1 FY25
- Economic challenges and rising unemployment putting pressure on borrowers, however, Turners' arrears have remained consistent and outperformed the broader market
- Dealer numbers have continued to decrease over the last six years and are expected to reduce further
- EVs remain a very small part of the total New Zealand fleet, at around 2%
- The last year saw a material impact on the used import market with continued changes in government regulation, resulting in a 21% decrease in used overseas imports registered in NZ over FY25

COMMERCIAL HIGHLIGHTS

Turners' diversified business model is creating sustainable, profitable growth

- **Auto Retail:** Revenue declined due to a higher proportion of lower-value vehicle sales, but this was largely offset by increased volumes and solid margin recovery in the second half
- **Finance:** Profitable growth supported by interest rate tailwinds
- **Insurance:** Solid growth with momentum building in the digital/direct to consumer platform
- **Credit management:** Debt load continuing to build, particularly for SMEs
- Invested in growth with 50% acquisition of My Auto Shop (mobile servicing and repairs) and $1 million investment in Quashed insurance platform
- Expanded the property footprint - new commercial site in Tauranga, doubled size of Invercargill operation, and commenced work on three new branches in Christchurch
- Improving operational efficiency and system enhancements driving strong operating leverage
- Turners' team remain highly motivated, with high levels of employee engagement and share ownership
- Tina brand refresh and new campaign launch (in May 2025), reflecting investment in a proven formula that is delivering strongly

Deloitte Top 200

FINALIST IN COMPANY OF THE YEAR FOR 2024

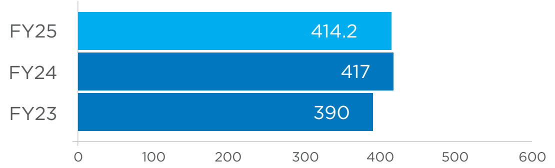
TINA FROM TURNERS WINNER OF THE GREATEST NZ CAMPAIGN OF THE 2020'S

ADVERTISING EFFECTIVENESS GOLD AWARD FOR SUSTAINED SUCCESS

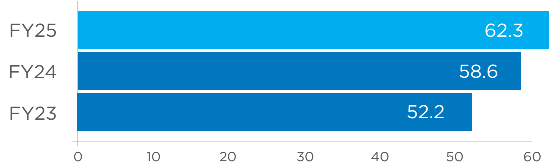
NZ MARKETING AWARD EXCELLENCE IN LONG-TERM MARKETING STRATEGY

FINANCIAL HIGHLIGHTS

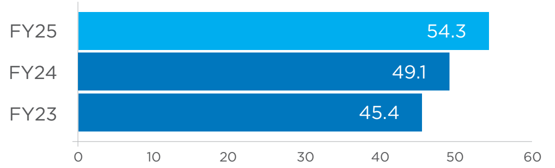
REVENUE **$414.2M** ▼1%



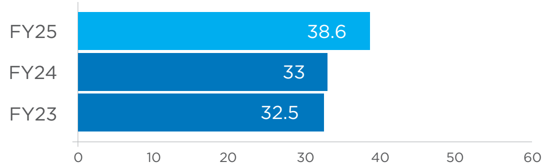
EBIT **$62.3M** ▲6%



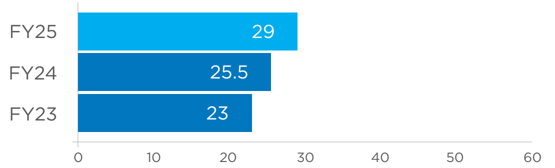
NET PROFIT BEFORE TAX **$54.3M** ▲11%



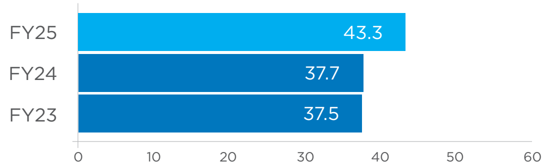
NET PROFIT AFTER TAX **$38.6M** ▲17%



FULL YEAR DIVIDENDS **29 cents** ▲14%



EARNINGS PER SHARE **43.3 cents** ▲15%



CHAIR AND CEO'S REPORT

Delivering on our growth plans.

We're pleased to report on another year and another record for Turners – despite some of the toughest trading conditions we've seen in almost 20 years in the business. This year's result caps off a decade of sustainable growth as we continue to focus on the long game, delivering value to our shareholders, our team and Kiwi customers across Aotearoa.

Dear shareholder

Over the past ten years, Turners has transformed into a diversified and resilient business that is proving a winner for our shareholders. We further strengthened our track record of growth this year with another record profit and dividend.

Net profit before tax (NPBT) grew to $54.3 million, a 10% increase from the previous year, and our net profit after tax (NPAT) was $38.6 million, up 17%. Earnings per share have risen to 43.3 cents and we were pleased to deliver a full-year dividend of 29 cents per share, nearly tripling from 10 cents in FY15 and reflecting our commitment to delivering value to our shareholders.

We were honoured to be recognised in a number of Awards last year – a tribute to our fantastic team and a clear sign that what we're doing is working and being noticed.

STRATEGICALLY INVESTING IN GROWTH

We continued to add to and expand our business over the last year – strategically investing in opportunities that expand our reach, fill a gap in our offering or further strengthen our existing businesses, while reinforcing our position as a leader in New Zealand's Auto ecosystem.

Quashed: In August 2024, we made a strategic $1 million investment in Quashed, securing a 13% stake in the business and marking another step in our strategy to partner with innovative digital platforms that bring added value to our customers. Quashed simplifies insurance by allowing users to effortlessly compare policies and prices across motor, contents, home, pet, and life insurance—all from one convenient platform. The service is already proving its worth and is well on its way to reaching 100,000 users. We see this as a natural extension of our core business—helping Kiwis navigate big life decisions like buying a car or insuring what matters most. Just as we aim to make car buying easy and fair, Quashed is doing the same for insurance. We're excited to support their growth and to offer even more value to Turners' customers through complementary digital services that put control and transparency in the hands of everyday New Zealanders.

My Auto Shop: In FY25, we teamed up with My Auto Shop, taking a 50% stake in the fast-growing online platform that makes car servicing and repairs simple and hassle-free. With over 300 MTA-approved mechanics and a fleet of mobile vans that come right to your door, they're bringing real convenience to a $3 billion market that's been missing from the Turners offering—until now. It's a great fit with what we do: helping Kiwis buy, finance, and insure their cars, and now, keep them running smoothly too. We're currently moving to rebrand the business as Turners Servicing & Repairs and will shortly start offering these services to the Turners database of customers. We're excited about the growth ahead and the opportunity to be a scale player in a highly fragmented market.

More Big Blue Walls: We have continued to expand our physical footprint across Aotearoa, with a number of new property developments and upgrades completed during the year. Our iconic "big blue walls" popped up in more locations, helping to reinforce brand visibility and create a consistent, trusted customer experience. These investments are strategically located to support future growth, improve operational efficiency, and enhance the buying and selling journey for our customers. With each new site, we're not just adding square metres—we're strengthening our position as New Zealand's leading vehicle retailer, making it even easier for Kiwis to find us, trust us, and do business with us.

Our property portfolio currently comprises a total of 17 sites at a cost of $129m. We are very pleased to have almost completed the branch expansion plan in Christchurch, with three brand new branches in operation in the city by the end of Q1 FY26. In the last 12 months, we have also completed a new commercial site in Tauriko, Tauranga and doubled the size of our Invercargill operation. We have a number of live conditional offers we are working on in the wider Auckland area and in Whanganui.

BUSINESS PERFORMANCE

Despite a challenging economic environment, our diversified business model proved its strength again this year.

The first half was impacted by economic contraction and depressed consumer sentiment, which led to reduced vehicle margins. In contrast, the second half demonstrated a strong recovery, with all four core business divisions returning to year-on-year growth, driven by improved margins and significant momentum in the Finance, Insurance, and Credit Management segments. This turnaround reinforces our ability to navigate market cycles successfully.

Auto Retail: While revenue and profit faced headwinds reflecting NZ's economic downturn and a tough consumer environment, the second half saw improved margins and volumes. This was achieved through disciplined pricing, a shift to domestic sourcing, and repositioning inventory to lower-priced vehicles.

Finance: Our finance division experienced strong revenue and profit growth, benefiting from a favourable interest rate environment. Arrears remained well below market levels, and the loan book expanded with improved quality metrics.

Insurance: The insurance segment delivered solid revenue and profit growth, with momentum building in our digital and direct-to-consumer platforms. Effective risk-based pricing ensured claims performance was well managed.

Credit Management: As the economy tightened, we observed an increase in debt load, particularly among SMEs. Our credit management services are well-positioned to support clients during these times.

Read more on our businesses' performance on pages 14 to 16.

OUR PEOPLE: THE DRIVING FORCE BEHIND THE WHEEL

At Turners, our team is what keeps the engine running. Their energy, resilience, and commitment are behind every happy customer and every strong result we deliver.

We're proud to sit in the top 5% of consumer businesses globally for employee engagement, with standout scores of 9.4/10 for diversity and inclusion, and 9.1/10 for health and wellbeing. Those numbers say it all—our people feel valued, supported, and part of something bigger.

One of the clearest signs of that connection? More than 53% of our team are now shareholders through our Employee Share Scheme. It's an easy, rewarding way for staff to get skin in the game: invest $1,000 and, after three years, receive $1,500 in shares. To keep it accessible, we also offer a three-year interest-free loan.

The ownership mindset combined with our high team engagement levels continues to be a powerful combination and a strong advantage for the Turners organisation.

High engagement + team ownership = good times ahead.

MARKETING SUCCESS: THE TINA EFFECT

Our "Tina from Turners" campaign continues to be a standout star—just like Tina herself. In FY25, the campaign hit new heights, taking out Gold for Sustained Success at the 2024 Effie Aotearoa Awards. That's a big deal in the world of marketing, and well deserved.

The catchy tune has become part of the national soundtrack (we see you singing along, don't deny it), and it's done more than just get stuck in people's heads—it's driven real results in brand recognition and customer engagement.

This year, we took Tina on a roadie around Aotearoa, showing up in towns big and small, and in May we dropped the first new ad in four years—packed with iconic Kiwi references from Hilary Barry to King Kapisi, Dr. Ropata to Paddy Gower. Beep beep!

It's a reminder that while Tina might be the face of the campaign, delivering on her promises is a whole-of-team effort. From the marketing crew to the teams on the ground making the magic happen every day, we're all part of the story.

OUTLOOK: SHIFTING UP A GEAR

As we move into FY26, we're feeling optimistic about the road ahead. While New Zealand's economic recovery is expected to be gradual, the signs are pointing in the right direction—particularly with interest rates starting to ease, which should give both consumers and the broader economy a much-needed tailwind. That's good news for the used car market, and even better news for Turners.

Our Auto Retail business, which weathered some serious economic headwinds in FY25, is back in growth mode. Despite facing pressure tougher than during the GFC, demand remained resilient.

Our team's proactive margin management helped us bounce back strongly in the second half, and we're now seeing momentum building across all parts of the business.

We're confident in continued profit growth as we head towards our medium-term earnings target of $65M. We expect strong contributions from our newest big blue wall in Christchurch, with more new branches on the way. Gains in market share, solid performance from our annuity businesses (Finance and Insurance), and increasing operating leverage across the Group all give us a solid platform to keep delivering.

Put simply, there's a lot to feel good about. We're tracking well, and we believe we're on course to hit our FY28 targets ahead of schedule.

Thank you for your continued support.

Ngā mihi nui,

Grant Baker
Chairman

Todd Hunter
Group Chief Executive Officer
& Managing Director

OUR AUTO ECO-SYSTEM

Our Auto Retail business continues to go from strength to strength and creates a halo effect into Finance and Insurance.

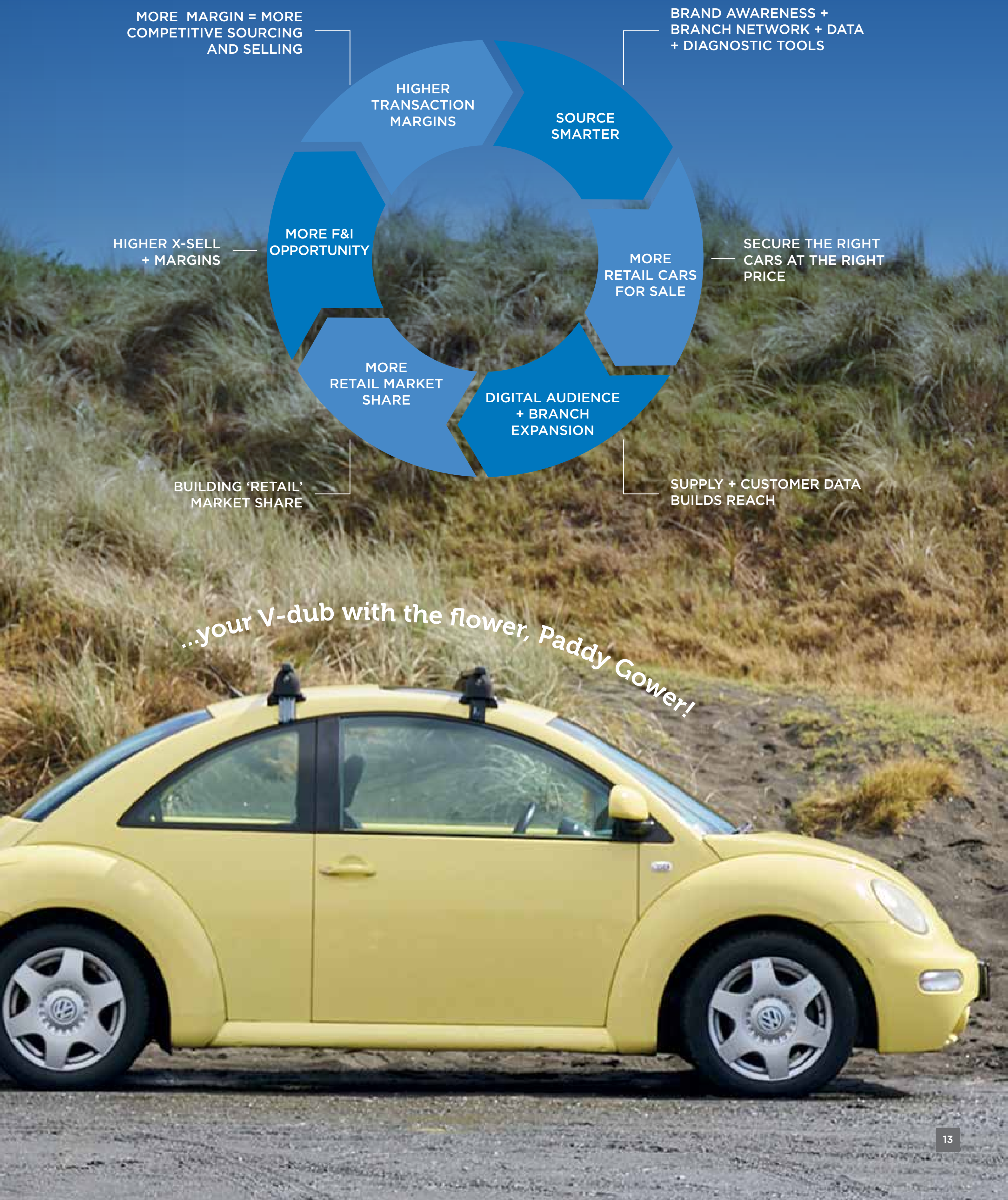
It starts with sourcing smarter… the unique combination of consigned and owned stock. We are using brand awareness, our branch network, data and tools to make better buying decisions and purchase more highly demanded cars than we ever have before.

The more cars we consign and buy, the more cars we have advertised. This leads to a larger audience and support for more branches. This scale gives us more reach and more market share and more retail sales.

More retail sales provide greater opportunity for add-on sales from Oxford Finance and Autosure Insurance which provide greater transaction margins.

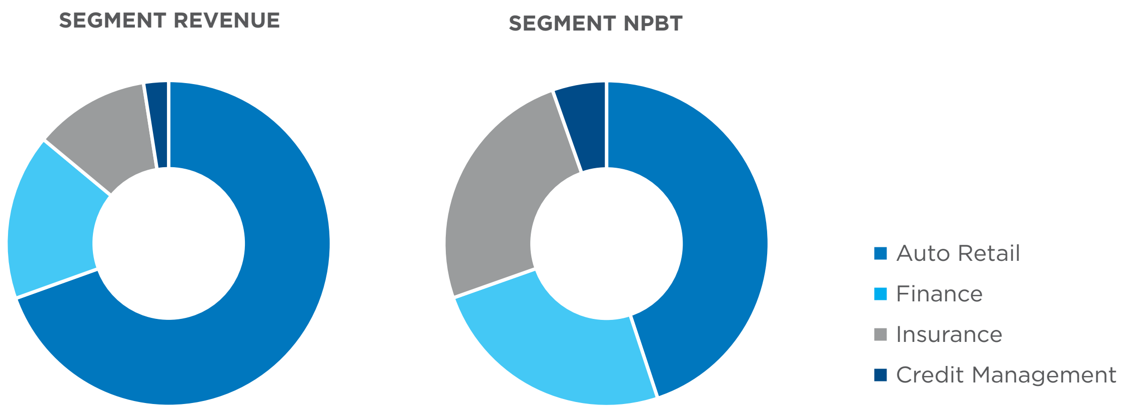
Higher transaction margins make us more competitive at the sourcing end, and enable us to pay "fair" prices for cars… and so the flywheel starts again.

We have very deliberately been improving our capability in each part of this flywheel over the last couple of years. The good news is that it is working very effectively and there is still more opportunity for us to fine tune. Our latest initiative is the introduction of Turners Service & Repairs, which expands our offer and our customer reach.


MORE MARGIN = MORE COMPETITIVE SOURCING AND SELLING
HIGHER TRANSACTION MARGINS
SOURCE SMARTER
BRAND AWARENESS + BRANCH NETWORK + DATA + DIAGNOSTIC TOOLS
HIGHER X-SELL + MARGINS
MORE F&I OPPORTUNITY
MORE RETAIL CARS FOR SALE
SECURE THE RIGHT CARS AT THE RIGHT PRICE
MORE RETAIL MARKET SHARE
DIGITAL AUDIENCE + BRANCH EXPANSION
BUILDING 'RETAIL' MARKET SHARE
SUPPLY + CUSTOMER DATA BUILDS REACH
...your V-dub with the flower, Paddy Gower!

OUR HIGH PERFORMING BUSINESSES

The value of having a diversified business with a balance of activity and annuity revenues continues to be a strength, particularly during difficult times. Auto Retail is our largest business and provided 70% of revenue and 45% of Turners' profit in FY25.



AUTO RETAIL

Revenue $287.9M ▼4%

NPBT $29.1M ▼8%

Strong brand, smart sourcing and operational agility delivering in tougher markets.

Auto Retail remains our largest division, and the pressure it faced in the first half was no small matter. But even in worse conditions than the GFC, we proved that demand for used vehicles is resilient. Though margins were squeezed for a period, our ability to proactively manage and recover margins in H2 was pleasing.

While Auto Retail revenue and profit were down year on year, we grew sales volumes and market share. Total owned unit sales were up 6%, with retail units rising 4% and wholesale auction units increasing 1%. The Commercial division saw uplift from more liquidations in H2.

Margins were under severe pressure in H1 (down 16% YoY) as we had to aggressively discount to achieve sales volumes. However, our disciplined approach to stock management positioned us well for when the market stabilised.

Turners' shift from wholesale to retail continues, as we continue to open new dealerships. For each additional vehicle sold through retail (not auction), Turners makes another ~$1,000 per vehicle. Key to achieving a higher percentage of retail sales is the creation of more capacity through our branch network. We know the combination of a larger retail presence brings additional opportunities to source vehicles which will lead to additional sales.

We were delighted to open a new commercial site in Tauranga this year, expand our Invercargill operations and, in the next three months, will have three brand new branches in operation in Christchurch.

We are now entering the next phase of our ongoing growth push. We have a robust plan in place to continue the growth of our network (32 branches as at 30 June 2025).

Our Tina brand refresh and new campaign launch reflect continued investment in a proven formula that is delivering strongly. We have just launched our new Tina from Turners campaign, bringing to life the "sell us your car" song we have been playing on the radio over the last 12 months. Initial feedback has been very positive and we think we are in a unique position to be increasing our advertising spend when others will be pulling back.

Outlook: The benefits of our expanded network in Christchurch will flow through in H1 FY26. We remain focused on accelerating the transition from wholesale to retail, although progress is slower than initially anticipated. Vehicle pricing has stabilised, and margins are projected to remain in line with H2 FY25. Overall, sales volumes are expected to continue tracking ahead of FY25 levels.

FINANCE

Revenue $68.3M ▲9%

NPBT $16.0M ▲31%

Net interest margin expanding, arrears stayed flat and well below industry. Well positioned for growth.

Finance was a very strong performer in FY25. We have continued to maintain our discipline around credit quality and seen further improvements in overall lending quality metrics. Despite challenging economic conditions, the total ledger increased from $430m in March 2024 to $447m in March 2025. This growth has come largely from an increase in consumer lending.

Our controlled lending – directly from Oxford Finance to consumers and through the Turners Auto Retail network – was up 8% year on year. These loans provide more margin and the arrears perform significantly better on a like for like basis. The overall finance attach rates through the Auto Retail business held steady at 32%.

The ledger's weighted average interest rate is 13.62% (end of FY25) up from 13.07% year on year.

It is no surprise that with our focus on bringing better quality borrowers into the loan book, our arrears level has materially outperformed the broader market.

Our net interest margin (NIM[1]) increased further in H2 FY25 as cost of funds stabilised and the loan book was repriced. At 5.8%, this was the highest NIM in three years. We expect our medium term run rate NIM to consolidate around 6.0%.

We have been very focused on operational efficiencies and doing more with less. As a result, our cost to income ratio has reduced from 65% to 60%. Along with improved loan conversion rates – now at 50% - we are well positioned to enable stronger operating leverage.

Outlook: Maintaining credit discipline remains a key priority as we continue to grow. For FY26, we anticipate solid book growth, supported by prudent lending practices and a focus on portfolio quality. We also expect continued improvement in our interest margin, reflecting ongoing optimisation of our funding and pricing strategies.

[1] NIM - the difference between what we pay to borrow funds vs what we receive in interest on loans net of origination costs.

INSURANCE

Revenue $47.6M ▲3%

NPBT $16.2M ▲13%

Stable and consistent business, distribution networks remain strategically important, digital sales platform gaining momentum.

The Insurance segment is a well-tuned business with robust policy sales, well managed claims and improved investment returns. The business delivered strong profit growth across all insurance portfolios, with key distribution partnerships continuing to deliver significant value.

In particular, our Comprehensive Motor Insurance portfolio (underwritten by Suncorp NZ) grew 25% year-on-year, supported by strong customer acquisition and retention.

We launched our new CONNECT digital platform, enhancing direct-to-consumer reach and enabling growth via partners like MyAutoShop, Quashed, and NZ AA. CONNECT also supports the intermediated channel (brokers), with volumes expected to grow as adoption scales. Our direct-to-consumer offer targets the 50% of used cars bought and sold between private individuals. Our focus is now shifting to optimising product design and customer experience for this channel.

Claims ratios have come down in the last year reflecting our effective claims management and pricing alignment. Scale is also helping reduce repair costs under our Mechanical Breakdown Insurance.

Outlook: Our earned premium is holding up very well and claims ratios are expected to remain stable. Additional contributions are expected from recently established distribution arrangements and the continued growth of direct sales channels. The motor vehicle insurance portfolio is projected to maintain its strong growth trajectory.

CREDIT MANAGEMENT

Revenue $10.3M ▲5%

NPBT $3.5M ▲11%

Strong growth in both debt referred and collected. Economic conditions are a tailwind. Well positioned for further growth.

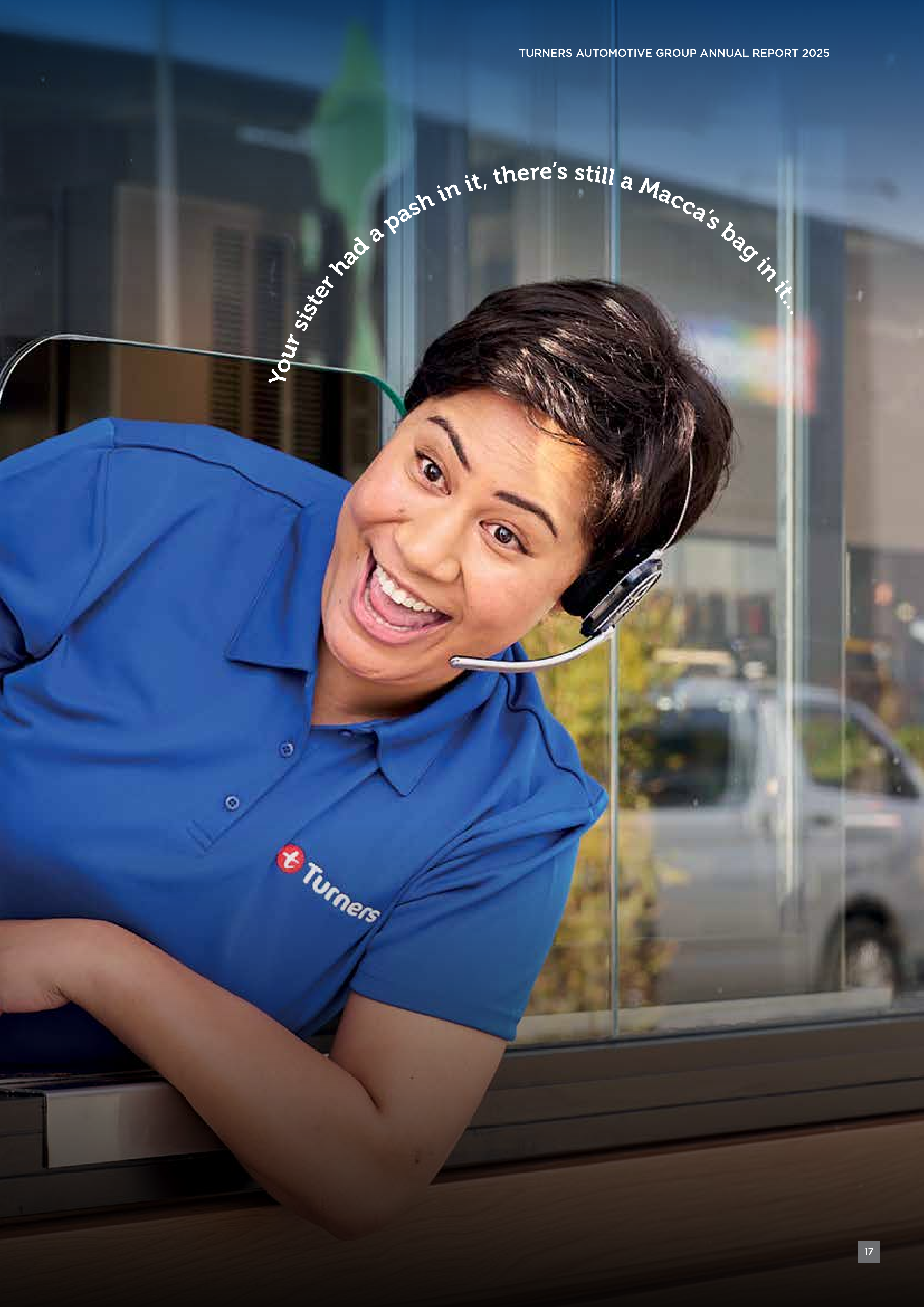
The Credit Management business continues to rebuild from the low point in 2023. As economic conditions have declined, demand for credit management services has increased. While this is particularly in the SME market, we are also seeing it in corporate load as well.

Higher yielding SME debt load was up 8% in FY25, while first-referral corporate debt load was up 52%. Total debts under arrangement rose 17%, and debt collected increased 12% to $42m.

We have recently onboarded a major new corporate customer and are seeing a material increase in the "first referrer" debt we get from some of our corporate customers.

We remain conscious of the ongoing pressure on household budgets and are supporting debtors with lower repayment amounts and extended payment arrangements.

Outlook: We expect EC Credit to continue benefiting from the tailwinds of a challenging economic environment for at least the next two to three years. As debt levels rise due to tightening conditions and increasing consumer arrears, our payment bank is rebuilding to support growing demand. In April 2025, we onboarded a significant new corporate client, further strengthening our market position. We remain well positioned to navigate and capitalise on the next phase of the New Zealand credit cycle.


Your sister had a pash in it, there's still a Macca's bag in it...
Turners

DRIVING GROWTH

With Auto Retail now firmly back in growth mode, we have entered FY26 with strong momentum across all segments. We are making excellent progress and believe we are well on track to reach our FY28 target of $65m net profit before tax earlier than expected.

FY26 GROWTH MODEL

We are well on the path to achieving our target of $65 million profit before tax. Our growth model is underpinned by five key areas:

AUTO RETAIL

- Focus on domestic sourcing
- Branch expansion
- Continued investment in the brand
- Retail optimisation (transition from wholesale auctions to retail)

FINANCE

- High quality loan book growth via premium lending
- Maintain credit quality/policy discipline

INSURANCE

- Grow direct to consumer offer
- Expand digital distribution through partnership strategy
- Continue to enhance risk pricing and product features

CREDIT MANAGEMENT

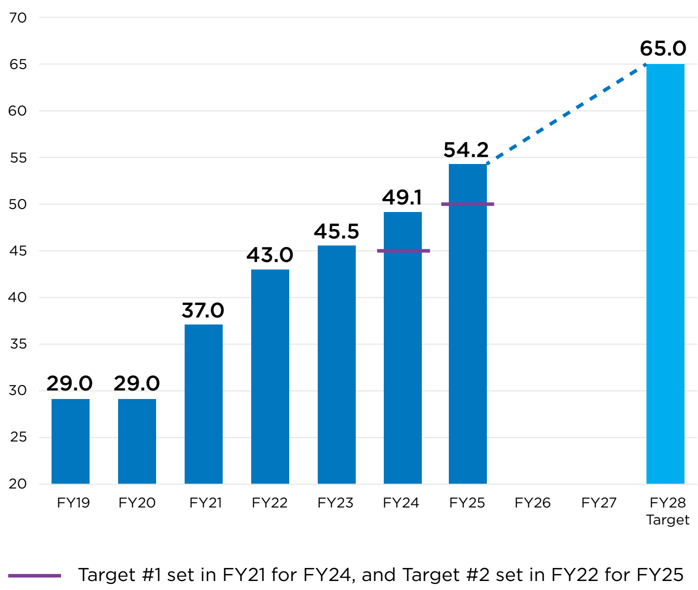
- Grow by rebuilding the payment bank as debt load increases

SERVICING AND REPAIRS

- Rebrand to Turners
- Launch to Turners' customers
- Build network of mobile vans

TARGETING $65M PROFIT BY END-FY28

NET PROFIT BEFORE TAX ($M)



FY25 FINANCIAL REVIEW

Management comment

This financial commentary should be read in conjunction with the full financial statements and Notes to the Financial Statements in the FY25 Annual Report.

Turners further strengthened its track record of resilience through the cycle by delivering another record profit and dividend for the financial year to 31 March 2025 (FY25).

REVENUE

Total revenue decreased by 1% to $414.2 million, with lower Auto Retail sales offset by revenue growth across all other businesses.

In Auto Retail, the economic downturn and a tough consumer environment saw a shift towards lower value vehicles, particularly in H1 FY25. While sales volumes were higher, Auto Retail revenue was lower, down 4% to $287.9m.

Insurance, Finance and Credit Management all saw revenue increases year on year. Finance was up 9% to $68.3m, the Insurance segment was up 3% to $47.6m and Credit Management increased 5% to $10.3m.

PROFIT

Net profit before tax of $54.3m (up 10%) was another record for Turners, with three of the four segments delivering profit growth.

Finance was up 31%, Insurance was up 13% and Credit Management increased 13%. Auto Retail profit was down 8%, however, improved momentum was seen in the second half as vehicle pricing stabilised and margins improved, with H2 FY25 profits ahead of the same period in the previous year.

Net profit after tax was $38.6m, up 17% on prior year.

DIVIDEND

A final dividend of 9 cents per share (cps) took annual dividends to a record 29 cps fully imputed, up 14% on the prior year. This represents a gross yield of approximately 6.9% per annum based on a $5.82 share price (as at 31 March 2025).

This year's dividend represents an 14% compound average growth rate over the last 11 years, a significant increase from 10 cps in 2015. This demonstrates the resilience of our business model and the scope for growth that exists in the sector.

Turner's Dividend Reinvestment Plan was active for the final FY25 dividend, giving shareholders the option of converting their dividend to shares at a modest discount of 2%.

BALANCE SHEET

Turners' balance sheet has the capacity to support the company's future growth plans. Inventory levels were down due to faster stock turn and the acquisition of lower priced cars to reflect current market demand.

Finance receivables reflect the loan book growth, however, we continue to prioritise margin and credit quality.

Property, plant and equipment increased due to acquisition and development of new sites in Napier, Tauranga and Christchurch.

Borrowings increased $21m, reflecting receivables growth and properties which have been acquired and are being developed.

FUNDING

Turners has a mix of bank loans and securitisation to fund its business. Around 78% of funding relates to finance receivables in Oxford Finance. The banks are very supportive and we have funding capacity in place to support current committed branch expansion plans and to support Oxford lending over the next 12 months.

TINA'S ROADTRIP
WATCH IT HERE!

ON THE ROAD WITH TINA

It's bold, fun and unmistakably Kiwi. In 2025, Tina from Turners hit the road—and the screen—again, in the much-anticipated follow-up to one of New Zealand's most successful ad campaigns.

It had been four years since Tina last starred in a new campaign, and we knew it was time to bring her back with something special. This time, Tina packed her bags (and a few cars) and set off on a roadtrip across Aotearoa, belting out her iconic tune "Sell Us Your Car" at every stop. The result? A joyous, toe-tapping music video that celebrates not just cars, but Kiwis, culture, and connection.

From Whangārei to Bluff, the response was incredible. Wherever we stopped, people waved, smiled, shouted "Cars! Cars! Cars!" or "Beep beep!" from across the road. Kids and adults alike flocked to Tina for selfies, high-fives, and stories. In small towns and big cities, it was clear—Tina's become a household name, and Kiwis feel like she's one of their own.

The new Tina ad dropped in early May. But for many, the magic began long before the cameras rolled.

BUILDING A BETTER BUSINESS

At Turners, we're committed to building a better business—one that creates long-term value for our shareholders while also caring for our people, our communities, and the environment we all share.

Our approach to sustainability focuses on two core pillars, where we believe we can make the biggest difference.

Supporting the transition of the New Zealand light vehicle fleet to a cleaner, lower emission future.

Enhancing the wellbeing of our staff, customers, stakeholders and the communities in which we operate.

We have identified key pathways and initiatives and are making good progress on achieving our goals.

As a climate-reporting entity under the Financial Markets Conduct Act 2013, Turners Automotive Group during the past year has focused in particular on our transition planning. This involved deepening our understanding of the risks and opportunities presented by climate change, identifying potential early indicators, and developing short and long-term response strategies. This proactive approach ensures we are better prepared for climate-related changes that may impact our business in the future.

Additionally, we have further developed our understanding and the reporting tools to extend the boundary of our greenhouse gas emissions inventory to include emissions from our value chain (suppliers and customers), known as Scope 3 emissions. Turners intends to publish its second Climate Related Disclosures (including Scope 3 emissions) at https://www.turnersautogroup.co.nz/climate-related-disclosure/ by 31 July 2025.

SUPPORTING THE TRANSITION OF THE NEW ZEALAND LIGHT VEHICLE FLEET TO A CLEANER, LOWER EMISSION FUTURE

At Turners, we recognise the critical role the transport sector plays in New Zealand's greenhouse gas emissions. As the leader in used and end-of-life vehicle sales, we are able to support the transition to a cleaner, lower emissions light vehicle fleet for New Zealand.

We understand that becoming a more sustainable society will take time. Turners can play a role in helping people shift from older, high polluting vehicles to newer, cleaner options. Over 90% of the vehicles we sell come from within New Zealand's existing fleet. Through our damaged and end-of-life services, we significantly contribute to retiring older high-emitting vehicles.

The growing demand for sustainable vehicles presents a key opportunity for Turners. We saw a 46% increase in our sales of lower emission electric and hybrid vehicles over the course of the 2025 financial year. This has driven the segment to 12% of our total light vehicle sales mix, a significant step up from 8% in the previous financial year.

We are also monitoring the development of alternative fuels such as hydrogen, anticipating they will become more mainstream in the future.

Our focus is also on targeting the areas of our operations where we have greatest control. For example, we are transitioning our company car fleet to Low Emission Vehicles (LEVs). At the end of FY25, 74% of our fleet consisted of LEVs, and we will continue with this transition through FY26. We believe that by taking this measured approach, we will not only deliver value to our shareholders but also support our employees, communities, and the environment.

OUR GOALS

Reduce the estimated annual aggregate emissions of Turners' total 'first time import' (FTI) vehicles sold to below 7,000 tonnes of CO2 by FY25[1]

In FY25, our FTI emissions were 3,499 tonnes of CO_2. Whilst this was a 16% increase over FY24 due to changes in demand and availability, it represents an 82% reduction from the FY19 base year level.

Increase the proportion of Low Emitting Vehicles in the Turners Subscription fleet to 50%[2]

Turners Subscription ceased operations in December 2024. However, during the nine months it was operating in FY25, the fleet comprised an average of 61% Low-Emitting Vehicles (LEVs).

Reduce the average emissions from vehicles financed[1] by 25% by FY25 (from FY19 levels)

By assisting customers in purchasing newer, lower-emitting cars, we support a reduction in vehicle-related emissions. Since our FY19 base year, this measure has shown a year-on-year reduction. In FY25, the estimated average annual emissions per vehicle financed showed a 17% reduction from FY19, with a 0.5% improvement from the previous year.

Reduce absolute operational Scope 1 and 2 emissions by 20% by FY25 (from an FY23 base year).

We aimed to achieve this by transitioning our company vehicle fleet to lower-emitting vehicles over time and identifying opportunities to increase renewable electricity generation at our premises. Turners achieved a 5.3% reduction from FY23, representing a 4% reduction from the previous year. By March 2025, the proportion of Low-Emitting Vehicles (LEVs) in the company fleet reached 74%. The bulk of the transition occurred late in the financial year, therefore the full emission reduction effects will be reflected in our FY26 metrics.

[1] These targets are based solely on CO_2 tailpipe emissions, using carbon emissions data provided by the Energy Efficiency and Conservation Authority (EECA). As this data set only covers CO_2 emissions, not all Scope 2 or 3 CO_2e emissions as defined by the Greenhouse Gas Protocol are included. The data does not incorporate emissions from other greenhouse gases such as methane (CH_4) or nitrous oxide (N_2O) and does not account for emissions from electricity consumption by plug-in hybrid electric vehicles (PHEVs) and battery electric vehicles (BEVs). Turners has used this data set for a number of years, as it facilitates a direct match to unique vehicle identification numbers (matching accuracy: First time Imports 99%, Vehicles financed 95%).
[2] Low emitting vehicles means Hybrid Electric Vehicle (HEV), Plug-in Hybrid Electric Vehicle (PHEV) and Battery Electric Vehicle (BEV).

ENHANCING THE WELLBEING OF OUR PEOPLE, CUSTOMERS, STAKEHOLDERS AND THE COMMUNITIES IN WHICH WE OPERATE

OUR GOALS

Maintain employee engagement in the top 5% category

Promote a diverse and inclusive culture across the organisation

Having a strong culture and an engaged team is very important to us and a key advantage for our business. Our people deliver day in day out for our customers and for our shareholders. They are totally committed and prepared to go above and beyond.

Turners' employee engagement level ranks in the top 5% of consumer businesses who use the Workday Employee Voice tool and our goal is to maintain this ranking. An indication of this engagement is demonstrated by a further reduction in our employee turnover rate.

It is important to us that we support our people, both at work through career development and training opportunities, as well as their mental and physical wellbeing. We provide our team members with access to EAP services, which helps them to navigate issues at work or home and to support their general health and wellbeing. We have promoted this service heavily again this year and are pleased to see our team take advantage of this valuable support.

Training and development remains a key focus for us, with a year on year 25% increase in training hours in FY24 and a further 10% increase in FY25.

We were very pleased to fill 83% of our leadership positions internally, up from 58% the previous year, as our talent management and succession program ramped up. This doesn't happen by chance - leadership capability is a key area of focus for us. In August 2024, 36 of our people graduated from our Aspiring Leaders Program, taking our total number of graduates to more than 100 over the past three years.

It was great to see our efforts recognised with the Award of Human Resources Director 5-star employer of choice for 2025.

Employee Engagement
9.1/10

Diversity & Inclusion
9.4/10

Health & Wellbeing
9.1/10

Workforce Growth
8.9%

PEOPLE METRICS	FY24	FY25
Development hours	20,000-plus	22,000-plus
Turnover	23%	21%
Number of sessions accessed through EAP services	174	171
Notifiable injury/incidents	Nil	Nil
Health and safety reportable injury incidents	94	108

THE TURNERS WAY: BIG HEART, NO FUSS, ALL IN

At Turners, we've got a bit of a magic mix going on—customer obsession, high engagement, and a team that genuinely cares. With 53% of our crew owning shares, there's real skin in the game. And it shows.

But we don't just care about customers—we care about our people, too.

Health, safety and wellbeing means different things to different folks. So we decided to embrace it all.

It kicked off in 2020, when our engagement survey gave us a decent 7.9/10 for Health & Wellbeing. But "decent" wasn't enough—not with pandemics, wild weather, and life throwing curveballs. We wanted our people to feel truly supported and connected.

Enter our Health & Safety Champions. Some volunteered, some were gently "volun-told," but all brought big energy. From company-wide safety campaigns and SafeTea chats, to online wellness modules and 10 days of paid new parent leave, we've thrown ourselves into looking after our people.

And that's not all. We wanted our people to feel truly connected, so in 2022 we took things up a notch with a company-wide D&I program.

Think Diversity Calendar, team-led events, and celebrations that actually matter to our people. From Anzac Day to Neurodiversity Week to emotional Pink Shirt Day storytelling, this wasn't just ticking boxes—it was a full-on movement. One with heart, purpose, and maybe a few happy tears.

We even made diversity and inclusion learning compulsory for our team, because understanding each other is at the core of wellbeing.

And the results? Lower turnover. Engagement in the top 5% globally. Even a finalist nod in the Diversity Works NZ Awards.

Customers noticed too—joining in on branch events and soaking up the good vibes. Turns out, a happy and safe workplace isn't just good for people. It's good for business.

No big budgets. No buzzwords. Just good humans, hot tea, and the odd pair of pink gumboots.

"You can work for a company that truly looks after you, or one that's purely focused on numbers and profit – and Turners is a company that genuinely looks after its people."

Scott Stewart, Sourcing Manager, Turners Christchurch

SUPPORTING OUR COMMUNITIES

BACKING BRIGHT FUTURES

At Turners, we're passionate about backing people with potential — and we're thrilled to support Jordan Etei-Michael as our inaugural First Foundation scholarship recipient.

Jordan, a Year 13 student at De La Salle College, is not only academically gifted but also deeply engaged in his community. He plans to be the first in his family to attend university, aiming for a double degree in Law and Business (Finance) at the University of Auckland.

His impressive achievements — including receiving the St Vincent De Paul scholarship in 2023 — are a testament to his dedication and resilience. Jordan leads his school's debating team, tutors younger students in maths and is a proud member of the Young Vinnies group. Above all, he's driven by a desire to be a positive role model for his younger brother and community.

Through our partnership with First Foundation, we're proud to support Jordan's academic journey and future career. He'll begin his work experience with Turners alongside his university studies — and we couldn't be more excited to welcome him to the Turners whānau.

Make-A-Wish
NEW ZEALAND

MAKING WISHES COME TRUE – THE TURNERS WAY

What started as a feel-good team-building moment in 2021 - building bikes for local school kids - has grown into something far more meaningful. The initiative sparked a powerful realisation: our people wanted to give back—not just with donations, but with their time, energy, and heart.

This insight led us to partner nationally with Make-A-Wish New Zealand, a charity that helps grant life-changing wishes for children with critical illnesses. The choice was a natural fit. It gave every Turners branch the chance to support a child in their own community—and to use their unique skills and resources to make each wish truly special.

Our first wish came to life in December 2023, when the Turners team came together to create a backyard playground for a young boy named Lucas. Since then, we've helped grant 18 wishes and counting, from magical bedroom makeovers to dream adventures. Every wish is a chance for our people to work together, give back, and create joy.

The pride our teams feel is immense, and the impact—on the children, their families, and our own people—is something you can't put a price on. Our journey with Make-A-Wish is just getting started, and we're all in.

GIVING IT UP FOR GUT CANCER

Turners is proud to continue its partnership with the Gut Cancer Foundation, which began in 2021. For the second year running, our team raised over $50,000 for the Foundation's Give It Up campaign, with Turners matching donations dollar-for-dollar up to $20,000. In total, we've raised over $200,000 since the partnership began — an effort we're incredibly proud of.

Give It Up is about more than fundraising. It's about raising awareness and supporting the wellbeing of our team and communities. Our people got behind the cause with everything from silent auctions, raffles, quiz nights, team lunches, firewood sales to supporting teammates in races.

We also hosted virtual wellbeing workshops, featuring nutritional experts Sean Robertson and Chrystie Aston, who shared insights on how gut health influences digestion, mood, immunity, metabolism, sleep, and cancer risk.

Together, we're making a real impact — supporting vital research, raising awareness, and improving our collective health.

Give It Up is about more than fundraising. It's about raising awareness and supporting the wellbeing of our team and communities.

CELEBRATING OUR PEOPLE

MAIOA VAELOTO

CARS REGIONAL MANAGER, UPPER NORTH ISLAND

Maioa joined Turners in 2014 and has worked his way up from Operations Assistant to Regional Manager. Now overseeing Whangarei, North Shore, and Westgate branches (which he also manages), Maioa's journey reflects his drive, versatility, and strong leadership within the Turners whānau.

Known for his hands-on approach, Maioa is always on the front line, doing everything from selling and buying cars to grooming and photography.

Outside of work he is a proud husband, dad of two daughters, an active church member, and a passionate fisherman – known by his team as the "fish whisperer." He even met his wife Tamara at Turners!

"I love the culture, the variety, and the opportunity to grow –Turners allows me to be myself and do what I love to do… and it's a super fun place to work!"

DILLON LAMB

CUSTOMER SERVICES MANAGER

Dillon began his journey with Oxford Finance in an entry-level role and quickly stood out by embracing every development opportunity, including completing our Aspiring Leaders programme.

Today, he leads our vital Customer Service team — the frontline for supporting Oxford customers. He's also helped shape the team into a talent pipeline for other areas of the business like collections, payouts and lending.

His leadership is driven by genuine care for people and a passion for growth — both his own and his team's. Many of those he's hired have gone on to thrive in new roles across Oxford, and the team consistently hits high marks in engagement and performance.

Outside of work, Dillon brings the same drive to his creative life as a hip hop artist. With a number of albums released, nationwide tours and an annual community festival he founded in Foxton, he proves leadership comes in many forms.

"The term 'work family' has a very genuine and sincere meaning here at Oxford/Turners. 'We Are One Team' is a value that everybody within our office stands beside."

TANIA CURTIN

BRANCH MANAGER CHRISTCHURCH DAMAGED VEHICLES

Tania began her Turners journey in 2008 as a receptionist with no office experience—just a great attitude and a desire to be part of something bigger. Sixteen years later, she's Branch Manager of Christchurch DVA, leading her team and the office with care, purpose, and pride.

Career highlights include helping lead the 2019 Timaru hail event response and rebuilding her team during a staffing shortage—both moments she calls career-defining.

A proud graduate of Turners' Aspiring Leaders programme and a finalist in the FY25 Emerging Leader Award, Tania says she's proof of what's possible with the right support.

Outside work, she's a devoted mum, grandmother, and former street stock racer—once even beating a TV presenter on What Now. Now, she enjoys South Island campervan adventures and time with family.

"I love being part of the Blue family. It's always been about the people – our team, our suppliers, customers and also the many people who have mentored and supported me through my journey."

OUR LEADERSHIP TEAM

TODD HUNTER
Group CEO and Managing Director

AARON SAUNDERS
Group Chief Financial Officer

GREG HEDGEPETH
CEO Turners Auto Retail

JAMES SEARLE
Group General Manager Insurance

JEREMY ROOKE
Group Chief Digital Officer

MATTHEW GANNAWAY
CEO EC Credit Control

MARYANNE BURNS
Group General Manager People & Culture

GUY BRYDEN
CEO Oxford Finance

TODD HUNTER
Group CEO and Managing Director
Todd is a strong and experienced senior executive, with a background in marketing, sales and accounting in both large global and domestic businesses. Before joining Turners Auctions in 2006 Todd worked for Microsoft NZ and Ernst and Young. He was appointed CEO of NZX listed Turners Auctions in 2013, and took on the CEO role for the wider Turners Automotive Group in 2016. In 2023 Todd was appointed to the Chair role for the Financial Services Federation, which represents the non-bank lending industry in NZ. Todd is a chartered accountant and holds a Bachelor and Diploma of Commerce from Auckland University.

AARON SAUNDERS
Group Chief Financial Officer
Aaron joined Turners Group NZ in 2006. He has a strong background in financial and management accounting, at both a strategic and operating level in local and international markets. Over the last 30 years, Aaron has worked across a broad range of company sizes and industries including vehicle importation and distribution, broadcasting and the finance sector. Aaron is a full member of the New Zealand Institute of Chartered Accountants and holds a Bachelor of Commerce from Auckland University.

GREG HEDGEPETH
CEO Turners Auto Retail
Greg joined Turners in 2017 as CEO of the Auto Retail division, with responsibility for Turners Cars, Trucks & Machinery and the Damaged & End of Life business. He is an experienced automotive executive that has previously held a number of senior roles in both OEM and retail organisations. With a Bachelor of Commerce majoring in marketing from Auckland University he has successfully completed numerous marketing roles, followed by a number of years working for Saatchi & Saatchi in NZ and other advertising agencies overseas. Greg brings a customer focused, strategic sales and marketing focus to his current role.

JAMES SEARLE
Group General Manager Insurance
James is responsible for the sustainable and profitable growth of DPL Insurance, leading the company's focus on delivering outstanding outcomes for customers.
With over 35 years of experience in the New Zealand insurance industry, James has held various roles encompassing all aspects of insurance, including sales and underwriting, intermediated distribution management, as well as managing several portfolio acquisitions. He joined Turners Automotive Group in 2011 and holds a Diploma of Business (Marketing) from Auckland University.

JEREMY ROOKE
Group Chief Digital Officer
Jeremy joined Turners Automotive Group in 2009. His current role involves leading the operation of our group technology services and product functions, as well as leading the adoption of new technologies, business models, and channels to transform Turners' digital capabilities. Jeremy brings almost 25 years of experience, including several large transformational technology programmes across NZ and Australia prior to Turners. Jeremy holds degrees in Law and Arts from Auckland University.

MATTHEW GANNAWAY
CEO EC Credit Control
Since joining EC Credit Control in 2003, Matt Gannaway has built a rich and varied career across multiple facets of the business. His journey through diverse roles has equipped him with a deep understanding of the company's operations, culminating in his appointment as Chief Executive Officer in 2021. Matt holds a business degree from Massey University and is known for his forward-thinking approach, particularly in leveraging technology to drive innovation and deliver better outcomes for clients and teams alike. With over two decades of experience in the credit management industry, he brings a wealth of expertise, strategic insight, and a commitment to excellence that continues to shape the future of EC Credit Control.

GUY BRYDEN
CEO Oxford Finance
Guy joined Oxford Finance in 2018 as Finance Manager, later becoming COO in 2020, and ultimately CEO in 2024. Guy is a strong finance professional, with over a decade of banking and finance experience across the NZ and UK markets prior to joining Turners. Guy is a chartered accountant and holds a Bachelor of Commerce from Otago University.

MARYANNE BURNS
Group General Manager People & Culture
Maryanne joined Turners in 2019. She has 20 years of experience as a Human Resources Professional in a broad range of industries in New Zealand. These include automotive, financial services, insurance, environmental solutions, importation and distribution. Maryanne has led multiple transformational people projects across a number of businesses.

OUR BOARD

Turners is governed by a Board of directors who are passionate about the business and the industry.

Turners currently has Directors with hands on experience in the finance, insurance and debt management sectors as well as Directors with expertise in governance and very diverse experience and entrepreneurial skills in sales, digital marketing and communications and business growth. As at 31 March 2025, the Board comprised of six directors including a non-executive chairman, three independent directors and two non-executive directors.

In May 2025, we were pleased to welcome Group CEO Todd Hunter to the Board as an executive director. Todd has been with the company for nearly 20 years and has led the business as CEO since 2016. His appointment to the Board reflects our commitment to strong, future-focused governance. His deep operational insight and leadership experience bring valuable perspective to board discussions, ensuring strong alignment between management and the Board, and reinforcing our long-term succession and continuity plans.

With a Board that balances independence, expertise, and industry experience, we remain committed to sound governance practices that support Turners' strategy and performance for the long haul.

Profiles on each Director are available at https://www.turnersautogroup.co.nz/about/.

GRANT BAKER
Non-executive Chairman
Appointed September 2009

MATTHEW HARRISON
Non-executive Director
Appointed December 2012

ALISTAIR PETRIE
Non-executive Director
Appointed February 2016

LAUREN QUAINTANCE
Independent Director
Appointed April 2023

JOHN ROBERTS
Independent Director
Appointed July 2015

ANTONY VRIENS
Independent Director
Appointed January 2015

Turners.
Automotive Group

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

INDEPENDENT AUDITOR'S REPORT
for the year ended 31 March 2025

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bakertilly STAPLES RODWAY

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Turners Automotive Group Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Turners Automotive Group Limited and its subsidiaries ('the Group') on pages 41 to 76, which comprise the consolidated statement of financial position as at 31 March 2025, and the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 March 2025, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with New Zealand Equivalents to International Financial Reporting Standards ('NZ IFRS') and International Financial Reporting Standards ('IFRS').

Our report is made solely to the Shareholders of the Group. Our audit work has been undertaken so that we might state to the Shareholders of the Group those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Shareholders of the Group as a body, for our audit work, for our report or for the opinions we have formed.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (New Zealand) ('ISAs (NZ)'). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with Professional and Ethical Standard 1 *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* issued by the New Zealand Auditing and Assurance Standards Board and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ('IESBA Code'), and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than in our capacity as auditor and provider of other assurance services, we have no relationship with, or interests in, Turners Automotive Group Limited or any of its subsidiaries. During the year ended 31 March 2025, our network firm in Melbourne, Australia, Pitcher Partners also carried out a one-off tax compliance service relating to the Group's Australian subsidiary's employer tax compliance. The provision of other services has not impaired our independence.

In addition to this, principals, and employees of our firm deal with the Group on normal terms within the ordinary course of trading activities of the business of the Group. This has not impaired our independence.

INDEPENDENT AUDITOR'S REPORT cont.
for the year ended 31 March 2025

bakertilly STAPLES RODWAY

Key Audit Matters

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

Key Audit Matter	How our audit addressed the key audit matter
Impairment of Goodwill and Other Indefinite Life Intangible Assets As disclosed in Note 7 of the Group's consolidated financial statements the Group has goodwill of $92.5m allocated across four of the Group's cash-generating units ('CGUs') and brand assets of $67.1m allocated across two of those CGUs. Goodwill and brand assets were significant to our audit due to the size of the assets and the subjectivity, complexity and uncertainty inherent in the measurement of the recoverable amount of these CGUs for the purpose of the required annual impairment test. The measurement of a CGUs recoverable amount includes the assessment and calculation of its 'value in-use'. Management has completed the annual impairment test for each of these four CGUs as at 31 March 2025. This annual impairment test involves complex and subjective estimation and judgement by Management on the future performance of the CGUs, discount rates applied to the future cash flow forecasts, the terminal growth rates, and future market and economic conditions. Management has also engaged an external valuation expert to assist in the annual impairment testing of the four CGUs.	Our audit procedures among others included: • Understanding and evaluating the Group's internal controls relevant to the accounting estimates used to determine the recoverable value of the Group's CGUs. • Evaluating Management's determination of the Group's four CGUs based on our understanding of the nature of the Group's business and the economic environment in which the CGUs operate. We also analysed the internal reporting of the Group to assess how the CGUs are monitored and reported. • Evaluating the competence, capabilities, objectivity and expertise of Management's external valuation expert and the appropriateness of the expert's work as audit evidence for the relevant assertions. • Challenging Management's assumptions and estimates used to determine the recoverable value of its indefinite life intangible assets, including those relating to forecasted revenue, cost, capital expenditure and discount rates, by adjusting for future events and corroborating the key market related assumptions to external data in accordance with NZ IAS 36 *Impairment of Assets*. Procedures included: ○ Evaluating the logic of the value-in-use calculations supporting Management's annual impairment test and testing the mathematical accuracy of these calculations; ○ Evaluating Management's process regarding the preparation and review of forecasts; ○ Comparing forecasts to Board approved forecasts; ○ Evaluating the historical accuracy of the Group's forecasting to actual historical performance; ○ Challenging and evaluating the forecast growth assumptions; ○ Evaluating the inputs to the calculation of the discount rates applied; ○ Engaging our own internal valuation experts to evaluate the logic of the value-in-use calculation and the inputs to the calculation of the discount rates applied; ○ Evaluating the forecasts, inputs and any underlying assumptions with a view to identifying Management bias; ○ Evaluating Management's sensitivity analysis for reasonably possible changes in key assumptions; and ○ Performing our own sensitivity analysis for reasonably possible changes in key assumptions, the two main assumptions being: the discount rate and forecast growth assumptions. • Evaluating the related disclosures (including the material accounting policy information and accounting estimates) about indefinite life intangible assets which are included in Note 7 in the Group's consolidated financial statements.

INDEPENDENT AUDITOR'S REPORT cont.
for the year ended 31 March 2025

bakertilly
STAPLES RODWAY

<table>
<tr><th>Key Audit Matter</th><th>How our audit addressed the key audit matter</th></tr>
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Valuation of Finance Receivables

As disclosed in Note 4 of the Group's consolidated financial statements, the Group has finance receivable assets of $447.2m.

Finance receivable assets were significant to our audit due to the size of the assets and the subjectivity, complexity and uncertainty inherent in the recognition of expected credit losses and the amount of those expected credit losses.

Management has prepared expected credit loss models to complete its assessment of expected credit losses for the Group's finance receivables as at 31 March 2025 (including an economic overlay of $1.9m).

This assessment involves complex and subjective estimation and judgement by Management on credit risk and the future cash flows of the finance receivables.

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Our audit procedures among others included:

- Understanding and evaluating the Group's internal controls relevant to the accounting estimates used to determine the recoverable value of the Group's finance receivables.
- Evaluating the design and operating effectiveness of the key controls over finance receivable origination, ongoing administration and expected credit losses impairment model data and calculations.
- Evaluating and challenging the logic, key assumptions, and calculation of Management's expected credit losses provision for impairment for each finance receivable, examining those finance receivables and forming our own judgements as to whether the expected credit losses provision for impairment recognised by Management is appropriate.

  Procedures included:

  - Agreeing a representative sample of finance receivables to the signed loan agreement and client acceptance documents;
  - Inspecting security documentation to ensure that the Group holds a valid charge on security;
  - Evaluating the logic of the discounted cash flow calculations supporting Management's expected credit losses provision for impairment and testing the mathematical accuracy of these calculations;
  - Evaluating the key assumptions and inputs into these discounted cash flow calculations;
  - Evaluating and challenging Management's sensitivity analysis' for reasonably possible changes in key assumptions and inputs into the discounted cash flow calculations; and
  - Inspecting the borrowers' payment history for indicators of difficulties in the borrowers' ability to meet the loan obligations.
- Evaluating the selection of estimation methods, inputs and any underlying assumptions with a view to identifying Management bias.
- For individually assessed finance receivables, examining those finance receivables and forming our own judgements as to whether the expected credit losses provision recognised by Management was appropriate.
- For the collectively-assessed finance receivables, challenging and evaluating the logic of Management's expected credit losses models and the key assumptions used with our own experience. Also, testing key inputs used in the expected credit losses models and the mathematical accuracy of the calculations within the models.
- Evaluating the changes made to the provisioning model to capture the effect of the changing economic environment at 31 March 2025 compared to the economic environment at the date when the historical data used to determine the expected credit losses was collected (described in Note 4 to the Group's consolidated financial statements).
- Evaluating the related disclosures (including the material accounting policy information and accounting estimates) about finance receivable assets, and the risks attached to them, which are included in Note 4 and 12 in the Group's consolidated financial statements.

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INDEPENDENT AUDITOR'S REPORT cont.

for the year ended 31 March 2025

bakertilly STAPLES RODWAY

Key Audit Matter	How our audit addressed the key audit matter

Valuation and completeness of Insurance Contract Liabilities
 	
As disclosed in Note 9 of the Group's consolidated financial statements the Group has insurance contract liabilities of $61.9m.
 	
The Group's insurance contract liabilities were significant to our audit due to the size of the liabilities and the subjectivity, complexity and uncertainty inherent in estimating the impact of claims events that have occurred but for which the eventual outcome remains uncertain.
 	
Management has engaged an external actuarial expert to estimate the Group's insurance contract liabilities as at 31 March 2025.
	Our audit procedures among others included:
	• Understanding and evaluating the Group's internal controls relevant to the accounting estimates used to determine the valuation of the Group's insurance policyholder liabilities.
	• Evaluating the design and operating effectiveness of the key controls over insurance contract origination, ongoing administration, claims management and reporting and the integrity of the related data.
	• Evaluating the competence, capabilities, objectivity and expertise of Management's external actuarial expert and the appropriateness of the expert's work as audit evidence for the relevant assertions.
	• Agreeing the data provided to Management's external actuarial expert to the Group's records.
	• Engaging our own actuarial expert to assist in understanding and evaluating:
	  ○ the work and findings of the Group's external actuarial expert engaged by Management; and
	  ○ the Group's actuarial methods and assumptions to assist us in challenging the appropriateness of actuarial methods and assumptions used by Management.
	• Evaluating the selection of methods and assumptions with a view to identifying Management bias.
	• Evaluating the related disclosures (including the material accounting policy information and accounting estimates) about insurance contract liabilities, and the risks attached to them, which are included in Note 9 in the Group's consolidated financial statements.

Other Information

The Directors are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 31 March 2025 (but does not include the consolidated financial statements and our auditor's report thereon).

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed , we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Consolidated Financial Statements

The Directors are responsible on behalf of the Group for the preparation and fair presentation of the consolidated financial statements in accordance with NZ IFRS and IFRS, and for such internal control as the Directors determine is necessary to enable the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

INDEPENDENT AUDITOR'S REPORT cont.
for the year ended 31 March 2025

In preparing the consolidated financial statements, the Directors are responsible on behalf of the Group for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (NZ) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

A further description of the auditor's responsibilities for the audit of the consolidated financial statements is located at the External Reporting Board's website at:
https://www.xrb.govt.nz/standards/assurance-standards/auditors-responsibilities/audit-report-1-1/

Matters Relating to the Electronic Presentation of the Audited Consolidated Financial Statements

This audit report relates to the consolidated financial statements of Turners Automotive Group Limited and its subsidiaries for the year ended 31 March 2025 included on Turners Automotive Group Limited's website. The Directors of Turners Automotive Group Limited are responsible for the maintenance and integrity of Turners Automotive Group Limited's website. We have not been engaged to report on the integrity of Turners Automotive Group Limited's website. We accept no responsibility for any changes that may have occurred to the consolidated financial statements since they were initially presented on the website.

The audit report refers only to the consolidated financial statements named above. It does not provide an opinion on any other information which may have been hyper linked to or from these consolidated financial statements. If readers of this report are concerned with the inherent risks arising from electronic data communication they should refer to the published hard copy of the audited consolidated financial statements and related audit report dated 15 June 2025 to confirm the information included in the audited consolidated financial statements presented on this website.

Legislation in New Zealand governing the preparation and dissemination of consolidated financial statements may differ from legislation in other jurisdictions.

The engagement partner on the audit resulting in this independent auditor's report is S N Patel.

Baker Tilly Staples Rodway

BAKER TILLY STAPLES RODWAY AUCKLAND

Auckland, New Zealand

24 June 2025

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 March 2025

	Notes	**2025 $'000**	2024 $'000
Revenue	3.1	**412,904**	416,145
Other income	3.1	**1,263**	823
Cost of goods sold		**(167,501)**	(177,175)
Interest expense	3.2	**(27,451)**	(27,842)
Impairment provision expense	3.2	**(4,649)**	(4,616)
Subcontracted services expense		**(15,757)**	(15,466)
Employee benefits		**(68,065)**	(66,365)
Commission		**(10,817)**	(11,070)
Advertising expense		**(6,408)**	(5,650)
Depreciation and amortisation expense	3.2	**(11,651)**	(11,968)
Systems maintenance		**(5,517)**	(5,384)
Claims		**(21,231)**	(21,901)
Other expenses		**(20,654)**	(20,392)
Profit before share of equity accounted loss		**54,466**	49,139
Share of loss of equity-accounted investee, net of tax	11.8	**(192)**	-
Profit before taxation		**54,274**	49,139
Taxation expense	11.1	**(15,687)**	(16,173)
Profit for the year		**38,587**	32,966
Other comprehensive loss for the year (which may subsequently be reclassified to profit/loss), net of tax			
Cash flow hedges		**(5,444)**	(4,118)
Revaluation of financial assets at fair value through OCI		**(157)**	(73)
Foreign currency translation differences		**(7)**	21
Total other comprehensive loss		**(5,608)**	(4,170)
Total comprehensive income for the year		**32,979**	28,796
Earnings per share (cents per share)			
Basic earnings per share	10.5	**43.37**	37.71
Diluted earnings per share	10.5	**43.32**	37.61

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
for the year ended 31 March 2025

	Notes	Share capital $'000	Share options $'000	Translation reserve $'000	Revaluation of financial assets at fair value through OCI $'000	Cash flow hedge $'000	Retained earnings $'000	Total $'000
Balance at 31 March 2023		207,076	284	(39)	(1,176)	5,892	58,376	270,413
Transactions with shareholders in their capacity as owners								
Dividend reinvestment plan		5,134	-	-	-	-	-	5,134
Employee share-based payments	10.3	1,012	(41)	-	-	-	-	971
Dividend paid	10.4	-	-	-	-	-	(27,090)	(27,090)
Total transactions with shareholders in their capacity as owners		6,146	(41)	-	-	-	(27,090)	(20,985)
Comprehensive income								
Profit		-	-	-	-	-	32,966	32,966
Other comprehensive income/(loss)		-	-	21	(73)	(4,118)	-	(4,170)
Total comprehensive income for the year, net of tax		-	-	21	(73)	(4,118)	32,966	28,796
Balance at 31 March 2024		213,222	243	(18)	(1,249)	1,774	64,252	278,224
Transactions with shareholders in their capacity as owners								
Dividend reinvestment plan		**4,518**	**-**	**-**	**-**	**-**	**-**	**4,518**
Employee share-based payments	**10.3**	**1,174**	**(181)**	**-**	**-**	**-**	**-**	**993**
Dividend paid/payable	**10.4**	**-**	**-**	**-**	**-**	**-**	**(18,221)**	**(18,221)**
Total transactions with shareholders in their capacity as owners		**5,692**	**(181)**	**-**	**-**	**-**	**(18,221)**	**(12,710)**
Comprehensive income								
Profit		**-**	**-**	**-**	**-**	**-**	**38,587**	**38,587**
Other comprehensive income/(loss)		**-**	**-**	**(7)**	**(157)**	**(5,444)**	**-**	**(5,608)**
Total comprehensive income for the year, net of tax		**-**	**-**	**(7)**	**(157)**	**(5,444)**	**38,587**	**32,979**
Balance at 31 March 2025		**218,914**	**62**	**(25)**	**(1,406)**	**(3,670)**	**84,618**	**298,493**

The accompanying notes form part of these financial statements

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
for the year ended 31 March 2025

	Notes	2025 $'000	2024 $'000
Assets			
Cash and cash equivalents	11.2	**22,039**	17,523
Financial assets at fair value through profit or loss	11.3	**79,463**	69,558
Trade receivables	11.4	**7,533**	7,277
Inventories	11.5	**22,189**	25,051
Finance receivables	4	**447,218**	430,299
Other receivables, deferred expenses and contract assets	11.6	**13,983**	13,782
Derivative financial instruments		**-**	1,774
Financial assets at fair value through OCI		**1,000**	157
Reverse annuity mortgages	11.7	**1,429**	2,489
Property, plant and equipment	5	**137,715**	113,948
Right-of-use assets	6	**18,720**	20,716
Investment in associate	11.8	**3,158**	-
Intangible assets	7	**163,325**	163,084
Total assets		**917,772**	865,658
Liabilities			
Other payables	11.9	**56,001**	48,352
Contract liabilities	11.10	**967**	1,297
Tax payables		**7,004**	5,183
Deferred tax	11.1	**14,493**	15,037
Derivative financial instruments		**3,673**	-
Borrowings	8	**446,059**	425,318
Lease liabilities	6	**22,120**	24,924
Life investment contract liabilities	12.3.1	**7,062**	7,188
Insurance contract liabilities	9	**61,900**	60,135
Total liabilities		**619,279**	587,434
Shareholders' equity			
Share capital	10	**218,914**	213,222
Other reserves		**(5,039)**	750
Retained earnings		**84,618**	64,252
Total shareholders' equity		**298,493**	278,224
Total shareholders' equity and liabilities		**917,772**	865,658

For and on behalf of the Board

G.K. Baker
Director

J.A. Roberts
Director

Authorised for issue on 24 June 2025

CONSOLIDATED STATEMENT OF CASH FLOWS
for the year ended 31 March 2025

	Notes	2025 $'000	2024 $'000
Cash flows from operating activities			
Interest received		**62,809**	56,183
Receipts from customers		**351,345**	359,265
Receipt of government subsidies		**-**	13
Interest paid - borrowings		**(25,058)**	(25,954)
Interest paid - lease liabilities		**(1,451)**	(1,483)
Payment to suppliers and employees		**(310,506)**	(330,265)
Income tax paid		**(14,596)**	(15,259)
Net cash outflow from operating activities before changes in operating assets and liabilities		**62,543**	42,500
Net increase in finance receivables		**(20,062)**	(11,117)
Net decrease in reverse annuity mortgages		**1,237**	673
Net increase of financial assets at fair value through profit or loss		**(9,737)**	(2,293)
Net withdrawals from life investment contracts		**(21)**	(92)
Changes in operating assets and liabilities arising from cash flow movements		**(28,583)**	(12,829)
Net cash (outflow)/inflow from operating activities	11.13	**33,960**	29,671
Cash flows from investing activities			
Proceeds from sale of property, plant, equipment and intangibles		**6,456**	3,180
Purchase of property, plant, equipment and intangibles		**(32,897)**	(18,641)
Purchase of investments		**(4,350)**	-
Sale of investments		**-**	5,526
Net cash outflow from investing activities		**(30,791)**	(9,935)
Cash flows from financing activities			
Net bank loan advances		**20,741**	13,283
Principal elements of lease payments		**(6,676)**	(6,303)
Proceeds from the issue of shares		**985**	918
Dividend paid		**(13,703)**	(21,956)
Net cash inflow/(outflow) from financing activities		**1,347**	(14,058)
Net movement in cash and cash equivalents		**4,516**	5,678
Add opening cash and cash equivalents		**17,523**	11,845
Closing cash and cash equivalents		**22,039**	17,523
Represented By:			
Cash at bank	11.2	**22,039**	17,523
Closing cash and cash equivalents		**22,039**	17,523

The accompanying notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

1. GENERAL INFORMATION

1.1 Basis of Preparation

Reporting Entity
The consolidated financial statements are for Turners Automotive Group Limited and its subsidiaries (together 'the Group').

The Group's principal activities are:
- Auto retail (secondhand vehicle retailer)
- Finance and insurance (loans and insurance products); and
- Credit management (collection services).

Statutory Basis and Statement of Compliance
Turners Automotive Group Limited, ('the Company') is incorporated and domiciled in New Zealand. The Company is registered under the Companies Act 1993 and is an FMC reporting entity for the purposes of the Financial Markets Conduct Act 2013. The Company is listed on the NZX Main Board ('NZX'). The consolidated financial statements have been prepared in accordance with the requirements of the NZX and Part 7 of the Financial Conducts Act 2013.

These financial statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand ('NZ GAAP'). They comply with New Zealand Equivalents to International Financial Reporting Standards ('NZ IFRS') and other applicable Financial Reporting Standards, as appropriate for for-profit entities. These financial statements also comply with International Financial Reporting Standards ('IFRS'). The Group is a Tier 1 for-profit entity in accordance with XRB A1 Application of the Accounting Standards Framework.

The consolidated statement of financial position for the Group is presented on a liquidity basis where the assets and liabilities are presented in the order of their liquidity. Due to the diverse nature of the Group's activities presentation on the liquidity basis gives a clearer representation of the financial position of the Group.

Functional and Presentation Currency
These financial statements are presented in New Zealand Dollars ($) which is the Company's functional currency. All values are rounded to the nearest thousand ($000), except when otherwise indicated.

Basis of measurement
The financial report has been prepared under the historical cost convention, as modified by revaluations for certain classes of assets and liabilities to fair value and life insurance contract liabilities and related assets to net present value as described in the accounting policies.

Key Accounting Estimates and Judgements
The Board and management are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results could differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are described in the following notes:
- Fair value measurement (note 1.2.1);
- Provision for impairment of finance receivables (note 4);
- Right-of-use assets and lease liabilities – determining lease term (note 6);
- Impairment of goodwill and corporate brands (note 7); and
- Liabilities arising under insurance contracts (note 9).

Climate related risks
As part of its risk management framework the Group continues to monitor its exposure to risk, including climate related risk and related regulatory reporting requirements. In July 2024 the Group released is its first Climate-Related Disclosure Report which included the risk management processes for managing climate-related risks. The identified climate-related risk and opportunities including both physical and transitional have been considered as part of the above critical accounting judgements and estimates.

New and Amended Accounting Standards and Interpretations
All mandatory new and amended standards and interpretations have been adopted in the current year. The new and amended standards and interpretations that have had an impact on the Group have been described below. The Group has not adopted any new standards, amendments or interpretations to existing standards that are not yet effective.

Classification of Liabilities as Current or Non-Current and Non-Current Liabilities with Covenants

The Group has adopted Classification of Liabilities as Current or Non-Current (Amendments to NZ IAS 1) and Non-Current liabilities with Covenants amendments (Amendments to NZ IAS 1) from 1 April 2024. The amendments apply retrospectively and clarify certain requirements for determining whether a liability should be classified as current or non-current and require new disclosures for non-current loan liabilities that are subject to covenants within 12 months after reporting date.

The Group has adopted this new amendment for the financial reporting period beginning 1 April 2024. The adoption of this new standard did not have a financial impact on the Group's financial statements or the accounting estimates disclosed in the Group's financial statements except for minor disclosure amendments. The Group's balance sheet is presented based on liquidity; however, the classification of borrowings between current and non-current has been disclosed in Note 8.2 to the financial statements.

Accounting Standards issued but not yet effective
A number of new accounting standards are effective for annual reporting periods beginning after 1 January 2024 and earlier application is permitted. The Group has not early adopted the following new or amended accounting standards in preparing these consolidated financial

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

statements.

NZ IFRS 18 Presentation and Disclosure in Financial Statements (NZ IFRS 18)

NZ IFRS 18 Presentation and Disclosure in Financial Statements (NZ IFRS 18) will replace IAS 1 Presentation of Financial Statements and applies for annual reporting periods beginning on or after 1 January 2027. The new standard introduces the following key new requirements.

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly-defined operating profit subtotal. Entities' net profit will not change.
- Management-defined performance measures (MPMs) are disclosed in a single note in the financial statements.
- Enhanced guidance is provided on how to group information in the financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method. The Group is still in the process of assessing the impact of the new standard, particularly with respect to the structure of the Group's statement of profit or loss, the statement of cash flows and the additional disclosures required for MPMs.

The Group is also assessing the impact on how information is grouped in the financial statements, including items currently labelled as 'other.'

Other accounting standards.

There are a number of other new and amended accounting standards issued but not yet effective. These are not expected to have a significant impact on the Group's consolidated financial statements.

None of the other new and amendments to standards and interpretations are expected to have a material impact on the Group.

1.2 Material Accounting Policy Information
Material accounting policies which are relevant to understanding the consolidated financial statements are disclosed in each of the applicable notes. They have been applied on a consistent basis across all periods presented in these consolidated financial statements.

Two other relevant policies are provided as follows:

1.2.1 Fair Value Measurement

Accounting policy information
For financial reporting purposes, 'fair value' is the price that would be received to sell an asset, or paid to transfer a liability, in an orderly transaction between market participants (under current market conditions) at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique.

When estimating the fair value of an asset or liability, the Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs. Input to valuation techniques used to measure fair value are categorised into three levels according to the extent to which the inputs are observable:

Level 1 the fair value is calculated using quoted prices in active markets.
Level 2 the fair value is estimated using inputs other than quoted prices in level 1 that are observable for the assets or liabilities, either directly (as prices) or indirectly (derived from prices).
Level 3 the fair value is estimated using inputs for the asset or liability that are not based on observable market data.

Further information about assumptions made in measuring fair values is included in note 12.5.

1.2.2 Derivative financial instruments
The Group enters derivative financial instruments (interest rate swaps and foreign exchange contracts) to manage its exposure to interest rate and foreign exchange rate risks.

Derivatives are initially recognised at fair value at the date a derivative contract is entered into and are subsequently remeasured to their fair value at each reporting date. The resulting gain or loss is recognised in profit or loss immediately unless the derivative is designated and effective as a hedging instrument, in which event the timing of the recognition in profit or loss depends on the nature of the hedge relationship.

A derivative with a positive fair value is recognised as a financial asset whereas a derivative with a negative fair value is recognised as a financial liability. Derivatives are not offset in the financial statements unless the Group has both legal right and intention to offset.

A derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not expected to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

Hedge accounting
The Group designates certain derivatives as hedging instruments in respect of foreign currency and interest rate risk in cash flow hedges.

Further information about assumptions made in measuring the fair value of financial derivatives is included in note 12.5.

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

2. SEGMENT INFORMATION

Management has determined the operating segments based on the components of Turners Automotive Group Limited and its subsidiaries ('the Group') that engage in business activities, which have discrete financial information available and whose operating results are regularly reviewed by the Group's chief operating decision maker. The chief operating decision maker has been identified as the Board of Directors. The Board of Directors makes decisions about how resources are allocated to the segments and assesses their performance. Geographically the Group's business activities are in New Zealand and Australia.

Five reportable segments have been identified as follows:
- Auto retail - remarketing (motor vehicles, trucks, heavy machinery and commercial goods) and purchasing goods for sale.
- Finance - provides asset-based finance to consumers and SME's.
- Insurance - marketing and administration of a range of life and consumer insurance products.
- Credit management - collection services, credit management and debt recovery services to the corporate and SME sectors. Geographically the collections services segment business activities are in New Zealand and Australia.
- Corporate & other - corporate centre.

Revenue

	Total 2025 $'000	**Inter-segment 2025 $'000**	**Customer 2025 $'000**	Total 2024 $'000	Inter-segment 2024 $'000	Customer 2024 $'000
Auto retail	**290,166**	**(2,299)**	**287,867**	**300,366**	**(1,750)**	**298,616**
Finance	**68,312**	**-**	**68,312**	**62,416**	**-**	**62,416**
Insurance	**49,260**	**(1,714)**	**47,546**	**47,838**	**(1,765)**	**46,073**
Credit management	**10,291**	**-**	**10,291**	**9,794**	**(10)**	**9,784**
Corporate & other	**151**	**-**	**151**	**79**	**-**	**79**
	418,180	**(4,013)**	**414,167**	**420,493**	**(3,525)**	**416,968**

Revenue from external customers reported to the Board of Directors is measured on the same basis as revenue reported in the profit of loss. Inter-segment transactions are done on an arm's length basis. The Group has no customers representing 10% or more of the Group's revenues.

Operating profit

	2025 $'000	2024 $'000
Auto retail	**29,124**	31,807
Finance	**16,009**	12,228
Insurance	**16,167**	14,287
Credit management	**3,454**	3,121
Corporate & other	**(10,288)**	(12,304)
Profit before share of equity accounted loss	**54,466**	49,139
Share of loss of equity-accounted investee, net to tax	**(192)**	-
Profit before taxation	**54,274**	49,139
Income tax	**(15,687)**	(16,173)
Net profit attributable to shareholders	**38,587**	32,966

	Interest revenue		Interest expense		Depreciation and amortisation expense	
	2025 $'000	2024 $'000	**2025 $'000**	2024 $'000	**2025 $'000**	2024 $'000
Auto retail	**668**	687	**(3,482)**	(3,583)	**(9,510)**	(9,700)
Finance	**59,704**	54,551	**(19,659)**	(18,399)	**(824)**	(775)
Insurance	**4,033**	3,505	**(37)**	(50)	**(950)**	(1,173)
Credit management	**59**	5	**(37)**	(9)	**(202)**	(162)
Corporate & other	**87**	31	**(4,469)**	(6,174)	**(165)**	(158)
	64,551	58,779	**(27,684)**	(28,215)	**(11,651)**	(11,968)
Eliminations	**(233)**	(373)	**233**	373	**-**	-
	64,318	58,406	**(27,451)**	(27,842)	**(11,651)**	(11,968)

Other material non-cash items

	2025 $'000	2024 $'000
Finance - impairment provisions	**(4,649)**	(4,562)

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

Segment assets and liabilities

	Assets		Liabilities	
	2025	2024	**2025**	2024
	$'000	$'000	**$'000**	$'000
Auto retail	**190,668**	163,917	**169,220**	143,360
Finance	**475,283**	457,041	**365,351**	341,668
Insurance	**159,184**	151,002	**82,343**	80,008
Credit management	**27,362**	35,432	**2,536**	3,083
Corporate & other	**275,056**	255,178	**100,506**	100,562
	1,127,553	1,062,570	**719,956**	668,681
Eliminations	**(209,781)**	(196,912)	**(100,677)**	(81,247)
	917,772	865,658	**619,279**	587,434

Acquisition of property, plant & equipment, intangible assets and other non-current assets

	2025	2024
	$'000	$'000
Auto retail	**32,389**	17,884
Finance	**372**	579
Insurance	**104**	84
Credit management	**26**	50
Corporate & other	**27**	2
	32,918	18,599
Eliminations	**-**	-
	32,918	18,599

3. OPERATING PERFORMANCE

3.1 Revenue

Accounting policy information

(i) Revenue from material contracts with customers
Sales of goods
Sales of goods comprise sales of motor vehicles and commercial goods owned by the Group. Sales of goods are recognised when the customer gains control of the goods and the sole performance obligation is met. This normally occurs on full payment or approval of financing.

Sales-related warranties associated with goods cannot be purchased separately and they serve as an assurance that the products sold comply with agreed-upon specifications and cover the standard period established by legislation. There is no material amount of variable consideration under these contracts nor is there the existence of a significant financing component.

Sales of service
Auction commission is recognised at a point in time in the accounting period in which the service is rendered. Payment for services is normally deducted from the proceeds from the sale. Other than those provided by legislation, no warranties are provided by the Group. There is no material amount of variable consideration under these contracts nor is there the existence of a significant financing component.

Other sales revenue comprises services rendered preparing the assets for sale and commission earned on the sale of third-party products. Services rendered while preparing the assets for sale are recognised over time in which the service is rendered, and a contract asset is recognised for amounts relating to services rendered not yet invoiced. Payment for services rendered is either deducted from the proceeds from the sale or raised as a trade receivable. Other than those provided by legislation, no warranties are provided by the Group. There are no rebates or volume discounts. Commissions earned on the sale of third-party products are recognised at a point in time when the sale is made. Payment is usually received when the sale is made.

(ii) Finance Receivables
Interest *income and expense*
Interest income and expense is recognised in the profit or loss using the effective interest method.

(iii) Insurance Contracts
Premium income and acquisition costs
Revenue on funeral plan and annuity insurance life contracts for each year includes the changes in the liabilities for remaining coverage that relate to services for which the Group expects to receive consideration and an allocation of premiums that relate to recovering insurance acquisition cash flows.

Other insurance contracts revenue is recognised based on an allocation of expected premium receipts to each period of coverage, which is based on the passage of time.

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

	2025 $'000	2024 $'000
Revenue from continuing operations includes:		
Interest income		
Bank accounts, short term deposits and investments	**4,778**	3,891
Finance receivables	**59,363**	54,224
Reverse annuity mortgages	**177**	291
Total interest income	**64,318**	58,406
Operating revenue		
Sales of goods	**202,268**	215,054
Commission and other sales revenue	**90,333**	87,549
Loan fee income	**2,772**	2,669
Insurance and life investment contract income	**39,725**	39,181
Collection income	**10,233**	9,810
Bad debts recovered	**1,636**	1,879
Other revenue	**1,619**	1,597
Total operating revenue	**348,586**	357,739
Revenue from continuing operations	**412,904**	416,145
Other income comprises:		
Gain on sale of property, plant and equipment	**570**	233
Rental income	**201**	386
Other	**492**	204
	1,263	823
Revenue from contracts with customers		
Over time		
Auto retail		
Commission and other sales revenue	**21,169**	21,874
Finance		
Other sales revenue	**3,771**	3,306
At a point in time		
Auto retail		
Sales of goods	**202,268**	215,054
Auction commissions	**63,225**	60,640
Credit management		
Collection income	**9,863**	9,510
Voucher income	**370**	300
Insurance		
Motor vehicle insurance commissions	**2,168**	1,729

3.2 Expenses

	Note	2025 $'000	2024 $'000
Interest expense			
Bank borrowings and other		**27,451**	27,842
Movement in impairment provisions			
Provisions for:			
Specific impaired finance receivables	4	**601**	1,333
Collective impairment provision for finance receivables	4	**4,160**	2,699
Movement in economic overlay provision	4	**(396)**	345
Collective impairment on reverse annuity mortgages	11.7	**-**	57
Finance receivables bad debts written off		**284**	182
Movement		**4,649**	4,616

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	2025 $'000	2024 $'000
Net operating profit includes the following specific expenses		
Depreciation		
- Buildings	**466**	380
- Plant, equipment & motor vehicles	**1,239**	1,456
- Leasehold improvements, furniture, fittings & office equipment	**996**	1,027
- Computer equipment	**878**	1,427
- Signs & flags	**165**	145
Amortisation of right-of-use asset	**6,563**	6,179
Intangible amortisation		
- Amortisation of software	**824**	834
- Amortisation of customer relationships	**520**	520
	11,651	11,968
Tax advisory fees	**252**	415
Donations	**48**	93
Directors' fees	**825**	825
Post-employment benefits	**1,832**	1,765
Loss on sale of property, plant and equipment	**54**	29
Fees paid to auditor		
Baker Tilly Staples Rodway Auckland (auditor of the Group)		
Assurance engagements		
Audit of annual financial statements	**527**	551
Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ISAE (NZ) 3000 (Revised)') on Autosure Insurance Limited's Annual Solvency Return	**12**	12
Assurance Engagements (SAE) 3100 (Revised), *Compliance Engagements* (SAE 3100 (Revised)) in relation to the EC Credit Control Limited trust account	**7**	7
Total assurance engagements	**546**	570
Other non-assurance engagements		
Australian Payroll Tax Compliances Services to EC Credit Australia (one-off, non-recurring)	**3**	-
Total fees	**549**	570

4. FINANCE RECEIVABLES

4.1 Accounting policy information

Finance receivables are initially recognised at fair value and subsequently measured at amortized cost using the effective interest rate method. The company assesses impairment at each reporting date. Finance receivables are derecognised when the contractual rights to cash flows expire, or the receivables are transferred along with substantially all the risks and rewards of ownership. Finance receivables are generally secured over the assets they finance.

Impairment of finance receivables

The Group assesses finance receivables for impairment using a forward-looking expected credit loss (ECL) model. Finance receivables are classified into three categories to determine the allowance for credit losses:

- Performing finance receivables with 12-month ECL.
- Finance Receivables with a significant increase in credit risk, recognising lifetime ECL.
- Credit-impaired receivables with lifetime ECL

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a finance receivable. 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a finance receivable that are possible within 12 months after the reporting date. Homogeneous finance receivables are assessed on a collective basis (collective impairment provision) and non-homogeneous finance receivables are assessed individually (specific impairment provision).

(i) Significant increase in credit risk

The Group assesses whether a significant increase in credit risk has occurred for finance receivables at each reporting date. This assessment is based on quantitative and qualitative indicators:

- Quantitative Criteria: for non-homogenous loans significant changes in the value of collateral supporting the loan and for all finance receivables when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise, such as outstanding insurance payments for damaged collateral.
- Qualitative Criteria: factors such as significant adverse changes in the borrower's operating results and industry-specific economic conditions.

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria can identify significant increase in credit risk before the amount becomes past due.

(ii) Definition of default
The Group considers that default has occurred when a finance receivable is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that another default criteria is more appropriate, such as borrower bankruptcy.

(iii) Credit-impaired finance receivables
Credit-impaired finance receivables are identified based on a combination of quantitative and qualitative criteria, including significant financial difficulty of the borrower, default or delinquency in payments, loss of security and observable market indicators of credit risk deterioration.

(iv) Write-off policy
The Group writes off a finance receivable when they are 180+ days in arrears or have not made a payment for 180 days and earlier if there is information indicating that the borrower is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the borrower has been placed under liquidation or has entered bankruptcy proceedings. Finance receivables written off may still be subject to enforcement activities under the Group's recovery procedures, considering legal advice where appropriate. Any recoveries made are recognised in profit or loss.

v) Measurement and recognition of ECL
The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above.

The exposure at default is the finance receivable's gross carrying amount at the reporting date. No further advances are allowed against finance receivables in default.

The expected credit loss for a finance receivable is estimated as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows, after collection/realisation costs, that the Group expects to receive, discounted at the original effective interest rate.

If the Group has measured the loss allowance for a finance receivable at an amount equal to lifetime ECL in the previous reporting period but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

The Group recognises an impairment gains or losses in profit or loss for all finance receivables with a corresponding adjustment to their carrying amount through an impairment provision account.

4.2 Key Accounting Estimates and Judgements
When measuring ECL the Group uses reasonable and supportable forward-looking information, which is based on forecasts of economic conditions employment and their expected impacts on the ability of borrowers to service their debt. The probability of default calculations, a key input in measuring ECL, includes historical data, assumptions and expectations of future conditions. The estimate of the expected loss arising on default, is based on the difference between the contractual cash flows due and those that the Group expects to receive, considering cash flows from collateral and integral credit enhancements.

Economic overlay provision
Due to the uncertain economic environment, management have retained the economic overlay provision relating to the impairment for finance receivables. The provision has decreased from $2.3m to $1.9m.

4.3 Finance Receivables

	2025	2024
	$'000	$'000
Commercial loans	**46,085**	66,746
Consumer loans	**395,970**	359,978
Property development & investment loans	**2,452**	2,676
Gross finance receivables	**444,507**	429,400
Deferred fee revenue and commission expenses	**11,325**	10,111
Specific impairment provision	**(1,488)**	(1,639)
Collective impairment provision	**(5,212)**	(5,263)
Economic overlay provision	**(1,914)**	(2,310)
	447,218	430,299
Current	**188,004**	144,489
Non-current	**259,214**	285,810
	447,218	430,299

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	2025 $'000	2024 $'000
Gross financial receivables are summarised as follows:		
Performing	**437,680**	423,130
Doubtful	**3,188**	2,748
In default	**3,639**	3,522
	444,507	429,400

Movement in receivables subject to specific impairment assessment:		
Opening balance	**2,849**	1,829
Additions	**1,623**	2,151
Amounts recovered	**(1,001)**	(677)
Amounts written off	**(752)**	(454)
	2,719	2,849

The aging of loans specifically assessed are as follows:	**2025 $'000**	2024 $'000
Past due up to 30 days	**1,138**	1,332
Past due 30 – 60 days	**348**	288
Past due 60 – 90 days	**89**	106
In default	**1,144**	1,123
	2,719	2,849

The following table shows the Group's provision matrix for finance receivables collectively assessed for impairment. The provision for loss allowance based on past due status is not presented by customer segments as the Group's historical credit loss experience does not show significantly different loss patterns for different customer segments.

31 March 2025	**Expected loss rate %**	**Gross finance receivables $'000**	**Collective impairment provision $'000**
Current	**0.50**	**428,395**	**2,151**
Past due up to 30 days	**6.82**	**8,148**	**556**
Past due 30 – 60 days	**18.33**	**2,100**	**385**
Past due 60 – 90 days	**24.88**	**651**	**162**
In default	**78.51**	**2,494**	**1,958**
		441,788	**5,212**

31 March 2024	Expected loss rate %	Gross finance receivables $'000	Collective impairment provision $'000
Current	0.53	414,102	2,182
Past due up to 30 days	7.55	7,697	581
Past due 30 – 60 days	15.59	1,796	280
Past due 60 – 90 days	25.09	558	140
In default	86.74	2,398	2,080
		426,551	5,263

If the ECL rates on performing financial receivables increased/(decreased) by 1%, the loss allowance on receivables would be $4.4m higher/($2.3m lower) (2024: $4.1m higher/($2.2m lower)).

	2025 $'000	2024 $'000
Movement in the impairment provisions:		
Specific impairment provision		
Opening balance	**1,639**	774
Impairment charge/(release) through profit or loss	**601**	1,333
Amounts written off	**(752)**	(468)
	1,488	1,639

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	2025 $'000	2024 $'000
Collective impairment provision		
Opening balance	**5,263**	5,930
Impairment charge/(release) through profit or loss	**4,160**	2,699
Amounts written off	**(4,211)**	(3,366)
	5,212	5,263
Economic overlay provision		
Opening balance	**2,310**	1,965
Impairment charge/(release) through profit or loss	**(396)**	345
	1,914	2,310
Total impairment provision	**8,614**	9,212

Interest rate and foreign exchange risk
A summarised analysis of the sensitivity of finance receivables to interest rate risk can be found in note 12.3.2.

The Group's finance receivables are all denominated in NZD.

Fair value and credit risk

	Carrying amount 2025 $'000	**Fair value 2025 $'000**	Carrying amount 2024 $'000	Fair value 2024 $'000
Finance receivables	**447,218**	**450,967**	430,299	432,065

The fair values are based on cash flows discounted using a weighted average interest rate of 13.61% (2024: 13.07%).

The maximum exposure to credit risk is represented by the carrying amount of finance receivable which is net of any provision for impairment. The reported credit risk exposure does not consider the fair value of any collateral, in the event of the counterparties failing to meet their contractual obligation.

Refer to note 12 for more information on the risk management policies of the Group.

Securitisation
The Group has two Trusts under which it securitises finance receivables. The Trusts are special purpose entities set up solely for the purpose of purchasing finance receivables originated by the finance sector. The New Zealand Guardian Trust Company Limited has been appointed Trustee and NZGT Security Trustee Limited as the security trustee for both Trusts. The Company is the sole beneficiary of both Trusts.

The Group has power over the Trusts, exposure, or rights, to variable returns from its involvement with the Trusts and the ability to use its power over the Trusts to affect the amount of the Group's returns from the Trusts. Consequently, the Group controls the Trusts and has consolidated the Trusts into the Group's financial statements.

The Group retains substantially all the risks and rewards relating to the finance receivables sold and therefore the finance receivables do not qualify for derecognition and remain on the Group's consolidated statement of financial position.

Turners Marque Warehouse Trust 1 (the Trust)
The Trust has a wholesale funding facility with the Bank of New Zealand (BNZ) which is secured by finance receivables sold to the Trust. The facility is $355m and with a 1-year term that will be renewed annually. BNZ fund up to 90% (31 March 2024: 90%) of the purchase price of the finance receivables with the balance funded by sub-ordinated notes from the Group.

During the reporting period $218.4m finance receivables were sold to the Trust (31 March 2024: $202.4m) and Trust sold $100m finance receivables to the Turners Marque ABS 2023-1 Trust in the year ended 31 March 2024. As at 31 March 2025 the carrying value of finance receivables in the Trust was $332.8m (31 March 2024: $281.2m).

Turners Marque ABS 2023-1 Trust (the 2023-1 Trust)
During the year ended 31 March 2024, the Group created the 2023-1 Trust, a closed pool trust that purchased $100m finance receivables from the Trust and issued $100m notes comprising $70m Class A1 notes and $20.7m Class A2 notes both rated AAAsf (Fitch) and $9.3m unrated Class B notes. The Class A2 notes, and B notes are held by the Group. As at 31 March 2025 the carrying value of finance receivables in the 2023-1 Trust was $34.8m (31 March 2024: $72.9m).

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

5. PROPERTY, PLANT AND EQUIPMENT

5.1 Accounting policy information

Property, plant and equipment are recognised in the statement of financial position at cost less accumulated depreciation and impairment losses. Land is not depreciated. Depreciation is calculated on all other property, plant and equipment on a diminishing value or straight-line basis to allocate the costs, net of any residual amounts, over their useful lives.

The rates for the following asset classes are:

	Diminishing value	Straight line
Buildings	-	50 & 33.3 years
Leasehold improvements, furniture and fittings, office equipment	7.5 - 60.0%	3 - 15 years
Computer equipment	31.2 - 48.0%	3 - 5 years
Motor vehicles and equipment	26.0 - 31.2%	3 - 7 years
Signs and flags	-	3 - 12 years

5.2 Property, plant and equipment

	Land & buildings	Plant, equipment & motor vehicles	Leasehold improvements, furniture, fittings & office equipment	Computer equipment	Signs & flags	Total
	$'000	$'000	$'000	$'000	$'000	$'000
2025						
Opening cost	**100,954**	**11,152**	**9,720**	**6,181**	**1,307**	**129,314**
Accumulated depreciation	**(1,217)**	**(3,502)**	**(5,165)**	**(4,800)**	**(682)**	**(15,366)**
Opening carrying amount	**99,737**	**7,650**	**4,555**	**1,381**	**625**	**113,948**
Additions	**29,377**	**3,188**	**306**	**462**	**383**	**33,716**
Disposals	**-**	**(6,151)**	**(41)**	**(10)**	**(3)**	**(6,205)**
Depreciation	**(466)**	**(1,272)**	**(963)**	**(878)**	**(165)**	**(3,744)**
Closing carrying amount	**128,648**	**3,415**	**3,857**	**955**	**840**	**137,715**
Closing cost	**130,330**	**5,792**	**9,964**	**6,203**	**1,677**	**153,966**
Accumulated depreciation	**(1,682)**	**(2,377)**	**(6,107)**	**(5,248)**	**(837)**	**(16,251)**
Closing carrying amount	**128,648**	**3,415**	**3,857**	**955**	**840**	**137,715**
WIP included above	**14,695**	**-**	**94**	**160**	**296**	**15,245**
2024						
Opening cost	92,948	9,454	8,670	5,808	995	117,875
Accumulated depreciation	(837)	(2,902)	(4,158)	(3,448)	(537)	(11,882)
Opening carrying amount	92,111	6,552	4,512	2,360	458	105,993
Additions	8,014	5,527	1,079	451	312	15,383
Disposals	(8)	(2,973)	(9)	(3)	-	(2,993)
Depreciation	(380)	(1,456)	(1,027)	(1,427)	(145)	(4,435)
Closing carrying amount	99,737	7,650	4,555	1,381	625	113,948
Closing cost	100,954	11,152	9,720	6,181	1,307	129,314
Accumulated depreciation	(1,217)	(3,502)	(5,165)	(4,800)	(682)	(15,366)
Closing carrying amount	99,737	7,650	4,555	1,381	625	113,948
WIP included above	6,678	8	180	190	36	7,092

6. LEASES

6.1 Accounting policy information

Right-of-use Assets
Right-of-use assets are measured at cost (adjusted for any remeasurement of the associated lease liability), less accumulated depreciation and any accumulated impairment loss.

Right-of-use assets are depreciated over the shorter of the lease term and the estimated useful life of the underlying asset, consistent with the estimated consumption of the economic benefits embodied in the underlying asset.

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Lease Liabilities
Lease liabilities are initially recognised at the present value of the future lease payments (i.e., the lease payments that are unpaid at the commencement date of the lease). These lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined, or otherwise using the Group's incremental borrowing rate.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. Interest expense on lease liabilities is recognised in profit or loss (as a component of finance costs). Lease liabilities are remeasured to reflect changes to lease terms, changes to lease payments and any lease modifications not accounted for as separate leases.

Variable lease payments not included in the measurement of lease liabilities are recognised as an expense when incurred.

Leases of 12 Months or less and leases of low value assets
Lease payments made in relation to leases of 12-months or less and leases of low value assets (for which a lease asset and a lease liability has not been recognised) are recognised as an expense on a straight-line basis over the lease term.

6.2 Key accounting estimates and judgements
Extension and termination options are included in several leases across the Group. These terms are used to maximise the operational flexibility of contracts. Most of the extension and termination options are exercisable only by the Group and not by the respective lessor. The Group has 26 lease extension options covering 16 sites which have been assessed as more likely than not, but not reasonably certain, to be renewed.

The Group applied incremental borrowing rates of 3.06% to 8.28% (2024: 3.91% to 8.26%), with maturities up to 9 years (2024: up to 10 years). 1 new lease was entered into during the year (2024:1) and 5 leases were modified or cancelled during the year (2024: 7).

6.3 Right-of-use assets

	2025	2024
	$'000	$'000
Properties	**18,717**	20,679
Equipment	**3**	37
	18,720	20,716
Opening balance	**20,716**	22,226
Additions	**671**	78
Modifications and reassessments	**3,896**	4,591
Depreciation	**(6563)**	(6179)
Closing carrying amount	**18,720**	20,716

6.4 Lease Liabilities

	2025	2024
	$'000	$'000
Lease liabilities	**22,120**	24,924
Current	**5,534**	6,823
Non-current	**16,586**	18,101
	22,120	24,924

The carrying amounts of the lease liabilities are denominated in the following currencies:

	18720	20716
	$'000	$'000
Australian dollars	33	60
New Zealand dollars	22,087	24,864
	22,120	24,924
Interest expense in profit or loss	**1,451**	1,484

NOTES TO THE FINANCIAL STATEMENTS
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7. INTANGIBLE ASSETS

7.1 Accounting policy information
Intangible assets comprise goodwill, acquired separable corporate brands, acquired customer relationships and computer software. Goodwill and corporate brands are indefinite life intangibles subject to annual impairment testing.

Corporate brands and customer relationships acquired as part of a business combination are capitalised separately from goodwill as intangible assets if their value can be measured reliably on initial recognition and it is probable that the expected future economic benefits that are attributable to the asset will flow to the Group.

Goodwill and corporate brands are allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill and corporate brands arose, identified according to operating segment.

Corporate relationship assets are amortised on the straight-line basis over the expected life (10 years) of the relationship and are recognised in the statement of financial position at cost less accumulated amortisation and impairment losses.

Computer software is recognised in the statement of financial position at cost less accumulated amortisation and impairment losses.

Direct costs associated with the purchase and installation of software licences and the development of software for internal use are capitalised where project success is probable, and the capitalisation criteria is met. Cost associated with planning and evaluating computer software and maintaining a system after implementation are expensed. Computer software costs are amortised on a diminishing value basis (rate of 50%) or on a straight-line basis (one to five years).

7.2 Key accounting estimates and judgements

Goodwill and brand are allocated to four cash-generating units (CGU') as follows:

	2025 $'000	2024 $'000
Goodwill		
Allocated to the insurance CGU/segment	**12,777**	12,777
Allocated to collection services CGU/segment	**23,973**	23,983
Allocated to the finance CGU/segment	**9,272**	9,272
Allocated to the auto retail CGU/segment	**46,487**	46,487
	92,509	92,519
Brand		
Allocated to the insurance CGU/segment	**21,500**	21,500
Allocated to the auto retail CGU/segment	**45,600**	45,600
	67,100	67,100

The recoverable amount of all CGUs has been determined based on value-in-use calculations. These calculations use five-year pre-tax cash flow projections based on budgets approved by the Board for year one and forecast for subsequent years. Cash flows beyond the projected period are extrapolated using the estimated long-term growth rates stated below. The cash flows for the Auto retail and Collection services CGUs are free cash flows to the firm, while the Insurance and Finance CGU is free cash flows to equity. For each of the CGUs with goodwill and brand the key assumptions, long term growth rate and discount rate used in the value-in-use calculations are as follows:

Key assumptions:
Sales, price and operating cost assumptions were based on the Board's best estimate of the range of economic conditions the CGUs are likely to experience during the forecast period. The forecasts for each CGU cover a period of a minimum of 5 years. Annual capital expenditure, the expected cash costs in CGUs, was based on historical experience and planned expenditure.

2025 Forecast cash flow growth rates (%)	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Auto retail CGU (weighted average cost of capital)	**26.5**	**6.5**	**7.6**	**7.5**
Insurance CGU (cost of equity)	**16.8**	**13.3**	**7.0**	**6.3**
Finance CGU (cost of equity)	**6.3**	**5.6**	**6.7**	**7.0**
Collection services CGU (weighted average cost of capital)	**36.2**	**14.7**	**17.4**	**13.4**
2024 Forecast cash flow growth rates (%)	Year 2	Year 3	Year 4	Year 5
Auto retail CGU (weighted average cost of capital)	22.3	4.7	4.1	2.4
Insurance CGU (cost of equity)	3.9	10.1	11.1	10.5
Finance CGU (cost of equity)	31.5	26.5	14.9	4.4
Collection services CGU (weighted average cost of capital)	39.8	27.9	23.0	21.1

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	2025	2024
Long-term growth rate	**2.05%**	2.05%
Pre-tax discount rate		
Auto retail CGU (weighted average cost of capital)	**12.00%**	12.20%
Insurance CGU (cost of equity)	**11.40%**	12.30%
Finance CGU (cost of equity)	**19.70%**	15.50%
Collection services CGU (weighted average cost of capital)	**18.70%**	17.50%

The long-term growth rate is the weighted average growth rate used to extrapolate cash flows beyond the forecast period and is based on the current implied inflation rates and does not exceed the long-term average growth rate for the products, industries, or country or countries in which the CGUs operate. The discount rates were established by considering the specific attributes and size of the CGUs.

In assessing the impairment of the goodwill and brand value in the CGUs, a sensitivity analysis for reasonably possible changes in key assumptions was performed. This included increasing and reducing the terminal growth rate by 0.25% (2024: 0.25%) and increasing and decreasing the discount rate by 1% (2024: 1%).

These reasonably possible changes in rates did not cause any impairment in the CGUs.

7.3 Intangible assets

	2025	2024
	$'000	$'000
Brand		
Carrying amount	**67,100**	67,100
Goodwill		
Opening carrying amount at cost	**92,509**	92,519
Foreign exchange adjustment	**(5)**	(10)
Closing carrying amount	**92,504**	92,509
Software		
At cost	**7,457**	6,992
Accumulated amortisation	**(5,928)**	(5,521)
Opening carrying amount	**1,529**	1,471
Additions	**1,601**	893
Disposals	**(11)**	(1)
Amortisation	**(824)**	(834)
Closing carrying amount	**2,295**	1,529
At cost	**8,360**	7,457
Accumulated amortisation	**(6,065)**	(5,928)
Closing carrying amount	**2,295**	1,529
Corporate relationships		
At cost	**6,510**	6,510
Accumulated amortisation	**(4,564)**	(4,044)
Opening carrying amount	**1,946**	2,466
Amortisation	**(520)**	(520)
Closing carrying amount	**1,426**	1,946
At cost	**6,510**	6,510
Accumulated amortisation and impairment provision	**(5,084)**	(4,564)
Closing carrying amount	**1,426**	1,946
Total intangible assets carrying amount	**163,325**	163,084
WIP included in software	**676**	-

The amortisation and impairment charges are recognised in other operating expenses in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

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8. BORROWINGS

8.1 Accounting policy information

Borrowings are initially measured at fair value and subsequently at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in profit or loss over the period of the borrowing, using the effective interest method.

8.2 Borrowings

	2025	2024
	$'000	$'000
Secured bank borrowings	**424,470**	373,710
Non-bank borrowings - Turners Marque ABS 2023-1 Trust - Class A notes	**21,589**	51,608
Total borrowings	**446,059**	425,318
Current	**16,343**	39,627
Non-current	**429,716**	385,691
	446,059	425,318

Secured bank borrowings
At March 2025, the Group has a syndicated funding facility, including a working capital facility, with the Bank of New Zealand, ASB Bank and Westpac New Zealand and a securitisation facility with the Bank of New Zealand.

The bank borrowings are secured by a first-ranking general security agreement over the assets of the Company and its subsidiaries, excluding Autosure Insurance Limited, Turners Finance Limited and EC Credit (Aust.) Limited. The bank funded securitisation financing arrangement is described under finance receivables.

Syndicated funding facility covenants
As at 31 March 2025, the $124.5m (31 March 2024: $100.0m) drawn on the facility is classified as a non-current liability. The facility is subject to financial covenants, tested and reported quarterly. These include interest cover and leverage ratios, calculated both including and excluding the impact of NZ IFRS 16. Additional covenants specific to the Oxford Finance facility include limits on receivables-based borrowings, arrears levels, and loan concentration. Based on management's financial forecasts, the Group expects to remain in compliance with all covenants for at least the next 12 months.

Bank of New Zealand securitisation facility
As at 31 March 2025, the $300.0 million (31 March 2024: $253.7 million) drawn on the facility is classified as a non-current liability. The notes issued by the Trust are not subject to early repayment at the discretion of noteholders and are repaid in line with the amortisation of the underlying loan receivables. A significant deterioration in arrears metrics could trigger a stop-funding event which would suspend further advances to the Trust, management has assessed that there is no material risk of such an event occurring within 12 months of the reporting date.

Non-bank securitisation
The non-bank securitisation is a closed pool trust. The notes issued by the Trust are not subject to early repayment at the discretion of noteholders and are repaid in line with the amortisation of the underlying loan receivables.

Non-bank borrowings
The Group's non-bank securitisation arrangement with the Accident Compensation Corporation is described under finance receivables.

Foreign currency risk
All the Group's borrowings are in NZD.

Fair value

	Carrying amount **2025** **$'000**	Fair value **2025** **$'000**	Carrying amount 2024 $'000	Fair value 2024 $'000
Borrowings	**446,059**	**449,721**	425,318	423,539

The fair values are based on cash flows discounted using a weighted average borrowing rate of 5.43% (2024: 5.58%). The fair value of borrowings considers the impact of interest rate swaps as referred to in note 12.3.2.

Contractual repricing dates	**2025**	2024
	$'000	$'000
1 year or less	**-**	20,000
Over 1 to 2 years	**424,470**	258,710
Over 2 to 5 years	**-**	95,000
Over 5 years	**21,589**	51,608
	446,059	425,318

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

9. INSURANCE CONTRACT LIABILITIES

Audited financial statements for Autosure Insurance Limited are available on the Companies Office website. The financial statements for the year ended 31 March 2025 will be lodged by 31 July 2025.

9.1 Accounting policy information

Insurance contracts are those contracts that transfer significant insurance risk and are accounted for in accordance with the requirements of NZ IFRS 17 Insurance Contracts. The Group issues the following insurance contracts:

- Long-term insurance contracts with fixed and guaranteed terms, these contracts insure events associated with human life (for example, death) over a long duration;
- Temporary life insurance contracts covering death disablement, disability and redundancy risks; and
- Short-term motor vehicle contracts covering mechanical breakdown risks.

The Group classifies insurance contracts into the following categories:

- Life - not measured under PAA (funeral plans, annuity products and participation fund)
- Life - measured under PAA (all other life products)
- Consumer – measured under PAA (mechanical breakdown and GAP products)

Insurance contracts are initially recognised at the earliest of the beginning of the coverage period of the contract, the date when the first payment from the policyholder becomes due, or on the date the contract is onerous. At initial recognition, the Group identifies and recognises homogeneous groups of insurance policies and determines the contractual service margin (CSM'), which represents the unearned profit the Group will recognise as it provides services. Contracts are onerous if the total fulfillment cash flows exceed the carrying amount on the liability for remaining coverage.

Measurement – Contracts not measured under the Premium Allocation Approach (PAA)
After initial recognition, the Group will adjust the CSM for changes in estimates of future cash flows related to future service, time value of money and risk adjustments. Insurance revenue is recognised for the insurance services provided during the period and a loss recognised immediately in profit or loss if a group of contracts are considered onerous. This approach is applied to funeral plans and annuity insurance products.

Measurement – Contracts measured under the PAA
PAA is a simplified model that recognises insurance revenue of the coverage period in a way that reflects the insurance services provided. The Group uses PAA for the measurement of groups of contracts when the Group reasonably expects the measurement of the liability for remaining coverage for the group of contracts does not differ materially from the result of applying the accounting policies described under Measurement – Contracts not measured under PAA.

Derecognition
The Group derecognises a contract when the specified obligations in the contract expire, are discharged or cancelled.

Presentation
Portfolios of insurance contracts that are assets and those that are liabilities, and portfolios of reinsurance contracts that are assets and those that are liabilities, are presented separately in the statement of financial position. All rights and obligations arising from a portfolio of contracts are presented on a net basis; therefore, balances such as insurance receivables and payables are no longer presented separately. Any assets or liabilities recognised for cash flows arising before the recognition of the related group of contracts (including any assets for insurance acquisition cash flows) are also presented in the same line item as the related portfolios of contracts.

9.2 Key accounting estimates and judgements

The Group makes several key estimates and judgments due to the inherent uncertainty and complexity of insurance contracts. These estimates and judgments significantly impact the measurement, recognition, and disclosure of insurance contract liabilities and revenue. The Group engages an independent actuary to calculate the insurance contract liabilities.

Contracts not measured under PAA
Key estimates and judgements, include but are not limited to, estimation of future cash flows, selection of appropriate discount rates, selection of appropriate models and techniques to quantifying risk adjustment for non-financial risk, determining CSM, determining onerous contracts, determining the quantity of benefits provided under a contract which affect the allocation of CSM over the coverage period, estimating the impact of reinsurance contracts and changes in assumptions, including but not limited to, mortality rates, morbidity rates lapse rates, expense levels, inflation rates and policyholder behaviour.

Contracts measured under PAA
Key estimates and judgements include assessing eligibility for the PAA, estimating future cash flows and incurred claims, selecting discount rates, identifying onerous contracts, and determining the pattern of revenue recognition.

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

9.3 Analysis of insurance revenue and expenses by segment.

In $'000	Life Not measured under PAA	Life Measured under PAA	Consumer Measured under PAA	Total
2025				
Insurance revenue	**1,287**	**5,762**	**33,034**	**40,083**
Claims expense	**(528)**	**(2,723)**	**(17,979)**	**(21,230)**
Other insurance expenses	**(526)**	**(1,301)**	**(9,314)**	**(11,141)**
Insurance result	**233**	**1,738**	**5,741**	**7,712**
Insurance finance result	**(199)**	**-**	**-**	**(199)**
Reinsurance expense	**(288)**	**(451)**	**-**	**(739)**
Reinsurance recovery	**100**	**1,275**	**-**	**1,375**
	(188)	**824**	**-**	**636**
Net underwriting result	**(154)**	**2,562**	**5,741**	**8,149**
Other income				**7,282**
Profit before taxation				**15,431**
2024				
Insurance revenue	1,380	5,363	32,994	39,737
Claims expense	(531)	(3,068)	(18,297)	(21,896)
Other insurance expenses	(528)	(1,186)	(9,537)	(11,251)
Insurance result	321	1,109	5,160	6,590
Insurance finance result	(175)	-	-	(175)
Reinsurance expense	(260)	(354)	-	(614)
Reinsurance recovery	142	1,215	-	1,357
	(118)	861	-	743
Net underwriting result	28	1,970	5,160	7,158
Other income				6,856
Profit before taxation				14,014

Reconciliation of profit before tax to Operating profit (note 2)

	2025 $'000	2024 $'000
Profit before tax	**15,431**	14,014
Revaluation adjustment of investment property disclosed as property, plant and equipment in the Group financial statements at cost	**877**	413
Depreciation on investment property disclosed as property, plant and equipment	**(141)**	(140)
	16,167	14,287

9.4 Insurance contract liabilities and assets

	Insurance contract assets		Insurance contract liabilities	
	2025 $'000	2024 $'000	**2025 $'000**	2024 $'000
Asset/(liability) for remaining coverage				
Life risk - not measured under PAA	**837**	903	**5,255**	**5,526**
Life risk - measured under PAA	**-**	-	**6,732**	**5,668**
Consumer - measured under PAA	**-**	-	**42,452**	**41,263**
Asset/liability for incurred claims				
Life risk - not measured under PAA	**34**	217	**135**	**448**
Life risk - measured under PAA	**1,874**	1,733	**3,562**	**3,429**
Consumer - measured under PAA	**-**	-	**3,764**	**3,801**
	2,745	2,853	**61,900**	60,135

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

Analysis by measurement component - asset/liability for remaining coverage not measured under the PAA

	Insurance contract assets		Insurance contract liabilities	
	2025	2024	**2025**	2024
	$'000	$'000	**$'000**	$'000
Value of fulfilment cash-flows	**35**	124	**2,047**	1,738
Risk adjustment	**38**	189	**2,246**	2,635
CSM	**764**	590	**962**	1,153
	837	903	**5,255**	5,526
Movement in asset/liability for remaining coverage not measured under the PAA				
Opening balance	**903**	964	**5,526**	5,973
Expected revenue in year	**200**	197	**710**	747
Expected expense in year	**(96)**	(99)	**(1,003)**	(997)
Release of CSM	**(59)**	(46)	**(143)**	(149)
Insurance finance result	**45**	41	**249**	216
Expected closing balance	**993**	1,057	**5,339**	5,790
Experience movement	**(87)**	(87)	**(15)**	48
Change in assumptions	**(49)**	(60)	**(78)**	(309)
New business contracts recognised	**(20)**	(7)	**9**	(3)
Closing balance	**837**	903	**5,255**	5,526
Expected recognition of CSM (number of years expected until recognised)				
1	**50**	35	**85**	104
2	**33**	35	**76**	92
3	**32**	35	**69**	92
4	**30**	30	**63**	81
5	**29**	30	**57**	69
6 - 9	**104**	112	**184**	231
10+	**486**	313	**428**	484
	764	590	**962**	1,153

9.5 Financial strength rating

The Insurance (Prudential Supervision) Act 2010 requires all licensed insurers to have a current Financial Strength Rating, given by an approved rating entity. Autosure Insurance Limited has been issued a Financial Strength Rating of B++ (Good) and an Issuer Credit Rating of bbb+ (Good), with the outlook assigned to both ratings as 'Stable' by A.M. Best. The rating was issued by A.M. Best on 11 September 2024.

Financial Strength Rating scale:

A++, A+ Superior
A, A- Excellent
B++,B+ Good

B, B- Fair
C++, C+ Marginal
C, C- Weak

D Poor
E Under Regular Supervision
F In liquidation
S Suspended

Issuer Credit rating scale:

Investment Grade
aaa (Exceptional)
aa (Superior)
a (Excellent)
bbb (Good)

Non-Investment Grade
bb (Fair)
b (Marginal)
ccc, cc (Weak)
c (Poor)
rs (Regulatory Supervision/Liquidation)

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

10. SHAREHOLDER EQUITY

10.1 Share capital

	2025	2024
Number of ordinary shares		
Opening balance	**88,353,689**	86,700,247
Shares issued for staff options	**490,230**	300,000
Shares issued for employee share scheme	**70,352**	95,305
Shares issued under DRP	**979,512**	1,258,137
Total issued and authorised capital	**89,893,783**	88,353,689
Dollar value of ordinary shares ($'000)		
Opening balance	**213,222**	207,076
Shares issued for staff options	**939**	696
Shares issued for employee share scheme	**310**	340
Shares issued under DRP	**4,518**	5,134
Share issue costs	**(75)**	(24)
Total issued capital	**218,914**	213,222

Ordinary shares are fully paid with no par value. All ordinary shares have equal voting rights and share equally in dividends and surplus on winding up.

Capital management
The Group's capital consists of share capital, share option reserve, translation reserve, cash flow reserve and retained earnings. The Board seeks to maintain a balance between the higher returns that might be possible with higher levels of borrowing and the advantages and security afforded by a sound capital position. The allocation of capital between its specific business operations and activities is primarily driven by optimisation of the return on the capital allocated. The process of allocating capital to specific operations and activities is undertaken independently of those responsible for the operation. The Group's strategies in respect of capital management and allocation are reviewed regularly by the Board of Directors.

10.2 Autosure Insurance Limited
In terms of the Insurance (Prudential Supervision) Act 2010, effective from 1 April 2023, Autosure Insurance Limited is required to maintain a solvency margin, in accordance with the "Interim Solvency Standard 2023" issued 1 October 2022 (amended on 6 December 2024, effective 1 March 2025) of at least $0 and is required to maintain a solvency margin in respect of every Statutory Fund, of at least $0.

	2025 $'000	2024 $'000
Solvency capital	**87,594**	80,234
Adjusted prescribed capital requirement	**51,822**	51,395
Adjusted solvency margin	**35,772**	28,839
Adjusted solvency ratio	**1.69**	1.56
Non-life insurance		
Solvency capital	**74,984**	70,311
Adjusted prescribed capital requirement	**46,759**	45,577
Adjusted solvency margin	**28,225**	24,734
Adjusted solvency ratio	**1.60**	1.54
Life insurance		
Solvency capital	**12,610**	9,923
Adjusted prescribed capital requirement	**6,697**	5,818
Adjusted solvency margin	**5,913**	4,105
Adjusted solvency ratio	**1.88**	1.71

Restriction on access to capital
The Group's access to the capital and retained profits in the statutory fund, held for the benefit of policyholders, is restricted by the Insurance (Prudential Supervision) Act 2010.

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

10.3 Share options

In July 2020, the Board approved the grant of 2,300,000 options to Senior Executives of the Group at an exercise price of $2.00 under the Group's Share Option Plan. The grant is split into four tranches of 575,000 options with the following vesting dates: 1 June 2021, 1 June 2022, 1 June 2023 and 1 June 2024. Each tranche expires two years after the vesting date. During the year ending 31 March 2025 550,000 options (2024: 300,000 options) were exercised.

The weighted average fair value of the options granted, using the Binomial Tree option pricing model, is $0.31 per option. The significant inputs in the model were, the share price at grant date of $2.19, the exercise price of $2.00, volatility of 27.5%, an expected exercise date for all tranches of, 80% at vesting date and 20% at expiration date and an annual risk-free rate between 0.24% - 0.63%. Volatility is measured as the standard deviation of changes in the Company's share price over a 12-month period.

If a participant in the Group Share Option Plan leaves (by any means and for any reason) the employment of the Company or any applicable subsidiary, the participant's options which have reached their vesting date, together with any other options as may be nominated at the discretion of the Board of Directors of the Company in extraordinary circumstances (such as the redundancy, permanent disablement or death of a participant), may be exercised within a period of 60 days (following which they will lapse) and the participant's other Options will lapse immediately.

The share-based payment for the current financial year is $8,000 (2024: $55,000).

Movement in the number of share options outstanding and their related weighted average exercise prices are as follows:

The weighted-average share price at the date of exercise for share options exercised in the year ending 31 March 2025 was $4.02 for 130,000 options $4.30 for 45,000 options and $5.86 for 375,000 options (2024: $3.66 for 245,000 options and $3.65 for 55,000 options).

	Weighted average exercise price **2025** **$**	Options **2025** **000's**	Weighted average exercise price 2024 $	Options 2024 000's
Opening balance	**2.00**	**750**	2.00	1,050
Granted		**-**		-
Exercised	**2.00**	**(550)**	2.00	(300)
Closing balance	**2.00**	**200**	2.00	750

Share options outstanding at balance sheet have the following expiry dates and exercise prices:

Expiry date	Exercise price $	**Options 2025 000's**	Options 2024 000's
31 May 2025	2.00	**50**	225
31 May 2026	2.00	**150**	525

10.4 Dividends

	2025 **$'000**	2024 $'000
Quarterly dividend for the year ended 31 March 2023 of $0.06 per fully paid ordinary share, imputed, paid on 27 April 2023.	**-**	5,202
Final dividend for the year ended 31 March 2024 of $0.075 (31 March 2023: $0.07) per fully paid ordinary share, imputed paid on 26 July 2024 (2023: 28 July 2023).	**6,635**	6,085
Quarterly dividend for the year ended 31 March 2025 of $0.06 (31 March 2024: $0.06) per fully paid ordinary share, imputed, paid on 30 October 2024 (2024: 27 October 2023).	**5,338**	5,251
Quarterly dividend for the year ended 31 March 2025 of $0.07 (31 March 2024: $0.06) per fully paid ordinary share, imputed, paid on 29 January 2025 (2024: 26 January 2024).	**6,248**	5,267
Quarterly dividend for the year ended 31 March 2024: $0.06 per fully paid ordinary share, imputed, paid on 27 March 2024.	**-**	5,285
	18,221	27,090

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

Dividend not recognised at year end
In addition to the above dividends, after year end the directors' recommended payment of the following dividend:

Quarterly dividend for the year ended 31 March 2025 of $0.07 per fully paid ordinary share, imputed, paid on 29 April 2025 .	**6,292**	-
Final dividend of $0.09 (31 March 2024: $0.075) per fully paid ordinary share, imputed, payable on 29 July 2025 (2024: 26 July 2024).	**8,108**	6,627

10.5 Earnings per share

Basic earnings per share
The calculation of basic earnings per share at 31 March was based on the profit attributable to ordinary shareholders and weighted average number of ordinary shares outstanding, as follows:

	2025	2024
Profit for the year ($'000)	**38,587**	32,966
Weighted average number of ordinary shares at 31 March	**88,978,618**	87,423,305
Basic earnings per share (cents per share)	**43.37**	37.71
Weighted number of shares		
Opening balance	**88,353,689**	86,700,247
Shares issued for staff options	**152,346**	211,858
Shares issued for employee share scheme	**41,826**	56,246
Shares issued under DRP	**430,757**	454,954
	88,978,618	87,423,305

Diluted earnings per share
The calculation of diluted earnings per share at 31 March was based on the diluted profit attributable to shareholders and a diluted weighted average number of ordinary shares outstanding as follows:

	2025	2024
	$'000	$'000
Continuing operations	**38,587**	32,966
Add: Long term incentive expense related to options	**8**	55
Profit for the year	**38,595**	33,021
Weighted number of ordinary shares (diluted)		
Weighted average number of shares (basic)	**88,978,618**	87,423,305
Effect of the exercise of options	**115,573**	376,944
Weighted average number of shares (diluted)	**89,094,191**	87,800,249
Diluted earnings per share (cents per share)	**43.32**	37.61

11. OTHER DISCLOSURES

11.1 Income tax

	2025	2024
	$'000	$'000
Net operating profit before taxation	**54,274**	49,139
Income tax expense at prevailing rates (NZ: 28%; Aust: 30%)	**(15,253)**	(13,761)
Tax impact of income not subject to tax	**523**	193
Tax impact of expenses not deductible for tax purposes	**(165)**	(2,610)
Under/(Over) provision in prior years	**(792)**	5
Taxation (expense)/benefit	**(15,687)**	(16,173)
Comprising:		
Current	**(15,961)**	(13,909)
Deferred	**544**	(2,626)
Under provision in prior years	**(270)**	362
	(15,687)	(16,173)

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

Deferred taxation
Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset assets against liabilities and when the deferred income taxes relate to the same fiscal authority. The movement on the deferred tax account is as follows:

	2025 $'000	2024 $'000
Opening balance	**15,037**	12,412
Translation difference	**-**	(1)
Charge to profit or loss	**(544)**	2,626
Closing balance	**14,493**	15,037
The charge to profit or loss is attributable to the following items:		
Corporate relationships	**(146)**	(146)
Loan impairment provision	**95**	(237)
Insurance deductible reserves	**30**	122
Property, plant and equipment	**(189)**	3,171
Lease liability	**785**	614
Right of use asset	**(559)**	(424)
Provisions and accruals	**(560)**	(474)
	(544)	2,626
Deferred tax (assets)/liabilities to be recovered after more than 12 months	**18,223**	18,067
Deferred tax (assets)/liabilities to be recovered within 12 months	**(3,730)**	(3,030)
Closing balance	**14,493**	15,037

The deferred tax asset/liabilities have been recognised at 28%, the tax rate at which it is expected to reverse.

	2025 $'000	2024 $'000
Deferred tax relates to the following:		
Deferred tax assets:		
Loan impairment provision	**3,153**	3,245
Lease liability	**6,194**	6,979
Provisions and accruals	**3,882**	3,294
Insurance reserves	**211**	241
Total deferred tax asset	**13,440**	13,759
Deferred tax liabilities:		
Brand	**18,788**	18,788
Corporate relationships	**399**	545
Right of use asset	**5,242**	5,800
Deferred expenses and accruals	**3,504**	3,663
	27,933	28,796
Net deferred tax liabilities	**14,493**	15,037

Deferred tax assets are recognised for deductible temporary differences as Management considers that it is probable that future taxable profits will be available to utilise those temporary differences.

Imputation credit memorandum account

	2025 $'000	2024 $'000
Opening balance	**33,866**	32,978
Income tax payments/(refunds received)	**13,889**	8,209
Imputation credits utilised	**(10,057)**	(7,321)
Closing balance	**37,698**	33,866

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

11.2 CASH AND CASH EQUIVALENTS

	2025 $'000	2024 $'000
Autosure Insurance Limited	**1,382**	2,060
Turners Marque Warehouse Trust 1	**4,968**	3,020
Turners Marque ABS 2023-1 Trust	**2,940**	3,704
Other	**12,625**	8,581
Total New Zealand dollars	**21,915**	17,365
Australian dollars	**124**	158
	22,039	17,523

Autosure Insurance, the Trust and the 2023-1 Trust's cash and cash equivalents may not all be available to the Group.

11.3 FINANCIAL ASSETS THROUGH PROFIT AND LOSS

	2025 $'000	2024 $'000
Insurance:		
Investments in unitised funds	**7,281**	7,508
Term deposits	**71,875**	61,975
Other:		
Deposits	**307**	75
Total	**79,463**	69,558
Investments in unitised funds comprise:		
New Zealand and overseas equities	**2,653**	3,067
Fixed Interest securities	**2,640**	1,679
Cash - deposits	**305**	1,083
New Zealand and overseas property securities	**1,683**	1,679
Total	**7,281**	7,508
Investments with external investment managers		
ANZ New Zealand Investments Limited - Unitised Funds	**7,281**	7,508

The carrying amounts of the financial assets fair value through profit or loss are denominated in NZD.

All term deposits held in the insurance business may not be available for use by the wider Group. Investments in unitised funds, disclosed in financial assets through profit or loss, underwrite the Life investment policies and are not available for use by the wider Group.

Interest rate and currency risk
A summarised analysis of the sensitivity of financial assets at fair value through profit or loss, excluding investments in unitised funds (as market risk on unitised funds is transferred to the policy holder), to interest rate risk and currency risk can be found in note 12.3.

Credit risk
The maximum exposure to credit risk from financial assets at fair value through profit or loss at reporting date, excluding investments in unitised funds, is the carrying value. The financial assets in this category, excluding equity investments, are invested in term deposits with banks. For Life investment linked contracts (investment in unitised funds) the investments credit risk is borne by the policy holder, there is no significant credit risk assumed by the Group.

Refer to note 12 for more information on the risk management policies of the Group.

11.4 TRADE RECEIVABLES

	2025 $'000	2024 $'000
Performing	**7,042**	6,567
Doubtful	**893**	1,156
In default	**-**	16
	7,935	7,739
Impairment provision	**(402)**	(462)
Net trade receivables	**7,533**	7,277

Trade receivables are a current asset, with terms of trade usually 30 days or less.

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

Impaired receivables
If a trade receivable falls overdue and the Group is unable to enter into an arrangement to recover the amount owed, then the receivable is classified as impaired.

	2025	2024
	$'000	$'000
The age of doubtful trade receivables is as follows:		
Past due up to 30 days	**680**	895
Past due 30 – 60 days	**121**	174
Past due 60 – 90 days	**84**	29
Past due 90+ days	**8**	58
	893	1,156
Movement in the impairment provision:		
Opening balance	**462**	409
Impairment charge/(release) included in other operating expenses	**(14)**	56
Amounts written off	**(46)**	(3)
	402	462

The Group recognises lifetime expected credit loss for trade receivables. The expected credit loss rate is 5.0% (2024: 6.0%). Amounts charged to the impairment provision are generally written off when there is no expectation of recovering additional cash.

The carrying amounts of the Group's trade receivables are denominated in the following currencies:

	2025	2024
Australian dollars	**519**	453
New Zealand dollars	**7,014**	6,824
	7,533	7,277

Currency risk
A summarised analysis of the sensitivity of financial assets included in trade receivables to currency risk can be found in note 12.3.

Fair value and credit risk
Due to the short-term nature of trade receivables, their carrying value is assumed to approximate their fair value. The maximum exposure to credit risk from trade receivables at the reporting date is the carrying amount of trade receivables. Credit risk is concentrated predominantly in New Zealand within the motor trade sector and private household sector; there is no concentration of credit risk on any individual customer.

Refer to note 12 for more information on the risk management policies of the Group.

11.5 INVENTORY

	2025	2024
	$'000	$'000
Motor vehicles	**24,158**	27,161
Less provision for inventory obsolescence	**(1,969)**	(2,110)
	22,189	25,051

Inventory is a current asset.

Movement in provision for inventory obsolescence

	2025	2024
Opening balance	**2,110**	1,669
Movement (included in Cost of goods sold)	**(141)**	441
Closing balance	**1,969**	2,110

11.6 OTHER RECEIVABLES, DEFERRED EXPENSES AND CONTRACT ASSETS

	2025	2024
	$'000	$'000
Other receivables and prepayments	**3,581**	4,305
Insurance contract assets	**2,745**	2,853
Accrued interest	**3,993**	2,882
Contract assets		
- Amount relating to services rendered not yet invoiced	**3,549**	3,535
- Contract fulfilment costs	**115**	207
	13,983	13,782

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	2025	2024
	$'000	$'000
Current	**10,739**	10,318
Non-current	**3,244**	3,464
	13,983	13,782
Carrying amount of financial assets included in other receivables	**11,266**	10,350

Expected credit losses on contract assets and other receivables is 0%.

Fair value and credit risk
The carrying value of these receivables is assumed to approximate their fair value. The maximum exposure to credit risk at the reporting date is the fair value of the financial assets included in other receivables. There is no concentration of credit risk to any individual customer or sector.

Refer to note 12 for more information on the risk management policies of the Group.

11.7 REVERSE ANNUITY MORTGAGES

	2025	2024
	$'000	$'000
Reverse annuity mortgages	**1,668**	2,728
Provision for impairment	**(239)**	(239)
	1,429	2,489
Current	**-**	-
Non-current	**1,429**	2,489
	1,429	2,489
Movement in provisions for impairment		
Opening balance	**239**	182
Impairment charge/(release) through profit or loss	**-**	57
Closing balance	**239**	239

Interest rate
A summarised analysis of the sensitivity of reverse annuity mortgages to interest rate risk is in note 12.3.2.

The Group's reverse mortgage annuities are all denominated in NZD.

Fair value and credit risk

	Carrying amount **2025** **$'000**	Fair value **2025** **$'000**	Carrying amount 2024 $'000	Fair value 2024 $'000
Reverse annuity mortgages	**1,429**	**1,699**	2,489	2,835

The fair value of reverse annuity mortgages is estimated using a discounted cash flow model based on a current market interest rate for similar products after making allowances for impairment.

The maximum exposure to credit risk is represented by the carrying amount of reverse annuity mortgages which is net of any provision for impairment. The reported credit risk exposure does not consider the fair value of any collateral, in event of the counterparties failing to meet their contractual obligation. All reverse annuity mortgages are secured by residential property in New Zealand.

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for the year ended 31 March 2025

11.8 INVESTMENT IN ASSOCIATE

On 6 September 2024, the Group acquired a 50% interest in My Auto Shop, a vehicle repair booking platform with an in-house mobile repair offering, incorporated and operating in New Zealand.

Carrying amount of investment in associate:

	2025	2024
	$'000	$'000
Goodwill	3,350	-
Loss from continuing operations	(192)	-
	3,158	-
Revenue	891	-
Profit for the period	(384)	-
Group's share of comprehensive loss (50%)	(192)	-

11.9 OTHER PAYABLES

	2025	2024
	$'000	$'000
Accounts payable	**25,246**	20,963
Employee entitlements (short term)	**5,944**	4,674
Employee entitlements (long term)	**469**	1,459
Other payables and accruals	**24,342**	21,256
	56,001	48,352
Carrying value of financial liabilities in other payables	**31,367**	31,443

The carrying amounts of the Group's financial liabilities in other payables are denominated in the following currencies:

Japanese Yen	**18**	116
Australian dollars	**47**	81
New Zealand dollars	**31,302**	39,660
	31,367	31,443

Currency risk
A summarised analysis of the sensitivity of financial liabilities included in other payables to currency risk are in note 12.3.3.

Fair value
Due to the short-term nature of the financial liabilities in other payables, their carrying value is assumed to approximate their fair value.

11.10 CONTRACT LIABILITIES

	2025	2024
	$'000	$'000
Unredeemed debt and PPSR voucher liability	**517**	1,036
Motor vehicle insurance rebate liability	**450**	261
	967	1,297
Movement in contract liabilities		
Unredeemed debt and PPSR voucher liability		
Opening balance	**1,036**	1,339
Charge/(release) to profit or loss	**(519)**	(303)
	517	1,036
	$'000	$'000
Motor vehicle insurance rebate liability		
Opening balance	**261**	223
Additions	**189**	38
	450	261

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for the year ended 31 March 2025

11.11 INVESTMENT IN SUBSIDIARIES

		Ownership Interest Held 2025	2024
Subsidiary			
Carly NZ Limited	Vehicle subscription services	**100%**	100%
Autosure Insurance Limited (formerly DPL Insurance Limited)	Insurance	**100%**	100%
EC Credit Control (Aust) Pty Limited	Collection services	**100%**	100%
EC Credit Control (NZ) Limited	Collection services	**100%**	100%
Estate Management Services Limited	Collection services	**100%**	100%
Oxford Finance Limited	Finance	**100%**	100%
Payment Management Services Limited	Collection services	**100%**	100%
Turners Finance Limited	Finance	**100%**	100%
Turners Fleet Limited	Vehicle and commercial goods trade	**100%**	100%
Turners Group NZ Limited	Auctions	**100%**	100%
Turners Property Holdings Limited	Property	**100%**	100%
Turners Staff Share Plan Trustees Limited	Trustee	**100%**	100%

All subsidiaries have a balance date of 31 March and, all subsidiaries are incorporated in New Zealand, except for EC Credit Control (Aust) Pty Limited which is incorporated in Australia.

The Group securitises finance receivables through The Turners Marque Warehouse Trust 1 and the Turners Marque ABS 2023-1 Trust (the Trusts). The Group has power over the Trust, exposure or rights to variable returns from its involvement with the Trusts and the ability to affect the amount of the Group's returns from the Trusts. Consequently, the Group controls the Trusts and has consolidated the Trusts into the Group financial statements.

11.12 TRANSACTIONS WITH RELATED PARTIES
Major shareholders, directors and closely related persons to them are considered related parties of the Group.

Key management personnel compensation
The key management personnel are all the Directors of the Company and the Leadership team. Compensation paid to the Leadership team in the years ended 31 March 2025 and 31 March 2024 was as follows:

	Short term benefits $'000	Long term benefits $'000	Share based payments $'000	Total $'000
Year ended 31 March 2025	4,306	129	1,813	6,248
Year ended 31 March 2024	3,780	113	498	4,391

Key management personnel that resigned during the year received no termination benefits and were paid only contractual employment obligations. Key management do not have any post-employment entitlements.

Directors that resigned during the year did not receive any termination benefits and directors do not have any post-employment entitlements.

The Group has no transactions or loans with key management personnel, other than what is reported above and detailed in the general disclosure section on pages 77 to 78. Directors' fees are detailed in note 3 and in the shareholder and statutory information section. The details of the director's share purchases are in the statutory and shareholder information section.

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

11.13 CASH FLOW RECONCILIATIONS

Reconciliation of net surplus with cash flows from operating activities	**2025**	2024
	$'000	$'000
Profit for the year	**38,587**	32,966
Adjustment for non-cash and other items		
Impairment charge on finance receivables, reverse annuity mortgages and other receivables	4,649	**4,627**
Net loss/(profit) on sale fixed assets	(539)	**(204)**
Depreciation and amortisation	11,651	**11,968**
Capitalised reverse annuity mortgage interest	(177)	**(291)**
Deferred revenues	2,522	**713**
Fair value adjustments on assets/liabilities at fair value through profit and loss	(200)	**(573)**
Net annuity and premium change to policyholders' accounts	28	**394**
Non-cash adjustments to finance receivables effective interest rates	(46)	**-**
Deferred expenses	(2,288)	**765**
Adjustment for movements in working capital		
Net (increase)/decrease receivables and pre-payments	**(767)**	(1,870)
Net decrease in inventories	**2,863**	389
Net decrease in investment in associate	**192**	
Net (decrease)/increase in payables	**5,842**	(7,033)
Net decrease in contract liabilities	**(1,008)**	(265)
Net increase in finance receivables	**(20,062)**	(11,117)
Net decrease in reverse annuity mortgages	**1,237**	673
Net (increase)/decrease of insurance assets at fair value through profit or loss	**(9,737)**	(2,293)
Net withdrawals from life investment contracts	**(21)**	(92)
Net increase/(decrease) in deferred tax liability	**(669)**	2,327
Net (decrease)/ increase in tax payable	**1,903**	(1,413)
Cash flows from operating activities	**33,960**	29,671

Reconciliation of cash flows arising from financing activities
The table below details changes in the Group's cash flows arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	Borrowings	Lease liabilities
	$'000	$'000
Balance as at 31 March 2023	412,035	27,120
Changes from financing cash flows	13,283	-
Other changes		
Netted off finance receivables		
Interest paid	(25,954)	(1,483)
Interest expense (excl. accrued interest)	25,954	1,483
Non-cash lease movements		(2,196)
	-	(2,196)
Balance at 31 March 2024	425,318	24,924
Changes from financing cash flows	**20,741**	
Other changes		
Interest paid	**(25,058)**	(1,451)
Interest expense (excl. accrued interest)	**25,058**	**1,451**
Non-cash lease movements	**-**	**(2,804)**
	-	**(2,804)**
Balance at 31 March 2025	**446,059**	**22,120**

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

12. RISK MANAGEMENT

The Group, through its operations, is exposed to financial risks, specifically credit risk, liquidity risk and market risk and non-financial risk, insurance risk. The Group's exposure to these risks arises from the use of financial instruments. This note describes the Group's objectives, policies and processes for managing the risks.

The carrying value of financial instruments by category and insurance assets and liabilities are as follows:

	2025	2024
	$'000	$'000
Financial assets		
Financial assets at fair value through profit or loss		
Cash and cash equivalents	**22,039**	17,523
Financial assets at fair value through profit or loss	**79,463**	69,558
Amortised cost		
Trade receivables	**7,533**	7,277
Finance receivables	**447,218**	430,299
Other receivables and deferred expenses	**11,266**	10,350
Reverse annuity mortgages	**1,429**	2,489
Financial assets at fair value through OCI		
Derivative financial instruments	**-**	1,774
Financial assets at fair value through OCI	**1,000**	157
	569,948	539,427
Insurance assets		
Insurance contract assets	**837**	**903**
Financial liabilities		
Financial liabilities at fair value through profit or loss		
Life investment contract liabilities	**7,062**	7,188
Amortised cost		
Other payables	**31,367**	31,443
Borrowings	**446,059**	425,318
Lease liabilities	**22,120**	24,924
Derivative financial instruments		
Financial liabilities at fair value through OCI	**3,673**	-
	510,281	488,873
Insurance liabilities		
Insurance contract liabilities	**5,255**	5,526

12.1 Credit risk

Credit risk is the risk that a borrower or counterparty will fail to meet its obligations according to the agreed terms. The following Group assets are subject to credit risk: cash and cash equivalents, financial assets at fair value through profit or loss (excluding equities held in unitised funds), trade receivables, derivative financial instruments, finance receivables, reverse annuity mortgages, and other receivables.

Cash and cash equivalents, financial assets at fair value through profit or loss and derivative financial instruments
To limit exposure to credit risk these assets are placed with registered banks.

Trade receivables
To manage credit risk on trade receivables management assigns risk limits to customers. These limits are based on an assessment of the creditworthiness of the customers, by conducting credit checks, analysing their financial position, past payment history and other factors. The risk limits and outstanding trade receivables are regularly monitored by management. Sales to public customers are settled in cash, bank transfer or using major credit cards, mitigating credit risk.

Financial receivables
All loan applications are assessed and approved in accordance with the Group's lending policies that are approved by the Board. The Board has a Lending and Credit Committee to assist the Board in fulfilling its responsibility by providing oversight of the credit risk management of finance receivables, including reviewing credit policies and recommending portfolio limits to the Board.

The lending policies cover the credit evaluation processes and approval limits to be followed when considering a loan. The evaluation process assesses the creditworthiness of borrowers by considering several factors including an approved credit reporting agency's credit check, past performance, ability to repay, amount of money to be borrowed against the security, acceptability of the security, and the creditworthiness of any guarantor/co-borrower.

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The Group has a risk grade framework for the ongoing assessment of the credit risk of finance receivables. The framework helps to categorise receivables based on the likelihood of default and the effectiveness of risk mitigants such as collateral, guarantees, or other forms of credit enhancement. The current risk grading framework consists of four grades:

- performing – the counterparty has a low risk of default and does not have any past due amounts greater than 30 days;
- doubtful – amount is > 30 days past due or there has been a significant increase in credit risk since initial recognition;
- in default - amount is > 90 days past due or evidence indicating the asset is credit impaired; and
- write-off – there is evidence indicating the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery.

For finance receivables secured by collateral, estimates of the value of collateral are assessed at the time of borrowing, and are not updated unless the receivable is being assessed for specific impairment. The allowance for impairment includes the Group's estimate of the value of collateral held.

Life investment linked contacts
The credit risk is borne by the policy holder and there is no significant risk assumed by the Group.

12.2 Liquidity risk
Liquidity risk is the risk that the Group will not be able to meet its obligations associated with financial liabilities as they fall due.

The Group endeavors to maintain sufficient funds to meet its commitments based on forecasted cash flow requirements. Due to the dynamic nature of the underlying businesses, flexibility is maintained by having diverse funding sources and adequate committed credit facilities. Management has internal control processes and contingency plans to actively manage the lending and borrowing portfolios to ensure the net exposure to liquidity risk is minimised. As part of the Group’s liquidity management processes, the exposure is reviewed on an on-going basis from daily procedures to monthly reporting.

The liquidity risk for cash flows payable on the life investment contracts liabilities that are unit linked contracts are managed by holding a pool of readily tradeable investment assets (included in financial assets at fair value through profit or loss). The liability and supporting assets have been excluded from the maturity analysis below because there is no contractual or expected maturity date for the life investment contracts and the readily tradable investment assets offset any liquidity risk. The liquidity risk on other insurance cash flows is managed by holding designated percentages of insurance reserves in liquid assets such as cash and cash equivalents.

The table below analyses the Group’s financial liabilities and net settled derivative financial instruments into relevant maturity groupings based on the remaining period at reporting date to contractual maturity date. The amounts disclosed in the tables are the contractual and the expected undiscounted cash flows. Contractual and expected amounts agree, except for borrowing where expected maturity is the facility maturity date.

	0-6 months	7-12 months	13-24 months	25-60 months	60+ months	Total
	$’000	$’000	$’000	$’000	$’000	$’000
2025						
Contractual undiscounted cash flows:						
Other payables	**31,367**	**-**	**-**	**-**	**-**	**31,367**
Borrowings	**21,068**	**18,850**	**434,451**	**-**	**-**	**474,369**
Lease liabilities	**3,851**	**3,106**	**5,762**	**9,960**	**3,150**	**25,829**
	56,286	**21,956**	**440,213**	**9,960**	**3,150**	**531,565**
Expected undiscounted cash flows:						
Other payables	**31,367**	**-**	**-**	**-**	**-**	**31,367**
Borrowings	**31,891**	**11,152**	**22,305**	**66,915**	**535,995**	**668,258**
Lease liabilities	**3,851**	**3,106**	**5,762**	**9,960**	**3,150**	**25,829**
	67,109	**14,258**	**28,067**	**76,875**	**539,145**	**725,454**
2024						
Contractual undiscounted cash flows:						
Other payables	31,443	-	-	-	-	31,443
Borrowings	48,180	25,671	290,169	101,608	-	465,628
Lease liabilities	3,923	3,827	5,847	9,920	5,126	28,643
	83,546	29,498	296,016	111,528	5,126	525,714
Expected undiscounted cash flows:						
Other payables	31,443	-	-	-	-	31,443
Borrowings	49,685	27,356	48,324	74,453	477,799	677,617
Lease liabilities	3,923	3,827	5,847	9,920	5,126	28,643
	85,051	31,183	54,171	84,373	482,925	737,703

12.3 Market Risk
Market risk is the risk that changes in market prices, such as interest rates, foreign exchange rates and equity prices, will affect the Group's income or the value of its holdings of financial instruments.

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

12.3.1 Life investment liabilities
The market risk on life investment liabilities is transferred to the policy holder. The Group earns fees on investment linked policies that are based on the amount of assets invested and it may receive lower fees should markets fall. The asset allocation for investment linked policies is decided by the Policy Holder. Refer to note 11.3 for information on the investments in unitised funds that back the life investment liabilities.

12.3.2 Interest rate risk
Interest rate risk refers to the risk that changes in interest rates will adversely affect the Group's financial position. The Group's exposure to both interest-earning assets and interest-bearing liabilities, can result in fluctuations in interest rates impacting both the income generated from these assets and the cost of servicing theses liabilities. Discount rates are used to determine the Group's life insurance contract assets and liabilities not measured under PAA and changes to these rates can impact the value of the insurance contract assets and liabilities.

Interest rates are managed by assessing the demand for funds, new lending, expected debt repayments and maintaining a portfolio of finance receivables and liabilities, including derivative financial instruments, with a sufficient spread between the Group's lending and borrowing activities. Exposure to interest rates is monitored by the Board of Directors monthly.

The interest rates earned on finance receivables are fixed over the term of the contract. When approving interest rates for individual loan advances, interest rate risk is measured in accordance with the approved lending policy. The Group uses interest rate swap contracts to convert a portion of its variable rate debt to fixed rate debt. No exchange of principal takes place. The notional principal amount of interest rate swaps at 31 March 2025 was $325.6m (2024: $256.9m) and weighted average interest was 4.16% (2024: 3.87%). There was no hedge ineffectiveness recognised in profit or loss during the period (2024: $nil).

The table below summarises the sensitivity of the Group's financial assets and liabilities to interest rate risk.

	Carrying amount	-1% Profit	-1% Equity	+1% Profit	+1% Equity
	$'000	$'000	$'000	$'000	$'000
2025					
Financial Assets					
Cash and cash equivalents	**22,039**	**(220)**	**(158)**	**220**	**158**
Financial assets at fair value through profit or loss	**79,463**	**(795)**	**(572)**	**795**	**572**
Finance receivables	**447,218**	**(4,472)**	**(3,220)**	**4,472**	**3,220**
Derivative financial instruments	**-**				
Reverse annuity mortgages	**1,429**	**(14)**	**(10)**	**14**	**10**
Insurance assets					
Insurance contract assets	**837**	**(31)**	**(22)**	**30**	**22**
Financial Liabilities					
Borrowings	**446,059**	**4,461**	**3,212**	**(4,461)**	**(3,212)**
Derivative financial instruments	**3,673**				
Insurance liabilities					
Insurance contract liabilities	**5,255**	**455**	**328**	**(431)**	**(310)**
Total increase/(decrease)		**(616)**	**(443)**	**639**	**459**
2024					
Cash and cash equivalents	17,523	(175)	(126)	175	126
Financial assets at fair value through profit or loss	69,558	(696)	(501)	696	501
Finance receivables	430,299	(4,303)	(3,098)	4,303	3,098
Derivative financial instruments	1,774	19	(2,568)	(19)	2,511
Reverse annuity mortgages	2,489	(25)	(18)	25	18
Insurance assets					
Insurance contract assets	903	(143)	(103)	135	97
Financial Liabilities					
Borrowings	425,318	4,253	3,062	(4,253)	(3,062)
Insurance liabilities					
Insurance contract liabilities	5,526	445	320	(420)	(303)
Total increase/(decrease)		(625)	(3,032)	642	2,986

12.3.3 Currency risk
Currency risk refers to the potential for financial loss due to fluctuations in exchange rates between different currencies. The Group has exposure to the Australian Dollar ('AUD') through EC Credit Control (Aust) Pty Limited and Japanese Yen ('JPY') from the purchase of motor vehicle inventory.

To ensure the net exposure to EC Credit Control (Aust) Pty Ltd, which has AUD as its functional currency, is kept to an acceptable level, the Group has a comprehensive transfer pricing policy and converts the AUD unredeemed voucher liability into a NZD liability by selling the AUD liability to the New Zealand entity that will be providing the relevant services to settle the liability when the voucher is redeemed.

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The Group limits its exposure to JPY by hedging the anticipated cash flows (mainly purchased inventory) when the commitment is made. All projected purchases qualify as 'highly probable' forecast transactions for hedge accounting purposes.

The table below summarises the Group's financial exposure to currency risk.

in NZD'000	**2025**	2024
Net exposure to AUD	**595**	671
Net exposure to JPY	**18**	116

In NZD'000	-10% Profit	-10% Equity	+10% Profit	+10% Equity
2025				
AUD	**-**	**66**	**-**	**(54)**
JPY	**185**	**133**	**(151)**	**(109)**
2024				
AUD	-	75	-	(61)
JPY	(171)	(123)	204	147

12.4 Insurance risk

Insurance risk is the risk of financial loss in the insurance business due to the uncertainty of future events and claims. The Group manages this risk through various strategies to ensure the Group can meet its obligations to policyholders while maintaining financial stability and profitability.

Life insurance
Life risk management activities involve managing risks concerned with the pricing, acceptance and management of the mortality, and longevity risks accepted from policyholders. These risks are controlled using underwriting procedures and adequate premium rates and policy charges, all of which are approved by the Actuary. Tight controls are also maintained over claims management practices to ensure the correct and timely payment of insurance claims.

Non-life insurance
Non-life risk management activities include prudent underwriting, pricing, and management of risk, together with claims management, reserving and investment management. The objective of these disciplines is to enhance the financial performance of the insurance operations and to ensure sound business practices are in place for underwriting risks and claims management.

Claims
Variations in claim levels will affect reported profit and equity. The impact may be magnified if the variation leads to a change in actuarial assumptions which cannot be absorbed within the present value of planned margins for a group of related products. Insurance risk may arise through the reassessment of the incidence of claims, the trend of future claims and the effect of unforeseen events, such as epidemics. Insurance risk is controlled by ensuring underwriting standards adequately identify potential risk, retaining the right to amend premiums on risk policies where appropriate and purchasing reinsurance. The experience of the Group's life insurance business is reviewed regularly.

The table below illustrates how changes in key assumptions would impact the reported profit and liabilities of the Group:

	Effect on life risk contract assets		Effect on life risk contract liabilities		Effect on future profit	
	2025	2024	**2025**	2024	**2025**	2024
Change in key assumptions ($'000)	**$'000**	$'000	**$'000**	$'000	**$'000**	$'000
Increase in expenses of 10%	**-**	-	**43**	13	**43**	(13)
Decrease in expenses of 10%	**-**	-	**(43)**	(13)	**(43)**	13
Increase in mortality by 10%	**6**	(5)	**16**	(27)	**10**	22
Decrease in mortality by 10%	**(6)**	5	**(16)**	27	**(10)**	(22)
Increase in cancellation rates by 10%	**7**	(12)	**4**	(25)	**3**	13
Decrease in cancellation rates by 10%	**(7)**	12	**(4)**	25	**(3)**	(13)

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12.5 Assets and liabilities carried at fair value

The fair value of assets and liabilities carried at fair value as well as the methods used to calculate fair value are summarised in the table below.

Level 1 the fair value is calculated using quoted prices in active markets.
Level 2 the fair value is estimated using inputs other than quoted prices in level 1 that are observable for the assets or liabilities, either directly (as prices) or indirectly (derived from prices).
Level 3 the fair value is estimated using inputs for the asset or liability that are not based on observable market data.

	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total $'000
2025				
Fair value assets:				
Financial assets at fair value through profit or loss - insurance	**-**	**7,281**	**-**	**7,281**
Financial assets at fair value through profit or loss - term deposits	**72,182**	**-**	**-**	**72,182**
	72,182	**7,281**	**-**	**79,463**
Fair value liabilities:				
Derivative financial instruments	**-**	**3,673**	**-**	**3,673**

	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total $'000
2024				
Fair value assets:				
Financial assets at fair value through profit or loss - insurance	-	7,508	-	7,508
Financial assets at fair value through profit or loss - term deposits	61,975	-	-	61,975
Investment property	-	-	-	-
Derivative financial instruments	-	1,774	-	1,774
	61,975	9,282	-	71,257

Fair value - insurance

The financial assets in this category back life investment contract liabilities and are investments in managed funds. The fair value of the investments in the managed funds are determined by reference to published exit prices, being the redemption price based on the market price quoted by the fund manager, ANZ New Zealand Investments Limited (refer note 12.3.1).

Fair value - term deposits and fixed interest securities

Term deposits are recognised at fair value based on the interest rate set at inception of the term deposit (refer note 12.3.2).

These financial assets are exposed to interest rate risk as disclosed above.

Derivative financial instruments

The fair value of forward exchange contracts is determined using forward exchange rates at balance date, with the resulting value discounted to present value. The fair value of interest rate swaps is calculated as the present value of estimated future cash flows based on observable yield curves.

During the year there were no movements of fair value assets or liabilities between levels of the fair value hierarchy.

13. COMMITMENTS AND CONTINGENT LIABILITIES

Capital Expenditure:

At the reporting date the Group had commitments for $10,819.000 for the purchase of one site and development of four sites (2024: $15,547,000 for the purchase of two sites).

Future Lease Commitments:

The Group has 1 lease commitments commencing after the balance date (2024: 2 lease commitments).

The Group has no other material commitments or contingent liabilities at the reporting date.

14. EVENTS SUBSEQUENT TO REPORTING DATE

The Group had no reportable events subsequent to reporting date (2024: no reportable events) other than those disclosed elsewhere in the Group financial statements such as dividends.

GENERAL DISCLOSURES

BOARD OF DIRECTORS

Grant Baker
Turners' directorships – Turners Group NZ Limited, EC Credit Control (NZ) Limited, Turners Property Holding Limited, Turners Staff Share Plan Trustees Limited. *Trustee* – Turners Employees Share Scheme Trust, Turners Exempt Employee Share Scheme Trust.
Other directorships - Baker Consultants Limited, King Honey Limited, Liam Lawson Management Limited, Liam Lawson Supporters GP Limited, Liam Lawson Supporters GP Number 2 Limited, Me Today Limited, Montezemolo Holdings Limited, MTL Securities Limited, Stoneleigh Forestry Limited, The Good Brand Company Limited, The Home Bakery Limited, Velocity Capital GP Limited.

Matthew Harrison
Turners' directorships – Turners Group NZ Limited, Oxford Finance Limited, EC Credit Control (NZ) Limited, EC Credit (Aust) Pty Limited, Estate Management Services Limited, Payment Management Services Limited, Turners Property Holding Limited, Turners Staff Share Plan Trustees Limited. *Trustee* – Turners Employees Share Scheme Trust, Turners Exempt Employee Share Scheme Trust.
Other directorships - Farne Investments Limited, Harrigens Investments Limited, Harrigens Trustees Limited, HD Property Company Limited, HDK Property Company Limited, JHFT Trustees Limited, MJH Consultants Limited, Northco Housing Group Limited, Tom Bewley Motorsport Partners Limited.

Alistair Petrie
Turners' directorships – Oxford Finance Limited.
Other directorships - Bartel Holdings Limited, Darling Group Holdings Limited, Jellicoe Enterprises Limited, Puketapu Properties Limited, Smiling Cabbage Limited. Officer - Horticulture New Zealand Incoporated. Advisor - PSG Holdings Limited.

John Roberts
Turners' directorships – Oxford Finance Limited, Autosure Insurance Limited.
Other directorships - Apollo Foods Limited, Centrix Group Limited, Global Strategic Services Limited

Lauren Quaintance
Turners' directorships – Autosure Insurance Limited.
Other directorships - Crusaders (GP) Limited, ChristchurchNZ Holdings Limited, ChristchurchNZ Limited.

Antony Vriens
Turners' directorships – Autosure Insurance Limited.
Other directorships - Gut Cancer Foundation Limited, Me Today Limited, P.I.C Insurance Brokers Limited, Stockade Premium Funding Limited.

Specific disclosure of interest
Mr Baker has disclosed a potential conflict of interest in relationship to sponsorship arrangements between Turners and Liam Lawson Management Limited, due to his directorship of that company.

Directors' shareholdings as at 31 March 2025

	Shares
Grant Baker	6,000,000
Matthew Harrison	4,972,294
Alistair Petrie★	11,842,735
John Roberts	108,790
Antony Vriens	7,300

★ Mr Petrie controls 11,802,724 shares held by Bartel Holdings Limited in a trustee capacity (so does not have beneficial ownership of those shares) and 40,011 shares as beneficial owner.

Directors' share dealings

	Date of transaction	**Shares (disposed)/acquired**	**Consideration (received)/ paid $**	**Nature of relevant interest**
Alistair Petrie	24/07/2024	100,000	439,670	Note 1
John Roberts	26/07/2024	1,748	7,377	Registered holder and beneficial owner
Alistair Petrie	26/07/2024	185,691	783,616	Note 1
Antony Vriens	6/08/2024	(7,500)	(32,400)	Registered holder and beneficial owner
John Roberts	30/10/2024	1,351	5,998	Registered holder and beneficial owner
Alistair Petrie	30/10/2024	144,784	642,841	Note 1
Alistair Petrie	29/01/2025	144,375	759,407	Note 1

Notes:
1. Controller of shares held by Bartel Holdings Limited. Alistair Petrie is the legal owner of 100% of the shares in Bartel Holdings Limited.

GENERAL DISCLOSURES

SHAREHOLDER INFORMATIOM

Top 20 ordinary shareholders as at 31 May 2025

Rank	Holder's Name	Shares	% of issued capital
1	Bartel Holdings Limited	11,866,022	13.16
2	Custodial Services Limited <A/C 4>	7,127,146	7.91
3	Montezemolo Holdings Limited	6,000,000	6.66
4	Harrigens Trustees Limited	4,972,294	5.52
5	New Zealand Depository Nominee Limited <A/C 1 Cash Account>	3,176,990	3.52
6	BNP Paribas Nominees (NZ) Limited - NZCSD <BPSS40>	2,488,112	2.76
7	Stephen John Sinclair & Jacqueline Margaret Sinclair & Roger Frederick Wallis <The Sinclair Investment A/C>	2,021,461	2.24
8	HSBC Nominees (New Zealand) Limited - NZCSD <HKBN90>	1,963,107	2.18
9	Forsyth Barr Custodians Limited <1-CUSTODY>	1,893,768	2.10
10	FNZ Custodians Limited	1,797,354	1.99
11	Citibank Nominees (New Zealand) Limited - NZCSD <CNOM90>	1,555,357	1.73
12	Glenn Arthur Duncraft	1,269,565	1.41
13	Todd William Hunter & Elizabeth Hunter & Graham Rodney Leaming <Stanmore A/C>	1,232,049	1.37
14	John Jeffers Harrison & Hawke's Bay Legal Trustees (Harrison Trusts) Limited <John Harrison Family A/C>	1,203,782	1.34
15	Accident Compensation Corporation - NZCSD <ACCI40>	1,046,964	1.16
16	TEA Custodians Limited Client Property Trust Account - NZCSD <TEAC40>	967,132	1.07
17	JBWere (NZ) Nominees Limited <NZ Resident A/C>	943,825	1.05
18	MMC - Queen Street Nominees Ltd ACF Salt Funds Management <Salt Funds Management>	824,995	0.92
19	Citicorp Nominees Pty Limited	716,879	0.80
20	PT (Booster Investments) Nominees Limited	708,237	0.79

Spread of ordinary shareholders as at 31 May 2025

Range	Total holders	Shares	% of issued capital
0 – 999	1,594	697,375	0.77
1,000 – 1,999	753	1,013,238	1.13
2,000 – 4,999	893	2,720,941	3.02
5,000 – 9,999	488	3,220,714	3.57
10,000 – 49,999	637	12,539,384	13.91
50,000 – 99,999	75	4,863,907	5.40
100,000 – 499,999	46	8,939,050	9.92
500,000 – 999,999	9	6,528,231	7.24
1,000,000 plus	15	49,613,973	55.04
Total	4,510	90,136,813	100.00

Domicile of ordinary shareholders as at 31 May 2025

	Number of shareholders	% of shareholders	Number of shares	% of issued capital
New Zealand	4,312	95.61	84,652,545	93.91
Australia	110	2.44	5,072,264	5.63
Other	88	1.95	412,004	0.46
Total	4,510	100.00	90,136,813	100.00

Substantial product holders

The following information is given under section 293 of the Financial Markets Conduct Act 2013. As at 31 March 2025, details of the Substantial Product Holders in the company and their relevant interests in the company's shares are as follows:

Substantial product holder	Holding as at 31 March 2025	% of issued capital
Bartel Holdings Limited	11,802,724	13.13
Montezemolo Holdings Limited	6,000,000	6.67
Harrigens Trustees Limited	4,972,294	5.53

The total number of quoted voting products of the company on issue at 31 March 2025 was 89,893,783 paid ordinary shares.

CORPORATE GOVERNANCE REPORT

FY25 CORPORATE GOVERNANCE REPORT

Turners' Board of Directors has adopted a corporate governance framework which encourages the highest standards of ethical conduct and provides accountability and control systems commensurate with the risks involved.

The framework has been guided by the principles and recommendations set out in the NZX Corporate Governance Code (31 January 2025) (NZX Code) and the requirements set out in the NZX Listing Rules. The Board considers that this framework and governance practices for the year ended 31 March 2025 are generally in line with the NZX Code, except as stated below:

- Recommendation 2.5: An issuer should have a written diversity policy which includes requirements for the Board or relevant committee of the Board to set measurable objectives for achieving diversity. Turners has a diversity policy which encourages a culture of diversity and inclusiveness at Turners. While no measurable objectives are in place, the Board requires management to provide regular reporting and monitoring on diversity within the Turners workforce. The Board also uses tools such as the quarterly staff engagement survey to measure diversity and how the business is recognising, valuing and respecting differences to establish benchmark measures and progress.
- Recommendation 2.8: A majority of the Board should be independent Directors. For the FY25 year, the Board consisted of three independent and three non-independent, non-executive Directors. The non-executive Directors are not involved in the day-to-day operations of Turners and do not have significant influence over operational decisions. At the current time, there are an equal number of independent and non-independent directors. Turners remains in compliance with the NZX Listing Rules regarding Board composition, in that there are at least two independent directors.
- Recommendation 2.9: An issuer should have an independent chair of the Board. The chair of the Board is Grant Baker, who has been deemed to be a non-independent Director due to his 6.66% shareholding in Turners. This is the only reason the Board considers Grant to be non-independent, having considered a range of other factors including tenure and related party relationships. As such, his interests are directly aligned with all shareholder interests. The Chair is not the Chief Executive Officer (CEO) of Turners, is not involved in the day to day running of the business and does not have significant influence over operational decisions.
- Recommendation 3.3 and 3.4: An issuer should have a remuneration committee and a nomination committee. Due to the size of the Turners' Board, these matters are dealt with by the full Board.

Turners will continue to monitor best practice in the governance area and update its policies to ensure it maintains the most appropriate standards.

The information in this report is current as at 24 June 2025 and has been approved by the Board of Turners.

The Turners Corporate Governance Code and other key policies are available on the Turners Automotive Group Limited website: https://www.turnersautogroup.co.nz/corporate-governance/

PRINCIPLE 1 – ETHICAL STANDARDS

Directors should set high standards of ethical behaviour, model this behaviour and hold management accountable for these standards being followed throughout the organisation.

Code of Ethics

The Board recognises that high ethical standards and behaviours are central to good corporate governance, and it is committed to the observance of Turners' Code of Ethics. The Code of Ethics is the framework of standards by which Directors, employees, contractors for personal services and advisers to Turners and its related companies are expected to conduct their professional lives. It was last reviewed by the Board in June 2025

The Code of Ethics is intended to facilitate decisions that are consistent with Turners values, business goals and legal and policy obligations, thereby enhancing performance outcomes, brand value and investor confidence. It covers conflicts of interest, gifts, confidentiality, corporate opportunities, behaviour, proper use of assets and information and compliance with laws and policies. The Board believes that all Directors conformed to the Code of Ethics during the 2025 financial year.

A copy of the Code of Ethics is provided to all new employees at the start of their employment, is available on the internal Group intranet, and on the Turners website. Employees also receive an annual reminder to familiarise themselves with the policy. Ethics training for all employees is included in Turners' Learning Management System. Training must be undertaken by new staff and then once every three years or in any year the Code of Ethics is materially amended. Employees are expected to report any breaches, in line with the processes outlined in the Code of Ethics. Any breach will be dealt with in a consistent and even-handed manner and be reported to the Board. Turners has a Whistle Blower Policy to allow employees to raise the alarm on concerns they may have over serious wrong doings without fear of retribution from their colleagues or employer.

CORPORATE GOVERNANCE REPORT cont.

Turners has a Quoted Financial Product Trading Code of Conduct to mitigate the risk of insider trading in Turners' financial products by employees and Directors. A copy of this is available on Turners' website. Additional trading restrictions apply to Restricted Persons including Directors and certain employees. Details of Directors' share dealings are on page 77 of the 2025 Annual Report.

No donations were made to any political parties in FY25.

PRINCIPLE 2 – BOARD COMPOSITION AND PERFORMANCE

To ensure an effective Board, there should be a balance of independence, skills, knowledge, experience and perspectives.

The Turners' Board is responsible for setting the strategic direction of Turners, overseeing the financial and operational controls of the business, putting in place appropriate risk management strategies and policies and enhancing its value for shareholders in accordance with good corporate governance principles.

Board Charter

In addition to the Turners Corporate Governance Code, the Turners Board also operates under a written charter which sets out:

- the structure of the Board;
- the role and responsibilities of Directors;
- procedures for the nomination, resignation and removal of Directors;
- procedures to ensure that the Board meets regularly, conducts its meetings in an efficient and effective manner; and
- procedures to ensure that each Director is fully empowered to perform his or her duties as a Director of Turners and to fully participate in meetings of the Board.

Day to day management of Turners is undertaken by the executive team under the leadership of the Chief Executive Officer, through a set of delegated authorities which are reviewed annually.

In discharging their duties, Directors have direct access to and may rely on information, financial data and professional or expert advice provided by Turners' senior management and external advisers. Directors have the right, with the approval of the Chair or by resolution of the Board, to seek independent legal or financial advice at the expense of Turners for the proper performance of their duties.

Newly elected Directors are expected to familiarise themselves with their obligations under the constitution, Board Charter, Turners Corporate Governance Code and the NZX Listing Rules. Training is also provided to new and existing Directors where required to enable Directors to understand their obligations.

Nomination and appointment of Directors

The number of elected Directors and the procedure for their retirement and re-election at Annual Shareholder Meetings is set out in Turners' Constitution. Turners considers that the nomination process for new Director appointments is the responsibility of the whole Board, and it does not have a separate nomination committee. The Board takes into consideration tenure, capability, independence, diversity and skills when reviewing Board composition and new appointments.

Directors will retire and may stand for re-election by shareholders every three years, in accordance with the NZX Listing Rules. A Director appointed since the previous annual meeting holds office only until the next annual meeting but is eligible for re-election at that meeting. At the Annual Shareholders' Meeting on 18 September 2024, Antony Vriens and Alistair Petrie were re-elected as Directors.

Written agreements with newly appointed Directors

When a Director is newly appointed, Turners will enter into a written agreement with them setting out the terms of their employment/appointment. Turners has arranged policies of Directors' and officers' liability insurance which, with a Deed of Indemnity entered with all Directors, ensure that generally Directors will incur no monetary loss because of actions undertaken by them as Directors. Certain actions are specifically excluded, for example, the incurring of penalties and fines which may be imposed in respect of breaches of the law.

Board composition and Director information

For the FY25 year, the Board comprised of six Directors - three independent Directors and three non-executive Directors including a non-executive Chair.

- Grant Baker, non-executive Chair: Appointed 10 September 2009.
- Matthew Harrison, non-executive Director: Appointed 12 December 2012.
- Alistair Petrie, non-executive Director: Appointed 24 February 2016.

CORPORATE GOVERNANCE REPORT cont.

- John Roberts, independent Director: Appointed 1 July 2015.
- Antony Vriens, independent Director: Appointed 12 January 2015.
- Lauren Quaintance, independent Director: Appointed 3 April 2023.

Turner's Group Chief Executive Officer, Todd Hunter, was appointed as Managing Director post-period end, on 19 May 2025.

Information on each Director is available on the Turners website https://www.turnersautogroup.co.nz/about/. The table below summarises the current key skills and experience of the Board.

Industry knowledge/experience	Highly skilled	Moderately skilled
Industry & sector knowledge		
- Auto retail	●●●●●●	○
- Finance	●●●●●●	○
- Insurance	●●●●●	○○
- Credit management	●●●●	○○○
Technology/digital	●●●●●	○○
Entrepreneurial growth and transformation	●●●●●●	○
Sales, marketing and brand experience	●●●●●●	○
People, culture and employee relations	●●●●●●	○
Finance and capital markets	●●●●●	○○
Risk management and regulatory	●●●●●	○○
Governance	●●●●●●●	
ESG	●●●	○○○○
Climate	●●●	○○○○

Director independence

For the FY25 year, three of Turners' Board were independent Directors. For a director to be an independent Director, the Board has determined that the relevant Director must not be an executive of Turners and must have no disqualifying relationships. The Board follows the guidelines of the NZX Code. In particular, the Board takes into consideration shareholdings in Turners, tenure and other relationships and assesses whether a director's interest, position, association or relationship might interfere, or might reasonably be seen to interfere, with that Director's capacity to bring an independent judgment to bear on issues before the Board, to act in the best interests of Turners and to represent its shareholders generally. The Board assesses the independence of Directors on their appointment and at least annually thereafter.

The Board has determined, based on information provided by Directors regarding their interests, which has been evaluated against the criteria in the Board Charter, that as at 31 March 2025 and the date of this Annual Report, Grant Baker, Matthew Harrison and Alistair Petrie are not independent directors, owing to their personal or related shareholdings in Turners. The Board feels that these investments further align the Directors' interests with those of shareholders. Arrangements are in place to ensure possible conflicts of interest are mitigated. As at the date of this report, Todd Hunter who serves as an executive director, is also classified as a non-independent director.

At the date of this report, there are three independent and four non-independent directors on the Board. Turners is in compliance with the NZX Listing Rules regarding Board composition, in that there are at least two independent directors.

While the Board is very active, non-executive Directors are not involved in the day to day running of the business and have no influence over operational decisions. Directors are all elected based on the value they bring to the Board and against set criteria detailed in Turners' Corporate Governance Code. The Board believes that the current Directors provide valuable expertise and experience and offer complementary skill sets. The mix of long-standing and newer Directors ensures that continuity of knowledge and organisational memory is balanced with fresh perspectives.

CORPORATE GOVERNANCE REPORT cont.

Director's interests are disclosed on page 77 of the 2025 Annual Report.

The Chair is not the CEO of Turners, is not involved in the day to day running of the business and does not have significant influence over operational decisions.

Board Meetings and Attendance

The Board has 10 scheduled meetings a year. The table below sets out Directors' attendance at Board and Committee meetings during FY25. In total, there were 11 Board meetings; **5** Audit, Risk Management & Sustainability Committee meetings; and **6** Lending and Credit Committee meetings.

	Board	**Audit, Risk Management & Sustainability committee**	**Lending & Credit committee**
Total Number of Meetings Held	**11**	**5**	**6**
Grant Baker	10	-	-
Matthew Harrison	11	-	6
Alistair Petrie	11	5	6
John Roberts	11	5	6
Antony Vriens	11	5	-
Lauren Quaintance	11	-	-

Diversity

Turners believes that diversity of background, experiences, thoughts and ways of working lead to greater creative and innovative solutions which ultimately lead to a superior outcome for its stakeholders socially, economically and environmentally. Diversity in Turners includes (but is not limited to) the following: gender, race, ethnicity and cultural background, thinking, physical capability, age, sexual orientation, and religious or political belief.

Turners' Diversity and Inclusion (D&I) Policy is available on the Turners website. While no measurable objectives are in place, the Board requires management to provide regular reporting and monitoring on diversity within the Turners workforce. The Board also uses tools such as the quarterly staff engagement survey to measure diversity and how the business is recognising, valuing and respecting differences to establish benchmark measures and progress. The regular staff survey includes questions on equality with respondents rating Turners 9.4 out of 10 for D&I.

As part of its ESG goals, Turners is working to promote a diverse and inclusive culture across the business. A Diversity and Inclusion Committee was established in September 2022 and all new hires complete D&I training as part of their onboarding process. In addition, a two-page guide titled *"Reduce Your Bias"* has been introduced to support managers during recruitment. This guide was developed following feedback from the D&I training. The guide addresses the potential influence of unconscious bias throughout the various stages of recruitment; from CV screening and phone interviews to in-person interviews. Managers are reminded to remain aware of these biases and to actively challenge their assumptions. The communication accompanying the guide encourages careful review and application of the information throughout the recruitment process.

Turners conducts an annual gender pay analysis, reviewing any gaps in relation to performance and role relativity, and is satisfied with our remuneration positioning.

As at 31 March 2025, the gender balance of Turners Directors and people was as follows:

	31 March 2025			31 March 2024		
	Female	Male	Gender-diverse	Female	Male	Gender-diverse
Directors	1	5	-	1	6	-
Senior Leadership	5	36	-	7	33	-
Management	53	55	-	48	52	-
Other Employees	260	293	-	274	304	-

CORPORATE GOVERNANCE REPORT cont.

Board Training and Performance

Turners encourages all Directors to undertake appropriate training and education so that they may best perform their duties. This includes attending presentations on changes in governance, legal and regulatory frameworks; attending technical and professional development courses; and attending presentations from industry experts and key advisers. In addition, Directors receive updates on relevant industry and company issues, and briefings from key executives.

The Board regularly considers individual and collective performance, together with the skill sets, training and development and succession planning required to govern the business. A self-evaluation was conducted by the Chair in FY24.

PRINCIPLE 3 – BOARD COMMITTEES

The Board should use committees where this will enhance its effectiveness in key areas, while still retaining Board responsibility.

The Board has constituted two standing Committees being the Audit, Risk Management and Sustainability Committee and the Lending and Credit Committee. Due to the size of the Turners' Board, remuneration and director nomination and appointment matters are dealt with by the full Board.

Committees allow issues requiring detailed consideration to be dealt with separately by members of the Board with specialist knowledge and experience, thereby enhancing the efficiency and effectiveness of the Board. However, the Board retains ultimate responsibility for the functions of its committees and determines their responsibilities.

The Committees meet as required and have terms of reference (Charters), which are approved and reviewed by the Board. Minutes of each Committee meeting is forwarded to all members of the Board, who are all entitled to attend any Committee meeting. Management may only attend committee meetings at the invitation of the Committee. Committee performance is reviewed on a regular basis.

Each Committee is empowered to seek any information it requires from employees in pursuing its duties and to obtain independent legal or other professional advice. The membership and performance of each Committee is reviewed annually. From time to time, special purpose committees may be formed to review and monitor specific projects with senior management.

Audit, Risk Management & Sustainability Committee (ARMS Committee)

The role of the ARMS Committee is to assist the Board in carrying out its responsibilities relating to Turners' risk management and internal control framework, the integrity of its financial reporting, and Turners' internal and external auditing processes and activities. This responsibility includes providing the Board with additional assurance about the quality and reliability of the financial information issued publicly by Turners. All matters required to be addressed and for which the Committee has responsibility were addressed during the reporting period. In addition, the Committee oversees the strategies, activities and performance regarding sustainability, corporate social responsibility and the environment.

The Committee is comprised solely of non-executive Directors of Turners, has three members, has a majority of independent Directors and has at least one Director who is both independent and has an adequate accounting or financial background. The Chair of the committee is not the Chair of the Board and does not have a long-standing association with Turners' external audit firm as a current, or retired, audit partner or senior manager at that firm.

Management and employees may only attend meetings at the invitation of the Committee and the Committee routinely has Committee-only time with the external and internal auditors without management present. The Committee Charter is available on the Group's website.

Members as at 31 March 2025 were John Roberts (Chair), Antony Vriens and Alistair Petrie. Their qualifications and experience can be found on the Turners website https://www.turnersautogroup.co.nz/about/.

Lending and Credit Committee

The Lending and Credit Committee assists the Board in fulfilling its responsibilities by providing oversight of the credit risk management of Oxford Finance, Turners' finance subsidiary, including reviewing internal credit risk policies and recommending portfolio limits for Board approval. It is also responsible for reviewing the quality and performance of the finance business' portfolio. The Lending and Credit Committee is governed by a charter which is available on the Group's website.

The Lending and Credit Committee members as at 31 March 2025 were Matthew Harrison (Chair), Alistair Petrie and John Roberts.

Control Transactions

Turners is prepared in the event of a control transaction. The Board has adopted a written Control Transaction Response Policy (contained within the Turners Corporate Governance Code) to follow if a takeover notice, scheme of arrangement proposal, or other control transaction is imminent. This policy involves Turners potentially forming an independent committee to oversee disclosure and response, and engaging expert legal and financial/strategic advisors to provide advice on procedure. Where no independent committee is formed, the Board will be responsible for all matters relating to the Company's response to the potential transaction.

CORPORATE GOVERNANCE REPORT cont.

PRINCIPLE 4 – REPORTING AND DISCLOSURE

The Board should demand integrity in financial and non-financial reporting, and in the timeliness and balance of corporate disclosures.

Continuous Disclosure Policy

Turners' Directors are committed to keeping investors and the market informed of all material information about Turners and its performance and ensuring compliance with applicable legislation and the NZX Listing Rules. The release of material information is guided by the Reporting and Disclosure section in Turners Corporate Governance Code, and the Turners Continuous Disclosure Policy, which are available to view on Turners' website.

Copies of other key governance documents are also available on Turners' website.

In addition to all information required by law, Turners also seeks to provide sufficiently meaningful financial and non-financial information to ensure stakeholders and investors are well informed.

Reporting

The Board demands integrity in reporting, and in the timeliness and balance of disclosures. Turners seeks to provide clear, concise financial statements and recognises the value of providing shareholders with financial and non-financial information, including information on environmental, social and governance (ESG) matters.

The Board is responsible for ensuring that the financial statements give a true and fair view of the financial position of Turners and have been prepared using appropriate accounting policies, consistently applied and supported by reasonable judgements and estimates, and for ensuring all relevant financial reporting and accounting standards have been followed.

The Board requires that, prior to its approval of financial statements, the CEO and CFO certify that, in their opinion Turners' financial records have been properly maintained and the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of Turners, and that their opinion has been formed on the basis of a sound system of risk management and internal control, which is operating effectively.

Turners has not adopted a formal ESG framework but has instead selected key matters to report on. Turners reported against the mandatory Climate-related disclosures regime for the first time in FY24. The next report will be available on https://www.turnersautogroup.co.nz/climate-related-disclosure/ by 31 July 2025**.** Turners has an ESG Policy in section 14 of Turners' Corporate Governance Code.

Turners is committed to using its resources responsibly and will look for opportunities to reduce any negative environmental risk or impact from business operations, products and services. Turners is committed to providing fair and responsible products and services that includes adherence to the Responsible Lending Code, the Responsible Credit-Related Insurance Code, Insurance (Prudential Supervision) Act 2010 and various other Acts.

The Board encourages diversity and adheres to its Modern-Day Slavery Statement and will not knowingly participate in business situations where Turners could be complicit in human rights and labour standard abuses.

Turners discusses its strategic objectives and its progress against these in the Chair and CEO's commentary in shareholder reports, and at other investor events during the year including investor presentations and the Annual Shareholders' Meeting.

PRINCIPLE 5 – REMUNERATION

The remuneration of Directors and executives should be transparent, fair and reasonable.

The Group has adopted a Remuneration Policy which outlines the Group's approach to remuneration. It ensures that compensation is fair, consistent, competitive, and aligned with the Group's business strategy and values. The policy supports the attraction, retention, and motivation of talented individuals while maintaining financial sustainability. The Remuneration Policy which is reviewed every two years by the People & Culture team, in consultation with the Executive, and is approved by the Board is available on https://www.turnersautogroup.co.nz/corporate-governance/. The Turners Group remuneration framework is designed to strengthen our employee value proposition to attract and retain top talent. It helps the Group understand its current market pay position and guide future remuneration positioning. The framework ensures fair recognition of both high and lower performers within their respective pay bands. It also supports pay decisions by using clear, data-driven insights that are communicated transparently to employees.

Director Remuneration

Executive directors do not receive director fees. Fees for non-executive directors are reviewed regularly in alignment with market trends. Any proposed increase in the director fee pool is subject to shareholder approval as outlined in the Company Constitution. If independent benchmarking data is used to support any proposals it will be disclosed to shareholders in the Notice of Meeting.

CORPORATE GOVERNANCE REPORT cont.

Shareholder approval for an increase in the pool available to pay Directors' fees was last sought in 2023 when the pool limit was set at $920,000.

The Board has determined the following allocation from the current pool:

	Position	Fees per annum
Board of Directors	Chair	$190,000
	Member	$95,000
Autosure Board of Directors	Chair	$40,000
	Member	$20,000
Committees	Chair	$20,000
	Member	$10,000

Remuneration of Directors in the reporting period is tabulated below

	Board	Autosure Board	Audit, Risk Management & Sustainability Committee	Lending and Credit Committee	Total Fees
Grant Baker	$190,000	-	-	-	**$190,000**
Matthew Harrison	$95,000	-	-	$20,000	**$115,000**
Lauren Quaintance	$95,000	$20,000	-	-	**$115,000**
Alistair Petrie	$95,000	-	$10,000	$10,000	**$115,000**
John Roberts	$95,000	$20,000	$20,000	$10,000	**$145,000**
Antony Vriens	$95,000	$40,000	$10,000	-	**$145,000**
Total	**$665,000**	**$80,000**	**$40,000**	**$40,000**	**$825,000**

While there is no formal requirement, most of Turners' Directors either directly or indirectly own shares in Turners. The Directors do not receive any performance or equity-based remuneration. Details of shareholdings are on page 77 of the 2025 Annual Report.

Autosure Insurance is legally required to operate a separate Board because it holds an insurance license with the Reserve Bank of New Zealand. Antony Vriens is the current Chair of the Autosure Insurance Board and is also a non-executive Director of Turners.

Turners does not pay fees upon retirement of Directors.

Executive and Employee Remuneration Policy

The Group has adopted an independent global data-driven platform, to benchmark and evaluate roles within the organisation. This system provides accurate, customised job grades and allows for relevant peer group comparisons. It also delivers real-time insights into both external market competitiveness and internal pay equity. Remuneration includes a competitive base salary along with incentives and bonus opportunities.

Long-term incentives

In 2020, the Board introduced a Share Option Plan for key senior executives. Comprehensive details of the Group's Share Option Plan are available on page 63 of the 2025 Annual Report.

In 2022, the Group launched an Employee Share Scheme (ESS), available to all employees. Under the ESS, employees are offered the opportunity to acquire shares valued at $1,500 for a purchase price of $1,000. These shares are subject to a three-year vesting period. The purchase price may be settled either through an upfront payment of $1,000 or via an interest-free loan, repayable over three years through fortnightly instalments.

Short-term incentives

A short-term bonus scheme rewards key executives and employees based on performance. Executive bonuses are tied to a Board-approved incentive target based on projected profit before tax. Employee bonuses are linked to the achievement of agreed KPIs.

Details of executives' remuneration and entitlements are detailed under Key Management Compensation on page 70 of the 2025 Annual Report.

CORPORATE GOVERNANCE REPORT cont.

During the financial year ended 31 March 2025, the number of employees or former employees of the Group, not being directors of Turners, who received remuneration and other benefits in their capacity as employees, the value of which exceeded $100,000 for the year are as follows:

Remuneration range	2025	2024	Remuneration range	2025	2024
100,000 - 109,999	37	38	280,000 - 289,999	2	1
110,000 - 119,999	35	22	290,000 - 299,999	-	3
120,000 - 129,999	27	34	300,000 - 309,999	1	-
130,000 - 139,999	21	18	310,000 - 319,999	2	-
140,000 - 149,999	11	16	320,000 - 329,999	1	-
150,000 - 159,999	8	9	330,000 - 339,000	1	2
160,000 - 169,999	8	11	340,000 - 349,000	1	-
170,000 - 179,999	7	4	350,000 - 359,999	-	1
180,000 - 189,999	5	7	370,000 – 379,999	-	2
190,000 - 199,999	6	4	490,000 - 499,999	1	-
200,000 - 209,999	2	2	510,000 - 519,999	1	1
210,000 - 219 999	-	2	590,000 - 599,999	1	-
230,000 - 239,999	1	2	800,000 - 809,999	1	-
240,000 - 249,999	3	1	850,000 - 859,999	-	1
250,000 - 259,999	1	-	1,410,000 – 1,419,999	-	1
260,000 – 269,999	-	2	2,790,000 - 2,799,999	1	-

CEO Remuneration

The review and approval of the CEO's remuneration is the responsibility of the Board. The CEO's remuneration comprises a fixed base salary, a variable short-term bonus payable annually and a long-term incentive, being participation in the Group's Share Option Plan. Benefits include KiwiSaver contributions and any direct cash or non-cash benefits.

The CEO's remuneration can be summarised as follows:

				Pay for performance		
	Salary	Benefits	Subtotal	Cash STI	Share LTI	Total remuneration
FY25	888,767	71,407	960,174	390,000[1]	1,446,757[2]	2,796,931
FY24	746,724	66,554	813,278	390,000[3]	207,500[2]	1,410,778

1. *STI for FY25, paid in FY26, 106% of target achieved.*
2. *Taxable value of 125,000 and 375,000 options, with an exercise price of $2.00, exercised in FY24 and FY25 respectively.*
3. *STI for FY24, paid in FY25, 109% of target achieved.*

Short term bonus: A short-term bonus is in place which rewards achievement against an incentive target, based on a dollar value, approved by the Board. The incentive target is based on projected profit before tax. At the minimum achievement level of 95% of the incentive target, 50% of the bonus is paid, increasing to a maximum of 150% at the achievement level of 105% or more.

Long term incentive (Group Share Option Plan): In July 2020, the CEO was granted 1,000,000 options at an exercise price of $2.00 under the Group's Share Option Plan. The grant is split into 4 tranches of 250,000 options with the following vesting dates: 1 June 2021, 1 June 2022, 1 June 2023 and 1 June 2024. Each tranche expires two years after the vesting date. Options are granted at the discretion of the Board and vesting is dependent on being employed by Turners on vesting date.

PRINCIPLE 6 – RISK MANAGEMENT

Directors should have a sound understanding of the material risks faced by the issuer and how to manage them. The Board should regularly verify that the issuer has appropriate processes that identify and manage potential and material risks.

Risk management framework

Turners is committed to proactively and consistently managing risk. While this is the responsibility of the entire Board, the ARMS Committee assists the Board and provides additional oversight in regard to the risk management framework and monitoring compliance with that framework.

The Board's approach to risk management is incorporated in the ARMS Committee Charter which is available on the Group's website. The Charter ensures that opportunities are pursued in an informed way and aligned with the Board's appetite for risk.

The Board delegates day to day management of the risk to the CEO. The executive team and senior management are required to regularly identify the major risks affecting the business and develop structures, practices and processes to manage and monitor these risks. Key

CORPORATE GOVERNANCE REPORT cont.

risks and challenges, identified by the executive team and management, are included in the CEO's monthly board report. Ultimately, the responsibility for risk management and internal controls lies with the Board.

Key financial risks are set out on pages 72 to 76 of the 2025 Annual Report. More information on Climate related risks is included in Turners' Climate Related Disclosures. The FY25 report will published at https://www.turnersautogroup.co.nz/climate-related-disclosure/ by 31 July 2025.

Turners maintains insurance policies that it considers adequate to meet its insurable risks.

Health and Safety

The Board recognises that effective management of health and safety is essential for the operation of a successful business, and its intent is to prevent harm and promote wellbeing for employees, contractors and customers.

The Board is responsible for ensuring that the systems used to identify and manage health and safety risks are fit for purpose, being effectively implemented, regularly reviewed and continuously improved.

Turners has a Health and Safety Policy which is monitored by a Health and Safety Manager. Health and Safety reports for all business units are included in the compliance section of Board papers

PRINCIPLE 7 – AUDITORS

The Board should ensure the quality and independence of the external audit process.

The Board's approach to the appointment and oversight of the external auditor is outlined in Turners' External Audit Policy (section 9 of the Turners Corporate Governance Code) and ensures that audit independence is maintained, both in fact and appearance, such that Turners external financial reporting is viewed as being highly reliable and credible.

The ARMS Committee provides additional oversight of the external auditor, reviews the quality and cost of the audit undertaken by Turners' external auditors and provides a formal channel of communication between the Board, senior management and external auditors. The Committee also assesses the auditor's independence on an annual basis. Procedures are detailed in the ARMS Committee Charter (available on the Group's website).

For the financial year ended 31 March 2025, Baker Tilly Staples Rodway was the external auditor for Turners Automotive Group Limited. Baker Tilly Staples Rodway were first appointed as external auditor in 1999 and were automatically re-appointed under the Companies Act 1993 at the 2024 Annual Shareholder Meeting. Turners requires the lead audit partner to be rotated at least every five years, with the last audit partner rotation in the 2023 calendar year.

All audit work at Turners is fully separated from non-audit services, to ensure that appropriate independence is maintained. The amount of fees paid to Baker Tilly Staples Rodway for audit and other services is identified on page **50** of the 2025 Annual Report. Baker Tilly Staples Rodway has provided the Turners' Board with written confirmation that, in their view, they were able to operate independently during the year.

Baker Tilly Staples Rodway attends the Annual Shareholder Meeting, and the lead audit partner is available to answer questions from shareholders at that meeting.

Internal Audit

While Turners does not have a dedicated Internal Auditor role, it does have a number of internal controls overseen by the ARMS Committee, including controls for computerised information system, security, business continuity management, insurance, health and safety, conflicts of interest, and prevention and identification of fraud.

PRINCIPLE 8 – SHAREHOLDER RIGHTS AND RELATIONS

The Board should respect the rights of shareholders and foster constructive relationships with shareholders that encourage them to engage with the issuer.

Turners' Board is committed to open dialogue and to facilitating engagement with shareholders. The aim of Turners' investor relations programme is to provide shareholders with information about Turners and to enable them to actively engage with Turners and exercise their rights as shareholders in an informed manner.

CORPORATE GOVERNANCE REPORT cont.

Turners has a calendar of communications and events for shareholders, including but not limited to:

- Annual and Interim Reports
- Market announcements
- Annual Shareholder Meeting
- Financial results calls
- Other ad hoc investor presentations
- Easy access to information through the Turners website www.turnersautogroup.co.nz
- Access to management and the Board via email info@turnersautogroup.co.nz

Investor website

Turners maintains a comprehensive investor relations website which provides access to key corporate governance documents, copies of all major announcements, company reports and presentations.

Shareholder engagement

All shareholders are given the option to elect to receive shareholder communications in electronic form (by email) and this is actively encouraged.

Shareholders are encouraged to attend the Annual Shareholders' Meeting and may raise matters for discussion at this event. Turners live streams the annual meeting, which is accessible worldwide. In 2024, an in-person meeting was held, alongside a live webcast. Given the small size of Turners and the low participation rates, Turners opted for the meeting format above, believing this balances shareholders' needs with costs. Online shareholders have the opportunity to present questions and vote by proxy prior to the meeting.

In accordance with the NZX Corporate Governance Code, the Board ensured that the notice of the 2024 Annual Shareholder Meeting was available to shareholders at least 20 working days prior to that meeting.

In addition to shareholders, Turners has a wide range of stakeholders and maintains open channels of communication for all audiences, including shareholders, brokers and the investing community, as well as staff, suppliers and customers.

Shareholder voting

Shareholders have the ultimate control in corporate governance by voting Directors on or off the Board. Voting is by poll, upholding the 'one share, one vote' philosophy. In accordance with the Companies Act 1993, Turners' constitution and the NZX Listing Rules, Turners refers major decisions which may change the nature of Turners to shareholders for approval.

Capital raising

Turners issued the following the shares in the year ended 31 March 2025:

	Number of shares
Dividend reinvestment plan	979,512
Staff options exercised	490,230
Employee share scheme	70,352
	1,545,094

DIRECTORY

CORPORATE DIRECTORY

DIRECTORS
Grant Baker
Chairman
Appointed 10 September 2009

Matthew Harrison
Non-executive director
Appointed 12 December 2012

Todd Hunter
Managing director & CEO
Appointed 19 May 2025

Alistair Petrie
Non-executive director
Appointed 24 February 2016

John Roberts
Independent Director
Appointed 1 July 2015

Lauren Quaintance
Independent Director
Appointed 3 April 2023

Antony Vriens
Independent Director
Appointed 12 January 2015

REGISTERED OFFICE
Level 5, 70 Shortland Street, Auckland, New Zealand
PO Box 1232, Shortland Street, Auckland, 1140, New Zealand
Freephone: 0800 100 601
Email enquiries: info@turnersautogroup.co.nz
Website: www.turnersautogroup.co.nz

AUDITOR
Baker Tilly Staples Rodway Auckland Limited

BANKERS
Bank of New Zealand, ASB Bank and Westpac Banking Corporation

LAWYERS
Chapman Tripp

SHAREHOLDER INFORMATION

COMPANY PUBLICATIONS
The Company informs investors of the Company's business and operations by issuing an Annual Report, an Interim Report and releasing announcements on the NZX's website.

Financial calendar

First quarterly dividend	October
Annual meeting	September
Half year results announced	November
Second quarterly dividend	January
Third quarterly dividend	April
End of financial year	31 March
Annual results announced	May
Annual report	June
Final dividend	July

SHARE REGISTER
Computershare Investor Services Limited
Level 2, 159 Hurstmere Road, Takapuna, Auckland
Private Bag 92119, Auckland 1142, New Zealand
Telephone: +64 9 488 8777

ENQUIRIES
Shareholders with enquiries about transactions, change of address or dividend payments should contact Computershare Investor Services on +64 9 488 8777. Other questions should be directed to the Company at the registered address.

STOCK EXCHANGE
The Company's shares trade on the NZX Main Board operated by the NZX Limited under the code TRA and as an exempt foreign entity on the ASX operated by ASX Limited.

This annual report is dated 24 June 2025 and is signed on behalf of the board by:

G.K. Baker
Director

J.A. Roberts
Director

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