



INVESTOR DAY 2025



Culture and Community

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Key Messages

- 1 **Focus on safety & wellness** – improved performance, ISO45001 accreditation demonstrates robust systems
- 2 **Performance culture delivering Gen35** – stable leadership, commercial capability uplift, employee engagement
- 3 **Proactive engagement with Iwi and targeted investment in communities** – creating shared value



Embracing every opportunity. Being present, learning and growing.

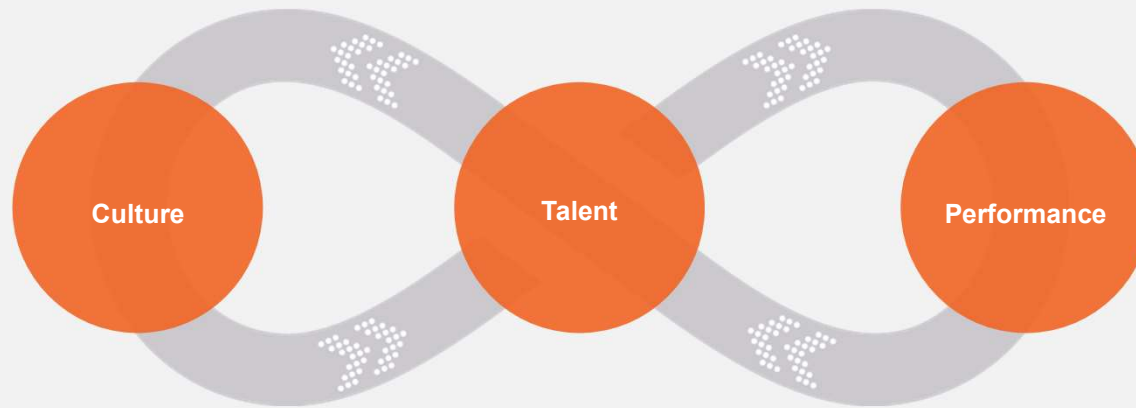
In the moment, for the future.

Being mindful of what's ahead – ensuring tomorrow is fulfilling and rewarding.

HORIZON 2 – Delivery and ongoing focus

People, Culture, Community

— Creating the conditions for our people to deliver exceptional performance...



Culture is our foundation

- Culture of care, ambition & performance
- Manaaki Kenehi, socially responsible retailing
- Building confidence in te ao Māori
- Purpose driven - employees understand their contribution

Growth in capability

- Developing talent benchstrength
- Growing commercial capability
- Acquisition of specialist talent
- Strong employee adoption of AI tools

Sustained performance

- Greater clarity & speed of delivery
- Streamlined operating model
- Targeted community investment aligned with strategy

Powering a sustainable and thriving Aotearoa...

Strong culture

— Driving safety, retention and engagement

1278
Headcount

FY24: 1230 Change 4%
Headcount is peaking to deliver technology transformation

79%
Engagement

FY24: 81% Change (2) pp
Engagement exceeding nation benchmark of 75% despite significant organisational change

10.7%
Annualised Turnover

FY24: 13.2% Change (2.5) pp
Significant reduction in LPG Driver and CSR churn

71%
Exit Survey Response

FY24: 71% No Change
84% of exiting employees felt positive about their time working at Genesis



91%
feel safe while they are at work



46
Recordable injuries, 4% less than FY24



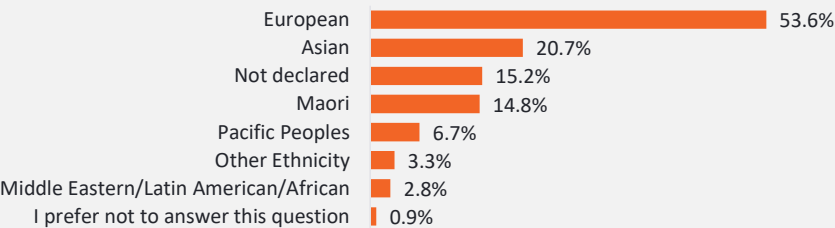
86%
feel they are treated with respect at work

Our people feel proud, safe, and valued – the foundation of sustained performance

Capability for the moment and the future

— Leadership development and workforce diversity

Ethnicity FY25



15%

Māori Population

FY24: 14% Change 1pp

Increase in Māori workforce over time

11%

Technical/Engineering Gender Pay Gap

FY24: 14% Change (3)pp

Technical/Engineering gender pay gap reduced by 3% in the last year

32.8%

Total Gender Pay Gap

FY24: 34.3% Change (1.5)pp

Gender pay gap has reduced by 1.5% in the last year

1.7%

Pay Equity Gap

FY24: 2.9% Change (1.2)pp

Significant drop in pay equity gap

Commercial Leadership Development

37

Employees have completed the Commercial Leadership programme



22

Male



15

Female



9%

Māori

Developing leadership and commercial capability in critical middle management tier

Emerging Leader Development

55

Employees have completed the Emerging Leadership programme



27

Male



28

Female



8%

Māori

Investing in growing a gender balanced and diverse talent pipeline

Senior Leader Development

100%

Senior leaders who have been through Korn Ferry development assessment

Assessing in-job capability, future potential and developing talent bench-strength

Asset Development Capability

20

Asset Development team has grown from 3 FTE to 20 FTE

Building internal capability to grow pipeline and deliver infrastructure projects

Community investment – creating mutual value

— Genesis is strongly integrated into and supported by our communities. Community investment funding has been lifted to c.\$5.6 million p.a.



Supporting warmer homes for whānau and empowering the community-led transition

- Warmer homes and kāinga for communities
- Enabling fair energy access for all
- Building energy understanding and financial capability

Hihiko Ora: Energy wellbeing

- **Supporting solar on schools** near power schemes. Developing capability, knowledge and support within our communities.
- **Gifted 16K LED lightbulbs to communities.** Reduces cost of energy for households and Genesis



Supercharging education and pathways for rangatahi

- Creating transformative learning and employment opportunities for people in our local communities
- Building capability in educators
- Increasing accessibility to STEMM education in Aotearoa

Mātauranga: Education & Pathways

- **10-year** extension of partnership with Puhoro STEMM Academy.
- **Ngā Ara Creating Pathways**
- **School-gen:** partnership with House of Science for STEMM resources in 29 schools. 20K students participated in STEMM learning through our partnerships.



Protecting and restoring nature

- Making a positive impact in the key communities and ecosystems where we operate
- Supporting mana whenua aspirations
- Enabling opportunities for communities to connect and engage with nature

Te Taiao: Nature

- **National Partner with DoC for Whio Forever:** Indicator species. 1,500 km of river protected by predator trapping. Breeding pairs increased from 298 to 562 (89%) since programme launch
- **Partnerships for nature restoration around catchments**

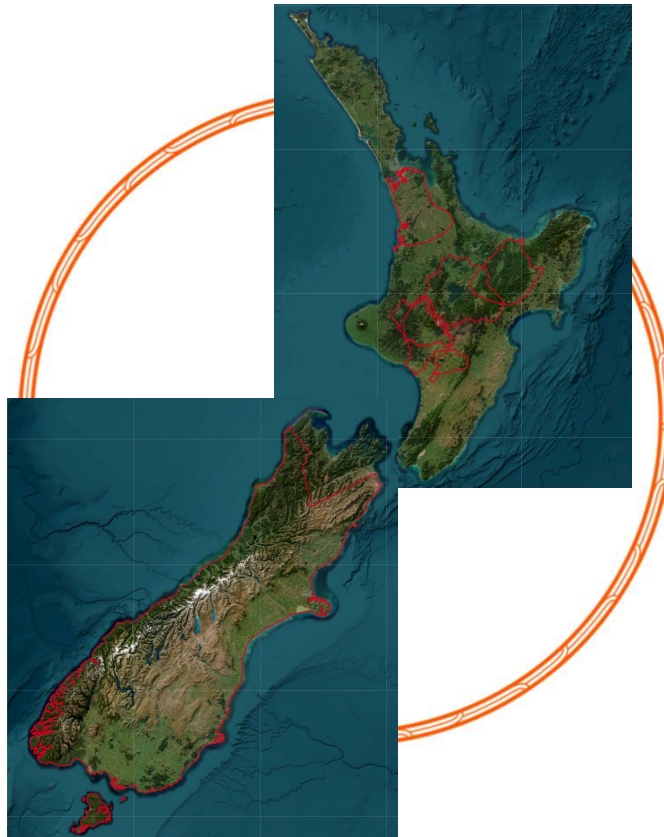


Iwi partnerships

an opportunity to do more together than we can each do alone

Genesis has active relationships in play with multiple Iwi across Aotearoa

- Waikato Tainui and Te Aratoki (hapū/marae collective around Huntly PS)
- Whanganui River Iwi
- Ngāti Tūwharetoa (incl. Lake Rotoaira Trust, Lake Rotoaira Forest Trust)
- Ngāti Rangi
- Mōkai Pātea Nui Tono
- Ngai Tūhoe
- Te Rūnanga o Ngāi Tahu (TRONT) and Te Arawaru - Arowhenua, Waihao and Moeraki Rūnaka
- Other Iwi/Hapu around our renewables development sites



Our approach

- Proactively engage and sustain constructive relationships with mana whenua.
- Recognise that each relationship is unique, reflecting the nature of Genesis' operations, the iwi involved and their aspirations.
- Acknowledge that the activities of Genesis have effects on the environment, cultural values and on the communities within which it operates.
- Transform iwi relationship dynamics beyond an RMA-based mitigation focus.
- Be the organisation that Iwi entities prefer to do business with.
- Identify and progress opportunities for partnerships or joint ventures on energy related projects.

Thank you

