# Tower 2026 Annual Shareholder Meeting Address

18 February, 2026

**Slide 1 – Cover page – Michael Stiassny**

Mōrena, good morning and thank you for making the time to join us this morning.

My name is Michael Stiassny, Chairman of Tower Limited. As it's now 10.00am, I am pleased to open Tower's Annual Shareholder Meeting.

On behalf of my fellow Directors, welcome to all of you here at Tote on Ascot as well as those who have joined via the Computershare webcast. We appreciate you taking the time to join us today.

With me in the room this morning are directors, Naomi Ballantyne, Geraldine McBride and Mike Cutter. And joining us via video conference is Marcus Nagel.

[PAUSE]

Also joining us in the room today, is our Chief Executive Officer, Paul Johnston, and our interim CFO, Angus Shelton.

Our Auditors, PWC, are also present and are available to answer shareholder questions.

Before we start the meeting proper, there are a few housekeeping matters to cover off. We appreciate your patience.

For those in the room:

- If you have a cell phone, please switch it off.
- If we need to evacuate this room for any reason, please follow instructions from Tote on Ascot staff or security.
- If you are feeling unwell, please advise one of our Tower staff who will assist you.
- For those who are attending the meeting online:
- We ask that you follow the information provided in the Notice of Meeting regarding voting and asking questions.

- Should you require any assistance, you can type your query and one of the Computershare team will assist, or alternatively, you can call Computershare using the numbers on this slide.

**Slide 2 – Questions**

Please note that only shareholders and proxies can ask questions and submit votes.

I encourage all of you attending online to submit questions via Computershare at any time during the meeting. If you have a question, please select the Q&A tab on the right half of your screen. Type your question into the field and press send. Your question will be submitted immediately. Specific questions on any of the resolutions to be considered will be answered as the relevant resolution is put forward, while general questions will be addressed later in the meeting.

Questions may be moderated, or if we receive multiple questions on a topic, they may be amalgamated. However, questions will not be censored, unless they are unseemly or rude.

If we run out of time to answer all questions during this meeting, we will answer them directly via email and post the responses on our website.

When asking a question in the room, please use the microphone and introduce yourself by name.

To any media present – welcome. Just a reminder that this is a meeting for shareholders, but Paul, Angus and I will be happy to talk to you after the meeting.

**Slide 3 – Voting process**

Voting today will be by way of a poll on all items of business. To provide you with enough time to vote, I will shortly open voting for all resolutions.

At that time, if you are eligible to vote at this meeting, you will be able to cast your vote under the Vote tab. To vote, simply select your voting direction from the options shown on screen. You can vote for all resolutions together, at once, or for individual resolutions. When the tick appears, your vote has been cast. To change your vote after that time, simply select 'Change Your Vote'. You can do this until I declare voting closed. For those in the room if you do not have a voting paper, please indicate now by raising your hand and a member of Computershare's team will assist you. Voting papers will be collected at the end of the resolution and voting section of the meeting by the Computershare team who will act as scrutineers and the results will be posted to the NZX and ASX exchanges later today.

[PAUSE]

I now declare voting open on all items of business. The resolutions will be open in the vote tab, you may submit your votes at any time, and I will let you know in advance that voting will be closing.

**Slide 4 – Agenda**

Here is today's meeting agenda.

We will provide you with an update on last year's performance and our strategy, the progress we've made at Tower in recent months and our focus looking forward.

Following Paul's presentation, we will move to the formal resolutions set out in the Notice of Meeting.

Let's now move on to the formal part of the meeting.

**Apologies**

Are there any apologies?

*(If not:)* Thank you.

*(If yes:)* Thank you, I will ask the Secretary to record those in the minutes.

**Quorum**

The Company's constitution requires a quorum of 10 shareholders for this meeting. This requirement has been met, and a quorum exists.

**Proxies**

In addition to those attending in person today, 498 shareholders, holding a total of 161,578,450 shares, have appointed proxies (including proxies instructed to abstain). The appointed proxies represent 46.9% of valid securities voted.

In my capacity as Chairman of the meeting and in my own name I hold proxies for 369 shareholders, representing 157,334,560 shares, or 45.8% of all shares on issue.

I intend to vote all undirected proxies I have received in favour of resolutions 1, 2 and 3.

**Annual Report and Notice of Meeting**

The annual report, together with Tower's climate statement, was made available on Tower's website on the 27th of November 2025.

I propose that we take the Annual Report, Climate Statement and Notice of Meeting as read.

**Slide 5 – Chairman's update**

It has been an exceptional year for Tower and its shareholders, but sadly this is my last ASM as Chair.

A shareholder stopped me on the street recently and called me a traitor – Are you jumping ship after a stellar year because the future is bad? he asked.  NO.

I am going because I have been here for 12 years and the FMA, NZX, NZSA, RBNZ and proxy managers would simply make a song and dance, questioning my independence moving forward. And that would be detrimental for you and me as shareholders – something I do not wish to happen.

[PAUSE]

Tower has been in turn around mode from its lowest point after the Christchurch earthquakes until today. I must just say it took a bit longer than I would have liked.

But our hard fought and long running transformation has come of age with our FY25 results demonstrating a business delivering value today while continuing to prudently build for tomorrow.

Following FY24's result, we returned $45 million of capital to shareholders and then we declared total dividends for FY25 of 24.5 cents per share.

This highlights two things:

Firstly, both I and the Tower Board firmly believe that shareholders must benefit from the company's success – a principle that, sadly, is often forgotten by many public company boards.

Secondly, it demonstrates Tower's commitment to delivering consistent returns, supported by sustainable profit growth and a robust capital and solvency position.

It continually frustrates me that our share price does not reflect our success. It should. And as shareholders, we all deserve to benefit from it.

However, before we get too carried away, we must all recognise that our FY25 dividend reflects an underlying profit considerably boosted by the under-utilisation of our $50 million large events allowance. While we have benefitted from this for the past two years, this situation won't last forever. One day we will have significant large events once again – it's just a matter of time.

To counter this inevitability, our focus remains on controllable factors such as investing in our digital platform, maintaining disciplined underwriting, innovating products and leveraging technology and data to drive performance. Our goal is to continue building a business that is resilient, customer-focused, and well-prepared for the future.

Tower has led the market with initiatives like announcing address-level risk-based pricing, enabling lower premiums for low-risk customers while managing exposure effectively. Strategic partnerships with Trade Me, Kiwibank and from mid-year Westpac, along with our refreshed brand campaign, position us well for the future.

At the same time, we are investing in innovation, technology and AI to enhance efficiency, improve customer experiences and ensure Tower remains competitive in a rapidly evolving market.

[PAUSE]

While we celebrate these achievements, in the wake of the tragic events at Mount Maunganui, Papamoa and Warkworth, we face a chilling reality. Climate change is here, and it's costing lives and money. In recent years we have had multiple wake up calls and yet while at a national level some progress has been made to address the impacts of extreme weather events, it has been haphazard, inadequate and painfully slow.

Look back three years to the devastation wrought by Cyclone Gabrielle and the Auckland floods. Can we honestly say that in the intervening period we have seen decisive action that will prevent loss of life? Are we confident that we are no longer building on flood plains or on vulnerable coastlines nationwide? Are we confident that we have active flood prevention measures in place that will protect against more frequent and severe rain events? Are we confident that our infrastructure is resilient and will cope with large storms that are no longer anomalies?

The answer is a resounding NO.

[PAUSE]

Along with others, Tower has been sounding the alarm for years because insurers are in a unique position and with that comes a unique responsibility.

Insurers are not just observers of climate change; we are enablers of resilience.

As I have banged on for years, every insurance company has access to the exact same data we do. The industry as a whole knows – on a granular level – the specific risks each home and property faces.

Central and local Government also have access to this exact same data. They keep talking about a central register – well, it's overdue. We must reach the point, immediately, where that information becomes the bible, the single source of truth. Yes, it will mean Tower loses its competitive edge as the only insurer that shares risk information directly with customers which, to be frank, was always going to happen. But then we won't be competing on data – we'll be competing on service, on price, on all the things that come down to how well we engage with the customer. And as management knows, the key to a successful company is the customer – the customer – the customer. How well Tower looks after them is what will drive our success.

[PAUSE]

Some of you probably never thought I would be a climate change crusader – but here I am. It's here, it's real – it's not some woke issue, of which there are plenty! – and it's not simply an environmental issue. Climate change is a financial issue. And, the problem I personally have – and where I part ways with the do-gooders – is how do we actually deal with it? I simply don't believe that climate statements move the needle or cut the mustard.

Here's something revealing that I read recently. The Financial Markets Authority has indicative data showing that if New Zealand adopted Australia's new climate reporting thresholds, currently being phased in, only 11 of our existing 164 climate reporting entities would still be required to disclose. The contrast is striking.

And, while we all have to be grateful that the upcoming increase in New Zealand's market capitalisation reporting threshold – from NZ$60 million to NZ$1 billion in March – will reduce the number of reporting entities to around 76, we have to ask … is that a sufficient reduction? Do we have the right balance? My view remains, NO.

[PAUSE]

Finally, the Government has recently announced an insurance affordability review. It's framed up differently but to all intents and purposes echoes the banking and supermarket inquiries that left many New Zealanders wondering how much change would ultimately follow.

Tower is co-operating with the review. But let's be very clear, when comparing FY24 to FY25, Tower's average sum of contents insured increased by between 1 and 1.5%, while the average premium dropped by 6 to 8%.

The average premium renewal for Motor experienced sizable reductions in 2025, peaking at a 14% reduction during the year. And while average house premiums peaked at a 4% increase at the beginning of FY25, they have fallen steadily and dropped into negative territory since September. The rate of premium increase is either on par with the sum insured increase or much lower.

In short, premiums have not climbed as much as some Ministers have said.

The real issue when it comes to insurance affordability is the cost of living more generally for Kiwis. With costs of all goods and services spiralling up significantly more than incomes, it is inevitable that some people are unable to afford insurance. That is the issue that needs to be addressed.

And let's not forget FENZ and Natural Hazards Insurance levies make up roughly 40% to 43% of insurance premiums … over which we have no control.

[PAUSE]

In closing, I want to acknowledge all the Tower team past and present. My tenure as Chair has been marked by working alongside a number of really talented, passionate people – I have enjoyed it and am immensely proud of what we've achieved together.

Over to you Paul.

**Slide 6 – CEO's address title slide – Paul Johnston**

Tēnā koutou katoa and thank you Michael.

A warm welcome to everyone joining us today. I am pleased to recap our full year 2025 results as well as share a performance update for the first four months of the 2026 financial year. I will also take the opportunity to give you an overview of Tower's plans for delivering its next phase of growth.

**Slide 7 – Delivering the next phase of growth**

Let me begin with a brief recap of our strategy. Over FY24 and FY25, under Horizon 1, we focused on strengthening Tower's foundations: building resilience, improving efficiency, carefully managing risk, and investing in technology to enhance our operations and customer experience. We also continued to shape a culture that empowers our people and sustains high performance over the long term.

This work has put us on solid footing. With those foundations in place, and now being well into Horizon 2, our focus has shifted more towards innovation and transformation - leveraging our digital capabilities to accelerate growth and unlock the next phase of Tower's potential.

**Slide 8 – FY25 performance – strong operational and business performance**

And now to recap on our FY25 results, which demonstrate Tower's strong operational and business performance in the year to 30 September 2025.

Gross written premium increased to $600 million and customer numbers grew to 318,000. We also saw a substantial reduction in the BAU claims ratio, while the MER remained stable and large event costs were low.

These factors combined led to a record underlying profit after tax of $107.2m.

Reported profit for FY25 was $83.7m.

Tower declared a total FY25 dividend of 24.5 cents per share, and also returned $45m of capital to shareholders.

**Slide 9 – FY24: External factors influencing financial result**

FY25 was an exceptional year for Tower, supported by both favourable external conditions and disciplined execution of our strategy. Large event claims were just $7.2 million — well below the long-term average — and relatively benign weather helped moderate our BAU claims ratio and overall profitability.

We saw solid policy growth, and average premiums declined through the year. This reflected increased competition across the industry, a soft rating cycle, lower inflation, and fewer claims from our lower-risk portfolio. We adjusted pricing quickly to stay competitive and attract quality risks, providing welcome relief for customers after the increases seen following COVID supply chain pressures and the 2023 weather events.

Inflation returned to historical levels, contributing to improved claims performance. Motor theft frequency also normalised, following earlier steps to reduce exposure to high-theft vehicles, improving both claim frequency and severity in our motor book.

We did see some offsetting pressure from lower investment income as OCR reductions came through.

Taken together, these factors, combined with progress in our transformation programme, created a unique and favourable operating environment in FY25.

**Slide 10 – FY25: Policy growth in a competitive market**

Despite a soft rating cycle and intense competition, Tower delivered solid policy growth in FY25. We added 13,000 new customers, lifting our total to 318,000, and achieved 6% growth in New Zealand core products, including an 11% increase in house policies.

This reflects our strategic focus on the house portfolio, where customers typically hold more products and stay longer. Prioritising this segment strengthened retention and profitability.

Growth also came with better risk quality. Our risk-based pricing approach means we're growing in lower-risk customers, reducing expected average annual flood losses by 21% per policy and 16% across the portfolio, a meaningful lift in portfolio resilience.

We further strengthened brand momentum with the launch of "The Misses" campaign, which resonated well with New Zealanders and won Kantar's Ad Impact Award in June 2025.

The graphs clearly show this shift: house policies have grown steadily over five years, accelerating in FY25, while motor has returned to growth following risk appetite adjustments made in late FY23.

Overall, these results reflect a disciplined strategy to attract high quality risks and build a stronger, more resilient portfolio.

**Slide 11 – FY25: Investing for future value**

In FY25, we continued to leverage the benefits of our single core platform, our streamlined product set and our increased scale to invest in strategic initiatives designed to improve efficiency, strengthen customer experience, and support long-term growth.

We also launched our AI-enabled contact centre platform, Amazon Connect, which is already showing significant improvements in customer service and streamlined delivery.

And, we introduced an integrated motor claims assessing system that is speeding up assessments, reducing manual handling, and lowering repair costs.

Our digitisation programme is nearly complete for this phase, with 79% of tasks now available online, making policy management and claims lodgement faster and easier for customers.

We also expanded risk-based pricing to include two additional perils and continued to build our AI capability, important steps toward greater efficiency and innovation in FY26 and FY27, and beyond.

This continued focus on innovation was recognised with the Insurance Business 5 Star Insurance Innovator Award for the second consecutive year.-Star Insurance Innovator Award for the second consecutive year.

**Slide 12 – FY25: Elevating customer experience**

Delivering simple and rewarding experiences remained a core focus in FY25, and we made solid progress. Our Net Promoter Score increased to +44, supported by digitisation and operational improvements. Telephony performance also improved, with abandonment rates down to 7% as we streamlined processes and strengthened digital capability.

Digital adoption continued to rise during FY25: 63% of sales, 51% of service tasks, and 70% of claims lodgements in New Zealand were online, and My Tower registration grew to 59%. Our Suva Hub also delivered greater efficiency, scaling up to handle 83% of sales and service calls, compared with 55% last year.

These improvements were recognised externally, with Tower winning the Insurance Sector Award at the 2025 CRM Contact Centre Awards.

**Slide 13 – Sustained profitability improvement**

This chart illustrates Tower's performance over the five years to FY25, during which we delivered consistent and sustainable improvements in underlying profitability through disciplined execution and targeted investment.

When large event costs are removed, the underlying trend becomes clear: underlying NPAT strengthened each year, reflecting the cumulative impact of the changes made across the business.

Profitability in the latter part of this period was also supported by particularly benign BAU claims conditions in FY24 and FY25.

For FY26, our guidance remains underlying NPAT of $87–$97 million, excluding large events. This assumes the soft rating cycle continues and BAU claims ratios begin normalising.

**Slide 14 – Four-month trading update**

Turning now to our trading performance for the first four months of our 2026 financial year which continues to feature solid operational and business performance.

**Slide 15 – FY26 four-month trading update**

Here is a summary of our steady progress in the first part of the financial year. The financial information provided in this update is based on Tower's unaudited management accounts as at 31 January 2026.

**Slide 16 – FY26: Stabilised pricing and increased policy volumes underpin positive GWP growth**

Turning now to GWP, we've seen positive momentum in our New Zealand portfolio in the first four months, with policy numbers up 5% compared with January last year. This has been led by continued growth in house policies, which were up 10%, alongside 6% growth in contents and 2% in motor.

Gross written premium grew 2% to $204 million. An increase from the 1% decrease we saw in the four months to September, which was impacted by lower pricing. The improvement reflects disciplined risk selection, stabilised pricing, and the continued appeal of our offering.

We added 12,000 new customers in the year to 31 January, taking total customers to 323,000. And our new Westpac partnership and the Kiwibank back-book referral will both go live in the second half, further supporting policy and premium growth as the year progresses.

The charts on the right show that GWP growth is returning to a more sustainable trajectory as we continue to deliver growth initiatives and the rating environment stabilises. The effective average premium curves have flattened, reflecting a more balanced market after two years of significant movement.

The insurance industry remains highly competitive, and we are committed to earning every customer by delivering value through our products, service, benefits and being there at claim time when our customers need us the most. Our progress is also underpinned by ongoing investment in digital and underwriting capabilities, from straight-through-processing for motor claims to enhancements in our pricing and risk-based models.

**Slide 17 – FY26: BAU claims ratio remains below historical average**

Turning to claims performance, our BAU claims ratio for the first four months remains favourable at 43%, compared to long-run averages of between 48% and 50%.

As we noted at the full-year results, the premium rate decreases that came through in FY25 will continue to earn through during FY26, and this is contributing to the gradual normalisation we're seeing here.

We expect the BAU claims ratio to continue to increase but to remain below the long-term average this financial year.

Our claims transformation programme continues to deliver improvements, particularly in motor. Over the period, 53% of New Zealand motor claims went straight through to repairers and utilisation of our preferred partner network increased to 74%. These gains are helping to reduce handling times, lower costs, and improve customer experience.

**Slide 18 – FY26: Large event claims**

Paying claims is what we are here for, and large events are a part of that.

Tower has a $45m large events allowance for FY26 and in the first four months, has recorded three large events with an estimated combined cost of $12.1m. This includes the October windstorm, the Timaru hailstorm in November, and the late January nationwide storm.

Claims from the stormy weather across New Zealand over the past few days are still being assessed and at this early stage, Tower expects costs to exceed its $2m large events threshold.

Tower has $32.9m available for the remaining eight months of the financial year. Any unused portion of this allowance at year-end will contribute to underlying NPAT to improve the full year result.

Our response to these events continues to improve as our capability strengthens while the impacts are reducing. Tower’s risk-based pricing is lowering our exposure to natural hazards, with the expected average annual loss from flood, landslide, and sea surge down by an average of 20% on a per-policy basis and 14% overall compared to the same time last year. This continues to strengthen portfolio resilience and reduce volatility.

We also continue to enhance the customer experience during events. For the January storm, we sent more than 23,000 automated SMS updates to affected customers, helping keep people informed at a time when communication matters most.

Digital lodgement and straight-through processing are also helping customers lodge claims more easily and getting motor and house repairs underway faster.

And where required, we can scale quickly through our third party assessor and claims management partners to ensure we maintain quality and pace during periods of higher demand.

The map on the right highlights the geographic spread and volume of claims across the three events within the four-month period.

**Slide 19 – FY26: Investing to improve efficiency and customer experience**

We continue to invest in digital capability and operational transformation to deliver simple and rewarding customer experiences and drive sustainable efficiency gains across the business.

Our net Promoter Score increased to +52, up from +44 in September, reflecting improvements across digital channels, the telephony platform, and claims processes.

Amazon Connect, launched at the end of FY25, has reduced average call times by around two minutes and is streamlining customer interactions.

Two way integration of the motor assessing platform is reducing manual effort for our people and improving accuracy. During the period, 24% of New Zealand motor claim reserves were automatically updated, and 46% of motor claim payments were automatically processed.

We have streamlined our geographical operations to improve consistency and resource allocation.

We also continue to invest in systems and processes to help avoid errors that lead to customer remediations. Our comprehensive multi-policy discount remediation programme is now nearing completion, and as part of simplifying our pricing and reducing future risk, we have removed the multi-policy discount from our insurance offerings. This change is allowing us to offer targeted rate reductions across our core products.

The Financial Markets Authority's regulatory action regarding the misapplication of multi-policy discounts was concluded in the first four months of the year. The penalty was fully provided for in Tower's past financial results and will therefore have no impact on Tower's FY26 results. This resolution allows us to move forward with clarity of future costs. Our focus remains on continuous improvement and delivering value to customers through fair and competitive pricing.

The management expense ratio was 31%, marginally higher than the prior comparable period, reflecting disciplined cost management alongside continued investment in efficiency and service initiatives.

**Slide 20 – Solvency remains strong**

Tower remains well capitalised with a strong solvency margin well above both regulatory requirements and our internal targets.

The solvency ratio was 160% as at 31 January 2026, up from 143% at 30 September 2025.

The adjusted solvency margin increased to $121.1 million at 31 January 2026, an improvement of $32.1 million from September. Tower's internal target solvency margin remains $84.3 million.

The final FY25 dividend of 16.5 cents per share was paid in January 2026.

Tower continues to hold an A- financial strength rating.

**Slide 21 – Looking forward**

Looking forward we will continue our focus on strategic growth initiatives and improving customer experience and efficiency through innovation.

**Slide 22 – Strategic growth initiatives**

We have a clear set of strategic growth initiatives in place to accelerate performance through Horizon 2 and beyond, with a target of delivering more than $750 million in GWP by FY28 through organic growth.

Our new digitally enabled partnership with Westpac NZ will open Tower up to one of the country's largest retail customer bases, supported by seamless digital onboarding and modernised underwriting.

The referral of the Kiwibank back book in the second half of FY26 will help to further support growth.

We also note that Trade Me has commenced a review of its insurance partnership in 2026. While we are not able to elaborate on the process at this stage, Trade Me remains an important channel in the New Zealand insurance market, and we will continue to participate constructively as this review progresses.

We are also investing further in Tower's brand to support growth — strengthening awareness, improving consideration, and ensuring we show up consistently as a modern, customer focused insurer.

Enhancements to our seasurge and landslide risk ratings continue to sharpen our risk-based pricing, helping us target lower risk properties more effectively and improve portfolio quality.

And by removing multipolicy discounts, we've simplified our pricing structure, to help ensure we are competitive for customers.

**Slide 23 – Customer experience and efficiency through innovation**

We're focused on continuing to lift customer experience and efficiency with continued improvements across our digital platforms through streamlined processes and clever use of data and AI.

We're targeting 80% of sales, service, and claims lodgement tasks to be completed through digital channels by FY28. This shift will create faster, more intuitive experiences for customers while driving efficiency gains.

Work is also underway on a new customer data platform that will enable more personalised service over time, allowing us to tailor communications, offers, and support based on individual customer needs.

New AI tools are being introduced across key processes to streamline workflows, reduce manual effort, and improve accuracy. This will become an increasingly important capability as we scale.

Our partnership with Amazon Connect is already enabling enhancements to our contact centre platform, supporting smarter routing, more efficient interactions, and deeper insights to further improve service.

And we continue to focus on product innovation to meet emerging customer needs, ensuring Tower remains competitive and relevant as risks evolve.

Together, these initiatives position us to deliver a more personalised, more digital, and more efficient customer experience, and will help us to drive down our management expense ratio, aligned with the ambitions of Horizon 2 of our strategic plan.

**Slide 24 – FY26 guidance and future targets**

For FY26, we are maintaining guidance consistent with what was communicated at the full-year results.

We are targeting Gross Written Premium of between $630 million and $660 million, representing 5% to 10% growth.

The management expense ratio is expected to remain in the 31% to 32% range this year.

Underlying NPAT, excluding large events, is forecast to be between $87 million and $97 million. Our large events allowance for FY26 is $45 million.

We are targeting a combined operating ratio of 86% to 88%.

Assuming full utilisation of the large events allowance, underlying NPAT is expected to be between $55 million and $65 million. Any unused portion of the allowance, after tax, will flow through to improve the full-year result.

Reported NPAT will continue to have non-underlying costs related to ongoing remediation activity and regulatory change.

Looking ahead to FY28, we have reaffirmed our medium-term targets.

As the insurance cycle stabilises and strategic initiatives deliver, we expect GWP to reach more than $750 million, implying a three year compound annual growth rate (or CAGR) of over 7.5%.

Our customer experience, innovation and efficiency gains are expected to deliver an MER of 28% to 30% in FY28, and the combined operating ratio is targeted to land between 85% and 87%.

These targets reflect confidence in our strategy and the momentum we are building through Horizon 2.

**Slide 25 – A journey of progress and transformation**

Before I hand back to Michael, I want to reflect on what Tower has achieved during his tenure as Chair.

Over this period, Tower has reshaped itself into a modern, digital, direct insurer — simplifying products, embedding address-level risk-based pricing across four major perils, investing in claims and digital platforms, and building a stronger, more resilient portfolio. We have navigated major events across New Zealand and the Pacific, supported communities when it mattered, and delivered operational and financial progress.

We've prepared a short video that captures these milestones—more than a decade of progress we're proud of.

[Play video]

Those results speak for themselves. Thank you, Michael—for your wise counsel, steady chairmanship, clear strategic guidance, your challenge, and unwavering focus on long-term value for customers and shareholders. Your leadership has helped set the platform we are building from today.

On a personal note, thank you for the support you've shown me and the executive team. Tower is well-positioned for the next phase—with a clear strategy, high-performing culture, modern capability, and significant growth opportunities ahead.

**Slide 26 - Shareholder Resolutions – Michael Stiassny**

Thank you, Paul, very kind.

I now propose that we move to the next item of business, which is the shareholder resolutions before the meeting. Resolutions 1, 2 and 3 are ordinary resolutions, each passed by a simple majority of votes of those shareholders entitled to vote and voting on the relevant resolution.

As noted earlier, voting has already opened online and will close shortly after discussions on the resolutions are completed so that everyone has the opportunity to cast their votes.

**Slide 27 – Shareholder resolutions**

**Resolution 1 -** Authorisation to determine auditor remuneration

The Companies Act provides that a company's auditor is automatically re-appointed unless there is a resolution or other reason for the auditor not to be re-appointed.

The Company wishes PwC to continue in this role and PwC has indicated its willingness to do so.

The Companies Act provides that the fees and expenses of the auditors are to be fixed by the Company, or in the manner that the company determines at the Annual Meeting. The Board proposes that, consistent with past practice, the auditor's fees be fixed by the Board.

I therefore:

- Record that the auditors, PwC, are automatically re-appointed as auditors of the company; and
- Move that the Board be authorised to determine the auditor's fees and expenses for the 2026 financial year.

At this point, I would also like to note that the New Zealand Shareholders Association policy and international best practice is that the Audit Firm should not serve more than 10 years and the Lead Audit Partner should be rotated at five years to ensure the appropriate degree of independence is maintained. We agree with this view and the Board has adopted a policy of requiring a rotation of the Lead Audit Partner at least every five years and a tender for the Audit Firm, if not necessarily a change in firm, at least every 10 years.

I note that a tender process was carried out in FY25, with proposals submitted by four audit firms. At the conclusion of this process, the Board resolved to retain PwC as Tower's external auditor. Additionally, our Lead Audit Partner rotated two years ago. We have included Audit Firm tenure and Lead Audit Partner rotation information in the Corporate Governance Statement on our website.

Are there any questions?

*[FOLLOWING ANY QUESTIONS]*

**Resolution 2 -** Re-election of Geraldine McBride as Director of Tower Limited.

Geraldine McBride retires by rotation, and being eligible, offers herself for re-election. I now invite Geraldine to address this meeting on her proposed re-election.

[GERALDINE MCBRIDE ADDRESS]

Thank you, Geraldine. I will now move that Geraldine McBride, who retires on rotation in accordance with NZX Listing Rule 2.7.1 be re-elected as a director of Tower Limited

Are there any questions?

*[FOLLOWING ANY QUESTIONS]*

**Resolution 3 -** Re-election of Naomi Ballantyne as Director of Tower Limited.

Naomi Ballantyne was appointed as an independent director to the Tower Board effective 21 May 2025, to fill a casual vacancy. As required by Tower's constitution, Naomi retires, and being eligible, offers herself for re-election. I now invite Naomi to address this meeting on her proposed re-election.

[NAOMI BALLANTYNE ADDRESS]

Thank you, Naomi. I will now move that Naomi Ballantyne, who retires on rotation in accordance with NZX Listing Rule 2.7.1 be re-elected as a director of Tower Limited

Are there any questions?

That concludes our discussion on the items of business.

So, if you haven't already done so, please cast your votes now. Voting will close in approximately two minutes. The votes will then be counted under the scrutiny of Computershare who will now begin collecting the voting papers from within the room.

We will now pause for a moment to ensure that all questions relating to the resolutions have been received.

*[*PAUSE*]*

Right, let's move on. The final item on our agenda is Questions and General Business:

**Slide 28 – Questions & General Business**

Are there any matters of General Business? Or any questions?

*[FOLLOWING ANY QUESTIONS]*

In a minute, I will close voting. This is your final chance to ensure that you have cast your vote on all resolutions. I will now pause to allow you time to finalise those votes.

*[PAUSE for 60 seconds]*

Voting is now closed.

The results of these polls will be released to the stock exchanges later today.

Ladies and gentlemen that concludes the formal business of our meeting. I'd like to thank you, not only for your participation today, but for your support of a company that continues to deliver for both shareholders and customers. It has been an honour to serve, and I shall remain an active and interested shareholder.

I declare the meeting closed. I now invite those of you in the room to join the board and executive team for refreshments in the area to your left. Thank you.