

Genesis Energy Annual Shareholder Meeting 2025

16 October

Speeches of the Chair and Chief Executive

Barbara Chapman, CNZM: Chairman's address

Kia ora, tēnā koutou katoa.

Good afternoon everyone. I'm Barbara Chapman, Chair of the Board of Genesis Energy.

On behalf of my fellow directors, our Chief Executive and the executive team, and all Genesis employees around New Zealand, welcome to our 2025 Annual Shareholder Meeting.

We continue to hold this meeting in hybrid form and very much appreciate those shareholders who are able to attend. As always, our online streaming facility is available for those who couldn't be here in the room.

It's great to host this event in Ōtautahi Christchurch, as part of our plan to move around New Zealand's major centres each year.

Before we start, just some quick housekeeping for those in the room – the bathrooms and fire exits are down the hall to the left. If we hear a fire alarm and a request to evacuate, please follow the hotel staff and use the stairs, assembling in the courtyard towards the airport terminal. In the event of an earthquake, stay put, drop, cover and hold.

For those joining online, today's meeting is held via the Computershare Online Meetings platform. This enables you to read the company documents associated with the meeting and ask questions through the platform.

Online attendees can submit questions during the meeting, by selecting the Q&A tab on the right half of your screen at any time. Type your question into the field and press send. Your question will be immediately submitted. Should you require any assistance, you can type your query and one of the Computershare team will assist through the chat function. Alternatively, you can call Computershare on 0800 650 034.

Please note that, while you can submit questions from now on, I will not address them until

the relevant time in the meeting. Please also note that your questions may be moderated or, if we receive multiple questions on one topic, amalgamated. Due to time constraints we may run out of time to answer all your questions. If this happens, we will answer them in due course via email.

For those present in person, during question time simply raise your hand and one of our attendants will bring a microphone to you.

Turning now to today's agenda, we will move through Board highlights from the year, the Chief Executive's overview, a Q&A session, the Resolutions and then General Business.

If there are any additional discussion points that you feel haven't been covered in today's meeting, please reach out to our investor relations team at the email address:

investor.relations@genesisenergy.co.nz

Director resolutions

Four Directors require re-election this year under the NZX director rotation rules – they are Catherine Drayton, Warwick Hunt, Hinerangi Raumati-Tu'ua and Tim Miles.

We are seeking a fourth term for Tim as we are in the midst of some significant technology projects and Tim's expertise has and will continue to be valuable as we bring those to conclusion over the next 12-24 months.

We also put forward David Baldwin for election as a Director following his appointment by the Board effective from 1 October.

You will be able to vote on today's resolutions either in person or, for those online, using the Computershare platform. I will refer to the instructions on how to vote when we reach that point in today's meeting.

With us today are members of our Executive team, including our Chief Corporate Affairs Officer Matthew Osborne, who will fulfil the role of Secretary for this year's meeting.

Silvio Bruinsma is here representing our external auditor, Deloitte.

Notice of the meeting has been duly given to shareholders, and we have the required quorum. I now declare the 2025 Annual Shareholder Meeting of Genesis Energy Limited officially open.

Thank you all for joining us today.

Director introductions

To begin, let me introduce your Board of Directors. You'll note that the names of the committees of which they're a member have changed. In June this year, the decision was made to separate the Audit and Risk Committee into two discrete Committees, an Audit Committee and a Markets and Risk Committee.

The Markets and Risk Committee was established to assume the risk and market trading responsibilities from the Audit and Risk Committee. The role of Committees is to enhance the effectiveness of the Board in key areas, while still maintaining Board accountability.

Dividing the Audit and Risk Committee into two separate committees did not result in an overall increase in Directors' fees.

Hinerangi Raumati-Tu'ua

Hinerangi joined the Board in March 2022. She is a member of the Audit Committee.

Hinerangi is Chair of Tainui Group Holdings and serves on the Boards of a number of entities, including Taranaki Iwi Holdings Limited and Guardians of New Zealand Superannuation. She brings extensive governance experience, having Chaired and served on iwi boards and those in varied sectors including water, fisheries, local government, Public Trust and the Reserve Bank of New Zealand.

In addition to her strong commercial, investment and corporate governance background, Hinerangi was named Māori Businesswoman Leader of the Year in 2016 and served on the Cullen Tax Working Group in 2019. Last year she won the Māori Leadership in Finance Award at the Institute of Finance Professionals Awards.

Warwick Hunt

Warwick joined the Board in October 2022. He is a member of the Audit Committee and the Markets and Risk Committee.

Warwick brings over 30 years leadership and governance experience. As a partner and then managing partner of PwC New Zealand, Europe, Middle East, Africa, and UK, Warwick has worked across a range of sectors including energy, professional services, financial services, agribusiness and aviation.

He is Chair of the Bank of New Zealand, a non-executive director of National Australia Bank (NAB) and an Executive Fellow of Kings College London Business School. He is a Fellow Chartered Accountant in Australia and New Zealand, and an Honorary Fellow of Kings College London.

Warwick is a Member of the New Zealand Order of Merit for services to business.

Tim Miles

Tim joined our Board in 2016, coming to us from his previous role as Chief Executive of Spark Digital. He is Chairman of the Human Resources and Remuneration Committee, and a member of the Nominations committee.

Tim has had a long executive career in customer and technology-focused roles both in New Zealand and internationally. He is Chairman of FortySouth Limited and a Director of ASX listed company oOh! Media Limited. Tim has served as a director of companies in the fields of technology, finance and property.

Catherine Drayton

Catherine joined the Genesis Board in March 2019. She is Chair of the company's Audit Committee and a member of the Markets and Risk Committee.

Catherine is a former senior partner at PwC, specialising in mergers and acquisitions, culminating in her leading the Assurance and Advisory divisions in Central and Eastern Europe. Her extensive cross-sector governance experience includes multiple directorships across iwi organisations and the energy, healthcare and infrastructure sectors. She is a former Chair of Guardians of New Zealand Superannuation.

She is currently the Chair of Mint Innovation Limited and Connexa Ltd and a director of IAG New Zealand Ltd and Warren and Mahoney Ltd.

Catherine is a Fellow Chartered Accountant in New Zealand and Australia.

James Moulder

James joined the Board in 2018. He is Chair of the Markets and Risk Committee and a member of the Audit Committee.

James has strong governance experience, having held a number of non-executive Board and Advisory Board positions in the electricity and carbon industries. He has previously held executive management positions at Mighty River Power, now known as Mercury Energy.

Prior to joining the Genesis Board James advised the Singaporean Government on the development of electricity hedge trading markets. More recently he has been involved in the development of carbon and environmental markets in Asia.

James' background advising the New Zealand electricity sector's regulatory bodies also

strengthens the depth of our sector experience.

David Baldwin

I'd like to introduce our new Director, David Baldwin, who joined us on 1 October.

David brings more than 35 years of international leadership and governance experience across Asia-Pacific, Europe, and North America.

He has held senior executive and director roles spanning renewables, gas and LNG, utilities, chemicals, and infrastructure asset management. His career includes leadership positions with Contact Energy, Origin Energy, Shell and Berkshire Hathaway Energy. Most recently, David was a Senior Managing Director with Macquarie Asset Management, where he advised and served on the boards of energy, infrastructure and private equity portfolio companies.

David is currently a non-executive director of energy companies in the Philippines and the United States, both in the Macquarie Asset Management portfolio.

You will have the opportunity to meet David later and vote for his election.

I would like to take this opportunity to acknowledge former director Paul Zealand, who retired from the board after nine years' service. Paul was a member of the Human Resources and Remuneration Committee and the Nominations Committee.

Paul's input to the direction of Genesis, his skills in health and safety and his careful stewardship was invaluable. We thank him for his expertise and dedication to the company and wish him all the best.

Corporate governance

On the screen now is our Board Skills Matrix – a summary of the skills we consider necessary for the company's success, and an assessment of the skills held by Directors. The matrix shows a very strong breadth and depth of expertise and secondary skills held by your Board.

Succession planning is important. With Paul's departure we assessed the skills we needed in a new Director and undertook an external search. As mentioned, David Baldwin brings wide experience in renewables, gas and LNG, utilities, chemicals, and infrastructure asset management, and has a particular interest in health and safety. His expertise will greatly assist the board in decisions we need to make in those areas in the years ahead.

We are committed to being transparent about our opportunities, targets, strategy and progress, and also about our challenges, the impacts we have and how we are addressing those.

At its core, Genesis is an electricity generator, with strong commercial investments adjacent to and in support of this. We deliver shareholder value through four primary areas: our large and loyal customer base, growing our renewable generation supply, monetising energy security through our substantial flexible generation assets and fuel diversity, and our commercial investments.

Through our reporting we seek to present a balanced view of how we create value over the short, medium and long term. Our annual reporting suite includes a fully integrated report where our commercial performance is supported by relevant environmental, social and governance metrics; a Climate Statement; and a Sustainable Finance Report. They can be found in the investor centre on our website.

The Board has a strong and effective working relationship with the company's Chief Executive and Executive team. It is pleasing to see the progress Malcolm and the team have made in the delivery and execution of our Gen35 strategy to deliver earnings growth and sector-leading yields. The business performance in FY25 and accelerating delivery of key strategic outcomes is a testament to the strength of the Executive and senior leadership teams.

Directors' remuneration was reviewed in the FY25 year as part of the previously communicated biennial review cycle. No increase in the Director fees pool was sought. Rather, Directors achieved a modest increase in fees through reallocating the existing pool. As this re-allocation was within the envelope of the current fees pool, shareholder approval was not required. Directors' remuneration will be reviewed again in FY27.

I am proud to lead a strong and capable Board of Directors who provide their extensive experience and specialist skills for the benefit of the company, our stakeholders, the wider community and you, our shareholders.

Policy and regulation

During FY25 the Government undertook two areas of review.

Firstly, the Commerce Commission and Electricity Authority undertook a review of market competition. Then, Frontier Economics was commissioned to undertake a review of the electricity market. This was peer reviewed and the Government announced its response on 1 October.

In addition, we received a letter from the Minister of Finance, sent to all Gentailers, clarifying the Government's position on Gentailer capital structures.

We welcome the clarification delivered with these announcements. Gen35 is very much aligned to the Government's objectives and the Board is now looking at ways we can accelerate delivery of our strategy to further support those objectives. Malcolm will speak more to this soon.

Financial performance

FY25 was a challenging year with four very different quarters, gas declining faster than forecast and other generators being caught short during winter 2024.

We are proud that Genesis was able to support all our customers with our own generation across FY25 and that none of our customers were exposed to the wholesale electricity market prices of winter 2024. This is the advantage of an integrated model and Genesis' flexible generation portfolio.

For shareholders, our flexible generation portfolio links directly to earnings resilience, as shown FY25.

We acknowledge that recent price changes have been felt by our customers. We are doing all we can to minimise these, however around 60% of the FY25 price rises were driven by increases in regulated power line charges, which we pass through on behalf of the lines companies. Those increases are not increases from Genesis, they are approved by the Commerce Commission every five years and all retailers pass them on. There are further lines charge increases from the lines companies still to come, and these will impact customer price rises over the next few years.

Notwithstanding those increases, we believe wholesale electricity prices are now past their peak. The announced pipeline of new generation out to 2030, coupled with increased firming products we have brought to market, will bring downward price pressure to the market.

Normalised EBITDAF was up 15% to \$470 million, and reported net profit after tax was up 29% to \$169 million. This result was driven by improved margin outcomes from our retail business resulting from the transformation programme we are successfully executing. This was further supported by improved trading and operational outcomes of Genesis's generation and fuel flexibility.

Normalised EBITDAF is showing pleasing improvement when you look through the technology re-platforming projects, but we expect NPAT will continue to move around,

driven by electricity derivative valuations.

As a result of our solid EBITDAF and net profit after tax, the Board declared a dividend of 14.3 cents per share. This provides a return on investment to shareholders while also enabling progress on our capital programme to support future growth.

Looking ahead, as announced on Tuesday FY26 normalised EBITDAF is expected to be between \$455 million to \$485 million. This remains subject to hydrological conditions, gas availability and price, plant reliability, and stable market conditions.

Digital investment will peak in FY26 before returning to stay-in-business levels of \$15 million to \$20 million per annum by FY28. We have three critical technology platform upgrades being delivered – our retail billing system, financial management system, and electricity trading and risk management systems.

In addition, we have an increase in forecast carbon costs in FY26, driven by historic carbon hedges which are currently above the depressed carbon spot market.

We are also budgeting for increased gas costs in the second half of FY26 as existing contracts expire and new contracts re-price accordingly.

Health and safety

Safety is a whole-of-business focus and the Board plays an active role. We were pleased to attain ISO45001 accreditation during FY25. Reaching this international standard confirms our commitment to maintaining and improving safety standards for our people.

Overall safety performance improved across the business in FY25, however LPG remains a focus for further work. We have a proactive plan in place to keep driving overall performance which includes our focus around our critical safety risks, and on LPG outcomes.

Gen35

After launching our Gen35 strategy in November 2023, we are delivering what we said we would.

Gen35 is focused on three key things:

1. Optimising our large customer demand position;
2. Building new renewables to support our three hydro generation schemes; and
3. Monetising our competitive advantage in flexible generation

Through these three focus areas we will deliver sector leading yields, while strongly

managing our capital.

We are in Horizon 2 of Gen35, which covers FY25-28. The key deliverables are the 8by28 initiatives, and a general uplift in business-as-usual.

Customers remain a critical focus. We want to offer our customers simple but innovative products using efficient operating structures and keep introducing ways for them to lead their own energy transition.

We are delivering our strategy and have growing confidence in providing earnings uplift to mid to upper \$500 million EBITDAF by FY28, subject to hydrology conditions, no major unplanned outages or major changes in our operating context.

Delivering new renewables

We opened our first solar farm at Lauriston here in Canterbury, which is now generating up to 100 gigawatt hours of electricity a year, enough to power around 12,500 households.

We expect to reach final investment decision on two more solar farms during FY26, Edgumbe in the Bay of Plenty and Leeston in Canterbury and the Foxton solar farm is currently in the fast-track consenting process.

We are also well advanced in construction of our first 200 megawatt hour battery at Huntly Power Station, capable of powering about 60,000 average households for two hours a day. The battery is expected to be operational by early 2027.

It will cost around \$135 million compared to other similar battery systems being quoted as costing up to \$180 million. This illustrates the benefits of a strong capital management approach and developing at the established Huntly site.

The swift delivery of new generation assets and valuable PPAs since we launched Gen35 is testament to how we have quickly put in place the capability to procure, build and deliver new generation.

Capital structures

Gen35 is focused on putting in place the platform for ongoing earnings growth while retaining strong management of our capital.

As I have outlined, we are building new renewable generation and contracting new renewable supply where it is value accretive to shareholders to do so.

The capital management approach to delivering new generation is comprised of three

structures:

- Direct on balance sheet investment, where we will generally prioritise assets that store energy, are dispatchable or also provide second order portfolio benefits. The start of construction of the Huntly battery in FY25 is an example of this.
- Directly leveraging third party capital, where we form joint ventures with third party capital providers to build new renewable generation. Lauriston solar farm, which opened in FY25, is an example of this. Malcolm will speak more to how we have evolved this structure soon.
- Indirectly leveraging third party capital, where we write long term PPAs with third party generators. The start of our Tauhara geothermal PPA in FY25 is an example of this.

These three types of growth capital structure will form the foundation of how we deliver new generation that is value accretive to Genesis shareholders.

We have a number of investment opportunities to explore. We are reviewing them carefully and will decide on funding requirements once that part of the job is completed. We are moving at pace in this regard.

As I said before, it is good to have clarity on the Government's willingness to participate in potential equity raisings that may be required to support energy security and affordability objectives.

We are currently reviewing all our options, including potential additional equity requirements, and will do what's necessary and appropriate to support the execution of our strategy at the relevant time.

We are very aware of the importance shareholders place on dividends and the Board is continually reviewing the balance between investing for the future, maintaining sector leading yields, and retaining our BBB+ credit rating over the long term.

The Board is also conscious of delivering total shareholder returns overall. The share price growth of around 19% over the past year has been pleasing to see. We expect the delivery of Gen35 to become more evident in our earnings and shareholder returns over the next few years.

Emissions volatility

While we met our emissions reduction target for sold products in FY25, we faced several challenges that affected our ability to achieve our target of emissions reduction from generation. Generation emissions were 6% lower than the FY20 baseline, compared to the target of 36%.

As we have said before, our emissions will inversely reflect wind and rain conditions in New Zealand for some years to come.

We remain committed to net zero by 2040, focusing on building new renewables to serve our customers and fuel transition in our thermal generation, including biomass to lower our future emissions outcomes.

We will continue to report transparently on progress, challenges, and assumptions regarding emissions as the business activates Gen35. This approach ensures stakeholders understand both the ambition and the practical realities of delivering a low emissions future.

Our people

Our business relies on the expertise and commitment of our people. To attract and retain the best we need high engagement and alignment in a culture of high performance and trust. So it was pleasing to see many of our employee survey results remain above the national benchmark, despite the major structural changes that occurred during FY25.

The survey's overall engagement score was 79%. Of these, 87% have a high level of trust in our leaders, and 91% feel safe at work. We thank all our people for their dedication to our customers and the business through what has been a demanding year.

Care for our people extends to those in the communities we interact with. Genesis invested \$5.6 million in community initiatives during the year, more than doubling the prior year's contribution. This coincided with the launch of our Community Investment Framework aligned with our long-term objectives, focusing on positive social and environmental outcomes for communities connected to Genesis' generation assets.

Iwi relations are important to us, and this year we welcomed Kruger Wetere as Pouhere Māori, or General Manager Māori. Kruger supports the development and enhancement of relationships with iwi around our existing and developing generation sites, including exploring opportunities to develop commercial partnerships, and our implementation of a Rautaki Māori, or Māori strategy, to lift the cultural capability of our people and define our areas of commitment with internal and external stakeholders.

In conclusion, along with my fellow Directors and our Genesis Energy team, I would like to thank you for your ongoing support of our company.

FY25 has been a challenging year in a dynamic decade for the energy sector. The year's events have underlined our long-held view that a renewable transition must also deliver energy security and reliability. We will continue to engage constructively with regulators to help ensure a workable pathway for new renewable generation, while maintaining our focus on security of electricity supply and affordability for our customers.

I have every confidence that your Board, overseeing our strong executive team, will maintain the company's position as an essential and profitable part of New Zealand's energy future, while at the same time living up to the company's purpose and vision.

Finally, I do want to acknowledge the awards that Genesis has been recognised for in the past year across our wholesale and retail segments. This included being named Energy Retailer of the Year at the Energy Excellence Awards. This is a credit to our whole team and the valuable contribution they make to our customers and the sector.

It is now my pleasure to invite your Chief Executive Malcolm Johns to address our shareholders.

Malcolm Johns, Chief Executive Officer's address

Kia ora koutou.

Nga mihi ki te mana whenua.

From wherever you are listening, a warm welcome.

Thank you Barbara.

It is a pleasure to speak to you today and review both our FY25 performance, what we have delivered to date and what we will deliver over the next few years through our strategy, Gen 35.

Executive team introductions

Let me first start by introducing our executive leadership team.

Tracey Hickman is our longest serving executive leader, having been with Genesis since it was first formed. Tracey leads our operations, asset development, fuels, environment, sustainability, and iwi and community relationship functions.

Matthew Osborne has been with Genesis for over five years and leads our legal, government relations, procurement and communications teams.

Ed Hyde joined Genesis in 2023 and leads our strategy, technology and transformation areas.

Julie Amey joined us in November last year as CFO and leads our finance team, including reporting, risk management, performance and capital markets functions.

Stephen England-Hall joined us in 2023 and leads our commercial business units including the customer, trading and portfolio teams.

Claire Walker joined us in 2023 and leads our People & Culture areas, which include culture, safety, wellness and talent units.

This team has largely been in place since we launched Gen35 and I am proud of what they have delivered over the two years since.

Genesis is in a transition within the energy transition. Since we launched Gen35 in November 2023, both transitions have gathered pace.

FY25 performance

Delivery has and will remain the centre of this team's focus.

Core to Genesis portfolio is our large customer position of around 520,000 customers spread across New Zealand, our three hydro schemes producing 2.8 terawatt hours of electricity on average each year, and our large flexible generation and fuels portfolio. This provides a generation cost ceiling across all national hydro cycles.

These elements of our portfolio drove FY25's solid EBITDAF of \$470 million, in what has been a very challenging year for the sector. This was an excellent result and I am proud of how our team navigated the business through FY25.

We are delivering our strategy and seeing commercial uplift in all areas of the business.

Operations free cash flow was \$147 million. This, coupled with our accumulated cash reserves, were used to fund FY25 growth investments of \$165 million and finance our dividend distribution of \$116 million.

No new debt was needed, moving our EBITDAF-to-debt ratio down slightly from 2.8 times to

2.7 times, remaining within the 2-3 times range targeted to maintain our BBB+ credit rating.

Monetising Huntly Power Station

Genesis' competitive advantage is the flexibility in our generation assets and fuels, with our three hydro schemes and Huntly Power Station at the core.

Our flexibility allows us to generate when the wholesale electricity market is high, effectively providing a ceiling on generation costs for sales to our customers, and protecting our margin, as we did through FY25. We can then turn down generation when the market is low, purchasing cheaper electricity to supply our customers and increasing our margin, as we have been doing in FY26.

This is what drives our excellent margin resilience.

Our teams are mastering this flexibility and how to turn this competitive advantage into cash returns for our shareholders through both the wholesale electricity market, or the energy-only market as it is known, and through the capacity contract market we have created for Huntly Power Station.

The market doesn't always need our flexible generation and that has meant previously we weren't getting paid for being on standby.

We have now introduced both 2 and 10 year capacity contracts for our generation to be on standby. These are known as Huntly Firming Options or HFOs.

HFOs attract a fixed annual payment to Genesis from the HFO holder for us to be on standby. This means Genesis now gets paid for HFO standby generation regardless of whether the market needs that generation.

HFO holders also pay fuel and carbon costs directly, releasing working capital back to Genesis.

The 10-year HFO's we have agreed with Mercury, Meridian and Contact will see a reserve coal stockpile of 600,000 tonnes put in place at Huntly, funded four ways equally. This will release around \$100 million in working capital back to Genesis in FY26.

We will maintain an operational coal stockpile at Huntly of between 350,000 to 550,000 tonnes to support Genesis customers over and above the reserve stockpile.

Currently there is around 1.1 million tonnes of coal on site at Huntly – 600,000 tonnes for the reserve stockpile and around 500,000 tonnes for the Genesis operational stockpile.

If you look at the graph on the screen, you can see our customer demand on the left-hand side and our FY25 generation in the middle. You can see the market didn't need all the generation we had to offer so we didn't get paid for having this on standby for the system.

The FY28 column shows the impact of the 2 and 10 year HFOs I just mentioned. We will now get paid to have this generation on standby, regardless of national wind and rain outcomes. You can also see that we can offer the market more short, medium and long-dated electricity security products to purchase, which we intend to do.

This will offer generators, retailers and industrials a choice of products to add price stability to their future electricity demand.

System security needs to be funded fairly by all market participants. This hasn't been the case in the past and the system got caught out in winter 2024.

We welcome the Government's recent announcements that it wishes to put in place a more structured and monitored regime for market participants to hold appropriate standby generation contracts for long-duration firming of renewable generation.

Fuel and reserves are key elements of having Huntly Power Station on standby for the country's energy security. Optimising working capital deployed for fuel reserves is critical to Genesis and during FY25 we have built a formidable fuels team to drive this commercial uplift.

The team has already introduced new coal management systems and contracts, and enhanced our domestic supply of coal, with new contracts for around 120kt per annum from BT Mining.

We are also well into work on diversifying our international supply options from mines outside of Indonesia and will be trialling an option from Australia during 2026. We are also currently exploring multiple options from other countries in addition to this, however these are early stage.

Our team has introduced more dynamic management of our gas position, with increased flexibility through FY25 being a major contributor to our FY25 EBITDAF resilience. They are stepping up to another level in FY26.

While hydro and our battery are well suited to supporting firming across minutes and hours and coal is well suited to firming across weeks and months, New Zealand is not well served across days to weeks.

Gas has traditionally played this role, but it is declining faster and is more expensive than forecast. There are now increasing uncertainties on both the supply and demand sides for gas over the coming years.

Methanex and Genesis' 400 MW turbine, Unit 5, at Huntly are the two largest gas users in New Zealand and have served to underpin the upstream sector for some decades.

Gas decline for other customers has essentially been cushioned first by Methanex, until it reached its minimum operating levels, and now by Unit 5.

Unit 5 can produce up to 3.5 terawatt hours of electricity p.a. That's about 8% of New Zealand's total current electricity. However, in FY25 Unit 5 produced only 1.8 terawatt hours, or 55% of its capacity, as gas was used to support Genesis gas customers.

We expect this output to fall further in FY26 as industrials outbid electricity generators for gas supply and we use coal when it is a cheaper fuel.

The team is mastering how to use Unit 5 on a more seasonal basis and less for year-round baseload.

Unit 5 will be fully depreciated by 2032 and offers intra-day and intra-season future generation options, subject to fuel availability, flexibility and price.

We are following the Government's recent announcements on LNG and retain our contract option on gas storage at the Tariki reservoir in Taranaki.

FY25 gas usage and sales

Overall, Genesis used around 25 PJs of gas in FY25. About 30% of this went to our customers across both homes and businesses.

The remaining 66% went to electricity generation, which is currently acting as the buffer between a declining gas market and our customers' stable demand for gas.

The market is now allocating gas to the highest and best use and we are now seeing regular examples of industrials out-bidding electricity generators. We expect to see the customer share of our gas allocation increase into the future as this continues.

As this graph shows, Genesis's ability to pivot between gas and coal is a major advantage. Our teams are managing this with increasing dexterity and this is evident in our improving margin resilience.

Kupe production remains broadly in line with forecast, and the joint venture has capex budgeted to address the changes as the field declines.

Our position on Kupe remains the same as last year. We need the gas supply but do not need to own the asset, however there are no current live engagements around exiting our 46% holding in the asset.

Delivering new renewable generation

As Barbara mentioned, a key aspect of delivering Gen35 is building new renewable generation. We have a solid pipeline over the next few years, as you can see on the screen.

We will deliver this through the three capital management structures Barabara outlined, however our learnings from Lauriston have seen a small change to how we directly leverage third party capital.

Going forward we will develop and hold our own pipeline of future development options. We will build these options on balance sheet and hold them until we decide it makes commercial sense to recycle the capital into the next development to grow earnings.

This means we will recycle capital off the back of new developments rather than at the front as we did with Lauriston.

This provides Genesis with more direct control over development optionality, timelines, capital management and cash flow benefit. We want to capture development margins and the 20% investment boost tax credit for our shareholders directly.

It is this change of approach which underpinned our mutual agreement with FRV to move in different directions going forward.

We are on target to deliver options to build up to 500 megawatts of solar generation, primarily to increase the value of our water and displace baseload gas generation. However, we do see some risk of solar being overbuilt, so we intend to maintain some flexibility in this objective.

We are putting in place wind options and will continue to do so.

Stage 1 of our battery project is underway, and we are well into reviewing stage 2. The balance of plant purchased for stage 1 was to a level that can accommodate stage 2, so we are well placed to deliver stage 2 at the most market-competitive capex available.

As many of you will have read, we are now extending the life of the Rankine units out to 2035.

Key to this investment are the 10-year Huntly Firming Options we agreed with Contact, Mercury and Meridian. These are calculated based on a full thermal-appropriate return *on* and a return *of* capital over the contract period.

Rankine Unit 2 was scheduled to go into retirement in February 2026 and we were well advanced with planning for this when the interest arose to keep this unit in the market.

Subject to the Commerce Commission's final decision on the 10-year HFOs, we will need to spend around \$70 million over the next two years to extend the life of the Rankines out to 2035.

Technology

As Barbara outlined, we are delivering three new performance-enhancing technology platforms: our retail billing and customer management system, our financial management system, and our electricity trading and risk management systems.

These are big technology projects, equal to a heart and lung transplant for the business. They are never easy projects to deliver, however our teams are doing an excellent job.

Technology provides the opportunity to step-change productivity within the business, facilitating an uplift in our drive for a performance-based culture.

In 2023 we set ourselves the objective of delivering these three technology projects within an overall envelope of \$145m, made up of around \$18 million capex and around \$127 million opex.

We remain within our overall envelope and on time for overall delivery. However, as the table on the screen shows, the phasing of spend is evolving in line with different phases of delivery and may continue to do so across FY26 and 27. We do not expect material changes in phasing, however we will update any phasing changes in our normal reporting cycles.

Once these large technology projects have moved through, we expect our technology spend to return to stay-in-business levels of around \$15 to \$20 million per annum in today's dollars.

We believe AI can help unlock further productivity gains in all areas of our business, not just technology. This year we continued to upskill our people in how to use AI effectively, and continued applying it for use in generation, finance, retail, leadership development, and

customer service. We have governance in place to ensure consistency as we deploy AI across trading, asset management, customer engagement, and our business operations.

Retail transformation

Moving now to retail. Genesis has built a strong customer demand position in what is a very competitive market.

Our transformation process is well underway to deliver our customers the services and products they need to help drive New Zealand's energy transition.

We have seen pleasing improvements in our netback performance and very pleasing improvements in productivity, with a 22% growth in netback per full time employee over FY25.

As we have signalled, we are moving to a single brand strategy as part of our retail transformation. During FY25 we completed the purchase of the remaining 30% of Ecotricity to take full ownership. We are also well into merging the Frank brand into Genesis.

Overall, we see our customer demand position within the band of 6-6.5 terawatt hours per annum today, growing to between 7.5 and 8.3 terawatt hours per annum by 2035.

One of our highest value channels to market is through EV customers, as we highlighted when we launched Gen35 in 2023. Genesis has a market leading position regarding high-value EV customers and during FY25 we took a majority position in New Zealand's largest and fastest growing rapid charging network, ChargeNet. We will have more to say about this when we speak to investors in our planned strategy update.

Genesis is proud to be New Zealand's largest distributed energy retailer, with around 27,000 household solar customers. Some 14,000 also now have batteries. Combined, these household customers have a peak generation of around 189 megawatts and current total battery storage capacity of around 68 megawatts.

In January this year a record 5% of Genesis' total generation was met from our household solar customers. We expect this to grow as we are currently acquiring 250 solar customers a month with a higher penetration of batteries.

Our team is well placed and leaning into how we use this growing distributed energy within our overall portfolio flexibility to deliver shareholder and customer value.

This is a key aspect of why we are upgrading our technology platforms. Our relationship with our customers is changing and we are changing as a retailer too.

The Salesforce and Gentrack customer billing platform upgrade will undertake its first live trial with a small customer cohort during Q2 FY26. Early testing is showing pleasing productivity advances from the customer resource management section of the software, used by our call centre and customer care teams.

The utility technology space has become very competitive, optionality has grown considerably in New Zealand over recent years and mature systems are advancing fast to support new services and products for our customers' energy transition.

Ecotricity has developed an impressive technology platform for solar and large commercial and industrial customers, using Robotron software from Europe tailored to the New Zealand market.

Now that we have this platform available to us, we are reviewing the opportunities to deliver technology benefits faster to customers and to the business.

Driving safety improvements

I would like to acknowledge some changes in our safety leadership.

Claire Walker has become our Executive safety lead, bringing people, culture and safety into the same leadership team.

Our long serving General Manager of Safety & Wellness, Jarod Bowler retired during FY25 and we would like to acknowledge Jarod's service and passion for all things safety.

Will Eastgate has joined us as General Manager Safety & Wellness. Will has a successful career in safety, with excellent skills in safety culture, safety risk management and process safety systems.

Building a delivery-driven team

As Barbara mentioned, we have maintained strong engagement, alignment and trust within our culture as we've embarked on major change across the business.

We made some reporting line changes at executive level during FY25 to better support our people in accelerating the delivery of Gen35, including increasing our focus on core deliverables and making the most of opportunities that have surfaced during our Gen35 journey.

The Executive has leant right into this and each member is delivering impactful change for our customers and shareholders.

We have also strengthened our senior leadership bench as we build a delivery culture deeper into Genesis, and have a number of new senior leaders who have joined the team. We are investing strongly in developing their commercial capability, resilience and performance, and have rolled out a new leadership development programme. This is focused heavily on delivery and commercial outcomes.

Genesis is delivering the change we said we would under Gen35 and doing it at a dynamic time in the sector.

In terms of transformation activity, we will peak in FY26 and begin moving toward Genesis 2.0 across FY27 and 28.

Closing remarks

We welcomed the clarity given by the Government's response to the Frontier Report. Gen35 is well aligned to supporting the objectives set out in those announcements and to deliver for the country and for shareholders.

There is opportunity for Genesis in the Government's announcements, and we are now actively reviewing how we can deliver our strategy faster and more impactfully.

The Government announcements do come with processes that will play out over several months and as these play out we will gain greater clarity on the benefits that might arise.

We will update investors on our strategy delivery at our planned Investor Days on 26 and 27 November. We will livestream the key parts of the first day and will be in touch soon with details on how to join the broadcast.

Right now, we have an awesome team doing some cool stuff, I am incredibly proud of them and what they are delivering!

Thank you to the Board for all their support, wisdom and guidance as we build our team to deliver Gen35.

Most of all, thank you to all of you for your support as we build an electricity company where energy never stops.