Governance matters

Lake Matahina Dam, Bay of Plenty.

Governance matters

Good corporate governance protects the interests of all stakeholders and enhances short-term and long-term value.

We regularly review our corporate governance systems and always look for opportunities to improve.

We comply with the recommendations of the NZX Corporate Governance Code in all material respects with one exception this year: diversity metrics, between 16 September 2025, and 30 June 2026, following Elena Trout's retirement as a director. No alternative governance practice was adopted in lieu of the recommendation during that period. We have actively recruited to resolve this issue and as at 1 September 2026 have returned to having at least 30 percent male and at least 30 percent female directors. In the intervening period our experienced Board has continued to bring a broad range of experiences and perspectives to our decision-making processes. You can see our full reporting in our **Corporate Governance Statement** dated 30 June 2026 on our website.

Our Board

The Board's role and responsibilities

The Board is responsible for Contact's governance, direction and performance.

Specific responsibilities include:

+ Setting and approving Contact's strategic direction
+ Approving major investments
+ Monitoring financial performance
+ Appointing the CEO and monitoring CEO and senior management performance
+ Identifying and controlling significant risks
+ Ensuring appropriate systems to manage risk are in place along with approving Contact's risk capacity and tolerance
+ Reviewing and approving compliance systems
+ Overseeing sustainable development, the community and environment, and the health and safety of our people.

Board composition

Contact's Board comprises seven directors, with a wide variety of skills, experience and points of view. A further director was appointed effective 1 September 2026. More information on the Contact Board, including appointment dates and committee memberships, and short biographies setting out skills and experience of each director, is available on our **website**.

In May 2026, Contact announced long-standing Chair, Rob McDonald would retire at the 2026 Annual Shareholders' Meeting. The Contact Board has elected Jon Macdonald, a Contact director since 2018, as Chair.

As at 30 June 2026, the Board considers Deion Campbell to be non-independent given his association with Infratil Limited and Infratil Investments Limited, who are substantial product holders of Contact. All other current directors, including the current and incoming Chair, are considered to be independent in that they are not executives of the company and do not have a direct or indirect interest, position, association or relationship that could reasonably influence in a material way, their decisions in relation to Contact. In making this assessment, the Board has considered the NZX Listing Rules and the factors in the NZX Corporate Governance Code that may affect director independence.

The Board continues to use a director skills matrix to assist with succession planning and ensure the appropriate skills and experience are represented. The matrix shows the areas in which the Board considers director capability is required to enable Contact's success, and the expertise held by current directors.

The matrix reflects the directors' assessment of the current skills held by the Board. It is not expected that every director will be an expert in every area, but all skills in the matrix should be represented on the Board as a whole. The matrix shows a good spread of expertise and secondary skills among current directors.

Board performance

We recognise the value of professional development and the need for directors to remain current in industry and corporate governance matters. Contact assists directors with professional development in a number of ways, including an induction programme for new directors, briefings to upskill the Board on new developments, deep-dive workshops on key issues and Board study tours.

In 2026, the Board undertook deep dives to gain valuable insight into topics such as AI and dam safety. These investigations helped inform the Board's thinking about the risks and opportunities for Contact.

We regularly review the performance of the Board to ensure the Board as a whole, and individual directors, perform to a high standard. Comprehensive reviews are carried out approximately every two years and the last independent external review undertaken by BoardOutlook and Propero was conducted in 2024. We intend to refresh the independent external review in FY27.

Director skills matrix

Skills and experience category	Capability
Strategy and risk settings	
Strategic oversight	Primary 6, Secondary 1
Major projects oversight	Primary 4
Innovation and disruption oversight	Primary 1, Secondary 2
Sustainability and environmental oversight	Primary 1, Secondary 1
Mergers, acquisitions and divestments oversight	Primary 4, Secondary 1
Technology, digital and data oversight	Primary 1, Secondary 1
Risk management oversight	Primary 4, Secondary 3
Stakeholders and People Leadership	
Iwi and community relationships	Primary 1
Safety oversight	Primary 2, Secondary 2
Energy Industry	
Energy generation and markets	Primary 2, Secondary 3
Energy/mass market consumers	Primary 2, Secondary 1
Governance and Risk Management	
CEO or (large scale) CxO experience	Primary 3, Secondary 1
Financing/funding oversight	Primary 3, Secondary 1
Corporate governance experience	Primary 7
Accounting and financial reporting oversight	Primary 3, Secondary 2
Government and regulatory engagement oversight	Primary 2, Secondary 2

Primary Secondary

Note: This matrix does not include skills of the director appointed effective 1 September 2026.

Board committees

The Board has three core committees to perform work and provide specialist advice in certain areas. Our Board works to the principle that committees should enhance effectiveness in key areas, while still retaining Board responsibility.

The Audit and Risk Committee helps the Board fulfil its responsibilities relating to Contact's external financial reporting, internal control environment, business assurance and external audit functions, and risk management.

The Health, Safety and Environment Committee supports the Board in relation to health, safety and wellbeing (HSW) objectives and monitoring HSW performance. It provides governance oversight of environmental sustainability matters.

The People Committee advises and supports the Board to fulfil its responsibilities across all aspects of Contact's people and capability strategies, risks, policies and practices including remuneration.

From time to time, the Board may create ad-hoc committees to oversee specific areas on its behalf.

Contact does not have a Nominations Committee. Instead, this responsibility is held by the full Board. This reflects the importance all directors place on ensuring the Board is performing well and has the necessary skills.

The current members of the committees are:

Committee	Members
Audit and Risk	Sandra Dodds (Chair) David Gibson David Smol
Health, Safety and Environment	David Smol (Chair) Rukumoana Schaafhausen Deion Campbell
People	Jon Macdonald (Chair) Robert McDonald Rukumoana Schaafhausen

Code of Conduct and policies

We expect all our people to act honestly, with integrity, in Contact's best interests, and in accordance with the law, all the time. This expectation is enshrined in our **Code of Conduct**, which underpins our corporate policy framework. Our corporate policies address key risks and set expected standards of behaviour for our people. Information about how our key policies operate is in our **Corporate Governance Statement** and the policies themselves are on our website. Each of our corporate policies give reference to international standards or commitments where applicable. Our Code of Conduct incorporates our core policies and set out key behavioural principles and requirements.

Our Human Rights Policy applies to everyone who works at Contact and its subsidiaries and sets the expectation that our supply chain partners will have similar policies in place, and/or meet comparable standards.

Our compliance training framework governs the way we allocate training on core policy areas across the business. In addition, a range of management-level committees has responsibility for specific policy areas: for example, the Privacy Committee, Data, AI and Strategy Governance Committee and the Procurement Steering Group.

We implement our commitments through our Procurement team processes – in particular, the supplier management process and implementation of the **Supplier Code of Conduct**.

We offer online and tailored in-person training to different business areas. We conduct online training on our Code of Conduct which includes human rights issues including wellbeing, health and safety, bullying and harassment, and inclusion. These modules, together with Health & Safety, Privacy and Security Awareness are mandatory for all Contact people.

Our Whistleblowing Policy offers protections for employees who disclose serious wrongdoing in accordance with the process in the policy. Our online whistleblower portal helps to ensure we're aware of any breaches of the Code of Conduct or our policies, or any other illegal or unethical activity. Anyone at Contact can use our online whistleblower portal to report an incident or behaviour they are concerned about, anonymously if they choose. Whistleblower disclosures are reported to the General Counsel and CEO and, where appropriate, to the Chair of the Board to investigate and take appropriate action.

Our Modern Slavery Statement sets out the steps we have taken to identify, manage and mitigate the risks of modern slavery in our operations and supply chain. In FY26, we identified and reviewed supply chains in our higher-risk business areas. Our modern slavery working group continues to review and improve our processes across the organisation. We also refreshed our Supplier Code of Conduct to clarify the behaviours we expect from suppliers and outline the process we will follow where expectations are not met.

Any critical concerns identified via the whistleblowing process, our modern slavery practices or through other mechanisms would be presented at Board meetings through written papers and oral presentations. No critical concerns were communicated to the Board during the FY26 reporting period.

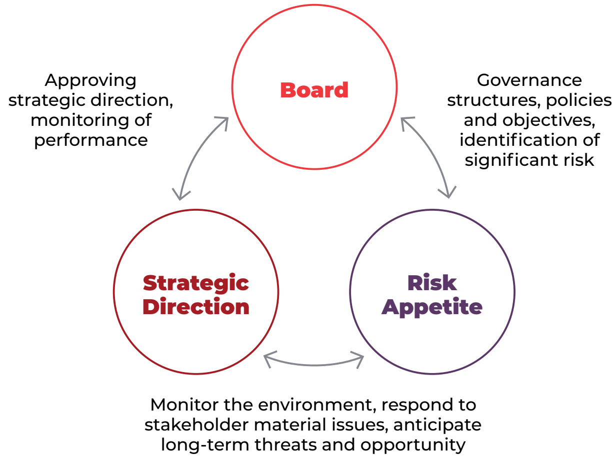
Risk management and assurance

Risk management

Our enterprise risk management framework ensures we have appropriate systems in place to identify, assess, treat, monitor and report on material risks. We assign responsibility to individuals to own and manage identified risks and we monitor any material change to Contact's risk profile. Risk is managed throughout the organisation in accordance with the Board's risk appetite statements.

Contact's enterprise risk management framework is supported by a range of systems and tools that help assess and report all risk types across the organisation. These include environmental, social, climate and governance risks.

Contact31+ builds on the strategic direction of Contact26 and continues to have a strong focus on ESG commitments to create long-term value. A wide range of risks and environmental factors is considered by the Board during the strategy setting process including analysis into how actions to limit the impacts of climate change could affect delivery of our strategy.



Our corporate governance model is vertically integrated to ensure an appropriate level of support and oversight of our key climate-related risks.

+ The full Board considers a wide range of risks (including economic, environment, social, climate and governance risks) when reviewing the business strategy alongside a market update. Reporting to the Board ensures their understanding of the key risks and issues (such as climate change) and contribute to their decision-making.
+ Top risks are reported to the Board Audit and Risk Committee on a quarterly basis and are actively monitored by the Leadership Team.
+ The Board Audit and Risk Committee has formal oversight of climate related issues.
+ Risks rated high and above are regularly monitored for active management by the Leadership Team.
+ There is regular engagement with stakeholders (including local communities and tangata whenua as we aim to maintain our positive relationships) to assess and communicate the impacts of the changing environment.
+ People at all levels of the organisation (including contractors) are encouraged to identify and manage potential risks to Contact on a regular basis throughout the year.

The integrated nature of our operations means that climate-related risks and opportunities are regularly assessed. Mitigation plans for material risks are implemented to proactively manage the impact to Contact.

Legal and regulatory compliance

There has been no material instance of non-compliance with laws and regulations. See **Creating outstanding customer experiences** for more.

Assurance

Our Business Assurance team fulfils our internal audit function and provides objective assurance of the effectiveness of our internal control framework. The team is based in-house and draws on external expertise where required.

The team brings a disciplined approach to evaluating and improving the effectiveness of risk management, internal controls and governance processes. We use a risk-based assurance approach driven by our risk management framework. The team also assists external audits by making findings from the internal assurance process available for the external auditor to consider when providing their opinion on the financial statements. The team has unrestricted access to all departments, records and systems of Contact, and to the Board Audit and Risk Committee, external auditor and other third parties as it deems necessary.

Auditors

We recognise the role of our external auditor is critical for the integrity of our financial reporting. EY commenced its appointment as the Group's external auditor on 1 July 2022. The Board Audit and Risk Committee ensures that the audit partner is changed at least every five years, and the lead audit partner was changed during FY25.

Our External Audit Independence Policy sets out the framework we use to ensure the independence of our external auditors is maintained and their ability to carry out their statutory audit role is not impaired. Under this policy, the external auditor may not do any work for Contact that compromises, or is seen to compromise, the independence and objectivity of the external audit process. In addition, the external auditor confirms its continuing independent status to the Board every six months.

The Chair of the Audit and Risk Committee approved EY to perform assurance engagements over our green borrowing programme, greenhouse gas emissions, Global Initiative (GRI) indicators, unique emission factors and an audit of subsidiary financial statements.

In addition EY was approved to perform the following non-assurance activities: remuneration benchmarking and survey services, verification procedures in relation to Everen Insurance Mutual, verification procedures in relation to the equity raise, verification procedures in relation to issue of the Euro Medium Term Notes, and review of our SBTi climate targets.

Representatives from the external auditor attend Contact's annual shareholder meeting, where they're available to answer shareholders' questions relating to the audit.

Remuneration report

Jon Macdonald
Chair, People Committee.

Dear fellow shareholders,

I am pleased to present Contact's remuneration report for FY26 on behalf of the Board's People Committee.

FY26 financial results and remuneration

Contact has delivered a strong financial result for shareholders this year with profit of $423 million, EBITDAF of $1,011 million, and operating free cash flow of $648 million. Operating costs and capital expenditure have been managed well, while contending with inflationary pressures.

We consider Contact's executive remuneration to be appropriate given the company's performance. We've continued with our high degree of transparency, and full details of the corporate scorecard and incentive payments are provided on **pages 73 to 77**. We believe that the structure and components of Contact's remuneration continue to serve the company well, and therefore have not made any significant changes to that structure over the past year. We did upweight the proportion of the Long Term Incentive based on Total Shareholder Return from 50 percent to 70 percent, to increase the financial alignment between executives and shareholders.

Manawa integration

The successful integration of Manawa was a significant achievement during the year. From a people perspective, we brought together two organisations with a strong focus on transparency, care and respect, successfully onboarding transferring employees, aligning people practices and building the foundations for a united culture. The integration has strengthened our capability, brought together the best of both organisations and positioned us well for future success.

New Values & Behaviours

During FY26, we refreshed Contact's values and behaviours to provide greater clarity on how we will work together to deliver our Contact31+ strategy. Developed from insights gathered across Contact and Manawa, the new values – **Own the Future, Brave Humility and Performance Edge** – set clear expectations for the behaviours that will help us succeed as a larger, more complex organisation. The values are designed to strengthen alignment, improve execution, enable faster decision-making and reinforce a high-performing culture.

The first major step in this journey has been the launch of **Performance@Contact**, our new performance framework. Performance@Contact brings together both **what** people deliver and **how** they deliver it. By creating a simpler, more consistent approach to performance, we are helping our people understand their impact, grow their capability and contribute to Contact's long-term success.

As we head into FY27, the values and behaviours will be embedded across key people processes, including recognition, leadership development, performance management and onboarding, creating a consistent employee experience that supports the successful delivery of our strategy.

AI and our people

AI is becoming an increasingly important enabler of Contact's future performance. During the year, we continued to identify opportunities to use AI to improve productivity, simplify work and enhance decision-making. As we do so, we remain focused on supporting our people through changing ways of working, investing in capability and ensuring AI complements human expertise and judgement.

Gender pay equity

We've provided comprehensive information on Contact Energy's gender pay gap and pay equity in **Gender pay reporting**. This continues to be important for us, and we appreciate that whilst progress is slow in closing our pay gap, we are committed to working both internally through establishing governance and pipeline opportunities, as well as externally as a wider industry, on how we can continue to close the gap across the energy sector. We have made further progress in our most recent pay round, which will maintain our overall pay equity at 98 percent as of 1 September 2026.

Thank you to the outgoing Chair

Rob McDonald will finish up with Contact at our ASM in September, after 11 years' service as a director and over eight years as our Chair. Rob has contributed hugely to Contact's successes, and he leaves a legacy of a company that is bigger and stronger in every dimension. We'll properly acknowledge all that Rob has done for Contact at our ASM, and in the meantime offer our heartfelt thanks for all the mahi, care and leadership Rob has shown over his tenure.

Jon Macdonald
Chair, People Committee

Directors' remuneration

The total directors' fee pool is $1,850,000 per year. The increase was approved by shareholders at the 2025 annual shareholders meeting. Actual fees paid to directors are determined by the Board on the recommendation of the People Committee. Between FY25 and FY26, fees for the Board and Committee fees increased by around 3 percent. Directors' fees exclude GST, where appropriate. In addition, Board members are reimbursed for costs directly associated with carrying out their duties, such as travel costs. Contact employees appointed as directors of Contact subsidiaries do not receive any director fees.

FY26	Chair per annum	Member per annum
Board of Directors	$329,500*	$157,000
Audit and Risk Committee	$51,000	$26,000
Health, Safety and Environment Committee	$29,500	$15,000
People Committee	$29,500	$15,000
Overseas director travelling allowance		$17,000

* No additional fees are paid to the Board Chair for committee roles.

Details of the total remuneration paid to each Contact director for FY26 are as follows:

Directors	Board fees	Health, Safety and Environment Committee	Audit and Risk Committee	People Committee	Overseas travelling allowance	Total Remuneration
Robert McDonald[1]	$327,917					$327,917
Deion Campbell[2]	$149,896	$11,875				$161,771
Sandra Dodds	$156,250		$51,250		$16,917	$224,417
David Gibson	$156,250		$26,333			$182,583
Jon Macdonald	$156,250			$29,333		$185,583
Rukumoana Schaafhausen	$156,250	$15,083		$15,083		$186,417
David Smol	$156,250	$26,396	$26,333			$208,979
Elena Trout[3]	$31,958	$5,979				$37,938
Total	**$1,291,021**	**$59,333**	**$103,916**	**$44,416**	**$16,917**	**$1,515,605**

1 No additional fees are paid to the Chair of the Board for committee roles.

2 Deion Campbell was appointed to the Board, and HSEC in July 2025.

3 Elena Trout retired in September 2025.

Contact employee remuneration

We're committed to paying appropriate market rates for all our roles, and ensuring our people are rewarded for their performance and experience. There are three parts to employee remuneration – fixed remuneration, pay-for-performance remuneration, and other benefits. These combine to attract, reward and retain high-performing employees.

Fixed remuneration

Fixed remuneration is based on the role responsibilities, individual performance and experience, and current market remuneration data. Contact targets fixed remuneration at the median of the market range.

Pay-for-performance remuneration

Pay-for-performance remuneration recognises and rewards high-performing senior employees and comprises short-term incentives (cash and deferred share rights) and long-term incentives (performance share rights).

Short-term incentives (STI)

STIs are designed to recognise and reward high performance with cash incentives and deferred share rights through Contact's equity scheme for our higher-level roles and key talent. STIs have a maximum potential level set reflecting the person's role grade, and are based on performance measured against key performance indicators (KPIs), which generally consist of company and individual objectives. The Board reserves the right to adjust STI awards if company targets are not met.

Long-term incentives (LTI)

Contact provides awards of performance share rights through Contact's equity scheme to our senior people in our higher-level roles. This aims to encourage and reward longer-term decision-making and align participants' interests with Contact's shareholders. These are subject to performance hurdles.

Equity scheme

At 30 June 2026 there were 96 participants in Contact's equity scheme. For further details on the equity scheme and the number of performance share rights and deferred share rights granted, exercised, lapsed and on issue at the end of the reporting period, see note **E8** of the financial statements.

Other benefits

We know that rewards mean more than just money, so we offer our people a range of other benefits too, including 'Growing Your Whānau', our policy to support primary and secondary caregivers, and 'Good to Be Home', a $400 after-tax payment for setting up a home office or putting towards wellbeing, and enhanced KiwiSaver benefits. Some of our other benefits include: payments towards home energy and broadband; employer-subsidised health insurance; an employee share ownership plan called 'Contact Share' (see note **E8** in financial statements for more detail).

Chief Executive Officer and Executive Team remuneration

The CEO and Executive Team remuneration is reviewed by our Board each year. The Board works closely with and is advised by Contact's People Committee. We also consider market remuneration data benchmarks, look at the achievement of performance goals and factor in creating long-term sustainable shareholder value.

The total remuneration is made up of a fixed remuneration component, which includes cash salary and other employment benefits, and pay for performance remuneration containing short term incentives (cash and equity awarded through deferred share rights) and long-term incentives (equity awarded through performance share rights).

The CEO and Executive Team variable remuneration for FY26 was structured as follows:

Scheme	Description	Performance measures	Potential
Cash STI	Cash STI is a discretionary scheme based on achievement of KPIs.	70% based on corporate shared KPIs (results on next page): • 50% financial results (EBITDAF*, Totex) • 20% safety targets • 30% strategy delivery and key operational milestone targets 30% based on individual KPIs. Executive Team individual KPIs are a mix of shared objectives and goals specific to each individual. The CEO individual KPIs for the year ending 30 June 2026 including leadership performance of Contact's key strategic initiatives, leadership of the executive team and stakeholder engagement.	Executive Team maximum potential 35% of base salary. CEO maximum potential 50% of base salary.
Equity STI (awarded as deferred share rights)	Equity STI allows the participant to acquire shares at a $0 exercise price subject to the time-bound exercise hurdle being achieved.	The participant's performance rating influences the Equity STI awarded by the Board. The exercise hurdle to receive these is to remain employed by Contact 2 years from the grant date.	Executive Team maximum potential 30% of base salary. CEO maximum potential 30% of base salary.
Equity LTI (awarded as performance share rights)	Equity LTI allows the participant to acquire shares at a $0 exercise price subject to the exercise hurdle being achieved.	The exercise hurdles to receive these are: • 70% Contact's relative total shareholder return (TSR) ranking within an energy industry peer group of other New Zealand NZX50 listed utilities companies. • 30% based on the achievement of Contact's strategic priorities. For FY26 this included renewable generation development, stimulation of electricity demand flexibility and major projects execution. Tested once, at year 3. See page 77 for more details on LTI hurdles, that links to our disclosure.**	Executive Team set at 20% of base salary. CEO set at 40% of base salary.

* EBITDAF is a non-GAAP (generally accepted accounting practice) measures. Information regarding the usefulness, calculation and reconciliation of these measures is provided within note A2 to the financial statement.

** In addition to the above, to ensure delivery of the Manawa integration activities, we have a bespoke long-term incentive in place to ensure eligible participants stay focused on realising the Manawa integration benefits. See page 80 for further details.

FY26 Corporate Scorecard results

The table below outlines corporate performance metrics and outcomes for FY26. These are used to determine the payout for the corporate component of the STI for the CEO and leadership team, and illustrates that a large portion of their remuneration is directly impacted by their management of the organisation, and its impact on the economy, environment and people.

KPI	Weighted Target	Unit	Good (50%)	Great (75%)	Outstanding (100%)	Actual Result	Actual Weighted Result
Financial	**50.0%**						**50.0%**
EBITDAF[1]	30.0%	$m	896	943	971	1,011	30.0%
Totex[2]	20.0%	$m	(582)	(571)	(560)	506	20.0%
Safety & Wellbeing	**20.0%**						**12.6%**
Safety Citizenship Programme (SENTIS)	5.0%		≥60% invited participants complete Safety Citizenship Programme	≥70% invited participants complete Safety Citizenship Programme	≥80% invited participants complete Safety Citizenship Programme	92%	5.0%
Leadership walkarounds (includes all of Generation & Major Projects Tiers 1–5)	5.0%		880	1,100	1,320	1,563	5.0%
TRIFR (Controlled)	5.0%		≤4	≤2.5	≤1	3.9	2.6%
Environmental Incidents	5.0%		• No Tier 1 incidents • Max 1 Tier 2 incidents; and • Five or fewer Tier 3 incidents	• No Tier 1 or 2 incidents; and • Three or fewer Tier 3 incidents.	• No Tier 1, 2 or 3 incidents	• 3 x Tier 2 incidents • 11 x Tier 3 incidents	0%
Strategic/Performance	**30.0%**						**28.4%**
Execution Pipeline (Glenbrook Battery, Kōwhai Park, Te Mihi 2A, Wairākei Extension)	7.5%		Board assessment of progress against the agreed plans for Glenbrook Battery, Kōwhai Park, Te Mihi 2A, Wairākei Extension			Outstanding	7.5%
Development Pipeline	7.5%		Board assessment of progress against the approved FY26 Development pipeline			Outstanding	7.5%
Operational Uptime	7.5%	%	>95	>96	>97	96.16	5.9%
Multi Product Customers	7.5%	#	153,000	155,000	160,000	164,749	7.5%
Total	**100.0%**						**91.0%**

FY23 Corporate Scorecard result was 36.6%. FY24 Corporate Scorecard result was 68.8%. FY25 Corporate Scorecard result was 91.2%.

1 Underlying EBITDAF is on a combined entity basis (Contact + Manawa) and adjusted for AGS non cash movements.

2 Totex is on a combined entity basis (Contact + Manawa excluding transaction and integration costs) and defined as opex and cash SIB capex.

FY25 Long-term incentive scorecard results

	Description	Performance Measure	Metric	Result	Percentage Achieved
FY25	Allocated October 2022 Tested October 2025 Performance Share Rights with 1 test date at the 3rd year Volume weighted average price of $7.66 on grant	**Relative TSR – 50% weighting**			
		Relative TSR* based on performance against specific NZX peer group (Contact Energy Limited, Genesis Energy Limited, Meridian Energy Limited, Mercury NZ Limited, Manawa Energy (formally Trustpower Limited), Vector Limited)	100%	100%	50%
		Internal Hurdles – 50% weighting			
		Final Investment Decision on renewable generation over 1 July 2021 base.	1.0 TWh		16.66%
		Te Huka 3 delivered at or above the business case (base case) economics as measured by the net present value of the project. The discount rate, price path, cost of carbon units, and tax rate are held in line with the business case as they aren't controllable items but all other items are updated. The purpose is to reflect changes due to controllable items such as the amount of capex, output of the plant, timing of completion of the project.	Yes /No		16.66%
		100MW Demand Flex contracted by customers (which enables them to automatically reduce consumption when electricity demand is high).	Yes /No		16.66%

* TSR looks at both share price and dividend yield data at the test date for Contact and each company in the TSR peer group. Based on their respective TSRs, Contact and each of the companies in the TSR peer group is given a percentile rank. This percentile ranking then determines how many shares will vest.
  – SHARE PRICE DATA: is the volume weighted average price (VWAP) on the NZX over the 3 calendar months preceding the grant date and test date.
  – DIVIDEND DATA: are the dividends that are re-invested.

If Contact's TSR ranking on Test Date does not exceed the 50th percentile of the TSR of the peer group of companies, 0% of the Performance Share Rights which will vest.

Long-term Incentive scorecards

	Description	Performance Measure	Metric
FY28	Allocated October 2025 Tested October 2028 Performance Share Rights with 1 test date at the 3rd year Volume weighted average price of $9.32 on grant	**Relative TSR – 70% weighting**	
		Relative TSR** is based on Contact's TSR is compared to an equal-weighted index of specific NZX peer group (Meridian, Genesis, Mercury, and Vector)	
		Progress on strategic initiatives – 30% weighting	
		Final Investment Decision on renewable generation over 1/7/25 base. The base includes all existing renewable generation, and any renewable projects post FID e.g. Tauhara. Based on 100% share on Solar & Wind assumed.	1.1TWh
		Flexibility. FID on Batteries, Retail Demand Flex or New Hydro or Thermal Flex over 1/7/2025 base.	275MW
		Major project execution Projects committed to FID in FY26 (e.g. Glenbrook Ohurua Battery 2, Solar projects) delivered within 3 months of P50, in line with output expectations and within 5% of P50 costs.	The majority of the cost, schedule and output metrics across both projects is met
FY27	Allocated October 2024 Tested October 2027 Performance Share Rights with 1 test date at the 3rd year Volume weighted average price of $8.44 on grant	**Relative TSR – 50% weighting**	
		Relative TSR* based on performance against specific NZX peer group (Meridian, Genesis, Mercury, Vector and Manawa)	
		Progress on strategic initiatives – 50% weighting	
		Demand growth. Any new electricity demand growth via signed contracts, e.g. coal and gas fired boiler replacement, data centres, other process heat substitution, space heat substitution, additional capacity from major industrials but excludes any thermal substitution of existing electricity generation	1.6 TWh
		Final Investment Decision on renewable generation over 1 July 2021 base.	2.0 TWh
		Maximum total Scope 1 and 2 Greenhouse gas emissions reduction targets	380 ktCO_2e
FY26	Allocated October 2023 Tested October 2026 Performance Share Rights with 1 test date at the 3rd year Volume weighted average price of $8.24 on grant	**Relative TSR – 50% weighting**	
		Relative TSR* based on performance against specific NZX peer group (Meridian, Genesis, Mercury, Vector and Manawa)	
		Progress on strategic initiatives – 50% weighting	
		Demand growth. Any new electricity demand growth via signed contracts, e.g. coal and gas fired boiler replacement, data centres, other process heat substitution, space heat substitution, additional capacity from major industrials but excludes any thermal substitution of existing electricity generation	1.4 TWh
		Final Investment Decision on renewable generation over 1 July 2021 base.	1.6 TWh
		Scope 1 and 2 Greenhouse gas emissions reduction targets	100 ktCO_2e

Total Shareholder Return (TSR) measures the value delivered to shareholders through share price appreciation and dividends, with dividends assumed to be reinvested when paid. Vesting outcomes are determined by Contact's TSR performance relative to a peer group.

TSR is calculated using:

- The volume weighted average share price (VWAP) on the NZX over the three calendar months preceding the grant date and the three calendar months preceding the performance test date; and
- Dividends, which are assumed to be reinvested on the date they are paid.

* **FY26 and FY27 awards**

Contact's TSR and the TSR of each company in the peer group are calculated over the performance period. Contact's relative TSR percentile ranking within the peer group determines the proportion of rights that vest.

** **FY28 awards**

Vesting is determined by Contact's TSR performance relative to an equally weighted peer group index.

CEO remuneration

The following table details the nature and amount of remuneration paid to Mike Fuge for his time as CEO during the year.

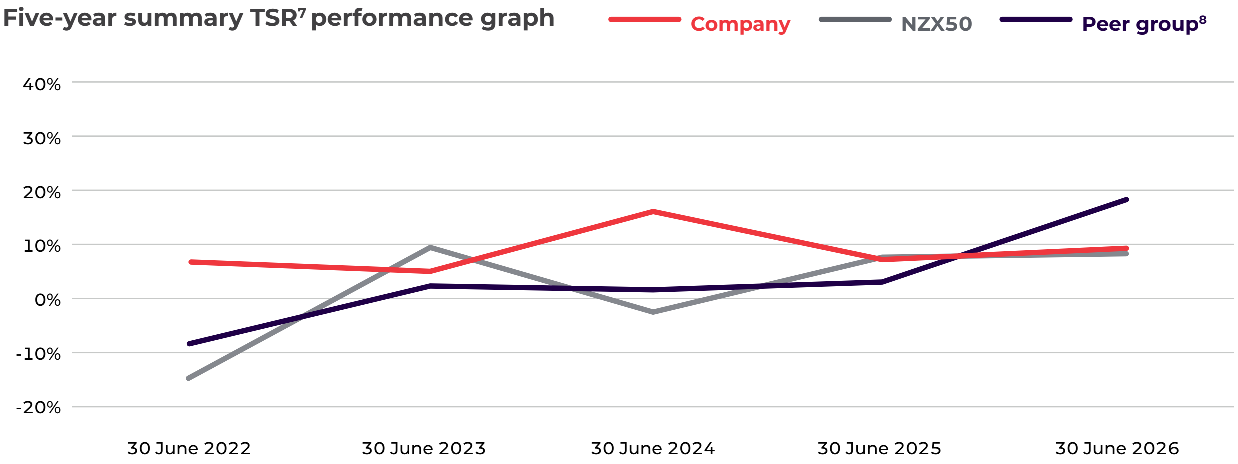
CEO remuneration for the period ended 30 June 2026

Position	Fixed remuneration			Pay-for-performance remuneration				
$	Salary paid	Benefits	Subtotal	Cash STI	Equity STI	Equity LTI	Subtotal	Total remuneration
FY26	1,433,922[1]	83,333[2]	1,517,255	613,900[3]	368,200[4]	560,000[5]	1,542,100	3,059,355

Three-year CEO remuneration summary

Financial year	Total remuneration paid[6]	Percentage Cash STI awarded against maximum	Percentage vested Equity STI against maximum	Span of Equity STI performance period	Percentage vested Equity LTI against maximum	Span of Equity LTI performance period
FY26	$3,059,355	88%	49%	2023–2025	100%	1 July 2022 – 30 June 2026
FY25	$2,817,576	91%	57%	2022–2024	83.32%	1 July 2021 – 30 June 2025
FY24	$2,433,527	71%	75%	2021–2023	100%	1 July 2020 – 30 June 2023

Five-year summary TSR[7] performance graph



1 FY26 included an additional pay cycle, resulting in 27 pay cycles compared with the usual 26.

2 Benefits include 4% Kiwisaver contribution calculated on remuneration amounts including cash STI, and health insurance.

3 Cash STI for FY26 period 88% of maximum potential, calculated on base salary, paid in FY26 (September 2026).

4 Equity STI, 88% of maximum potential, based on fair value allocation. To be granted October 2026 and tested October 2028.

5 Equity LTI is based on fair value allocation. To be granted October 2026 and tested October 2028.

6 Total remuneration paid includes salary, benefits, Cash STI, and value of STI and LTI Equity (paid in shares).

7 TSR is calculated using the volume-weighted average price for the 3 months prior to year end.

8 Peer group is a simple average of Meridian, Genesis, Mercury, Vector and Manawa, with Manawa only in the group from FY18. Manawa has been excluded from the peer group from FY25 due to its acquisition by Contact Energy, which materially alters its comparability within the group.

Breakdown of CEO's pay-for-performance

	Description	Performance measures	Percentage achieved
Cash STI	• Maximum potential 50% of base salary • Discretionary cash STI scheme	• 70% based on corporate shared KPIs (results on page 75)	91%
		• 30% based on individual KPIs, including his leadership of: – key aspects of Contact's strategy, including renewable generation, electricity demand agreements and customer sentiment – Contact's health and safety transformation – culture and teamwork within Contact – Contact's engagement across all stakeholders	80%
Equity STI	• Maximum potential % of base salary • Awarded as deferred share rights • Share rights issued 1 October 2026	The participant's performance rating is set by the Equity STI awarded by the Board	88%
Equity LTI	• 40% of base salary. • Awarded as performance share rights • Share rights issued 1 October 2026	• 70% relative TSR ranking within an energy industry peer group • 30% progress on strategic initiatives (see page 77)	

CEO's long-term performance incentives

LTI Tranche	Performance Period	Grant Year	Number of share rights issued on grant	Value of share rights on grant date[1]	Number of share rights vested[2]	Value of shares transferred[3]
Manawa Integration Incentive (TSR hurdle)	1 July 2025 – 30 June 2028	2025	66,858	$623,116.56	To be determined after vesting date	To be determined on transfer date
Manawa Integration Incentive (integration activities hurdle)	1 July 2025 – 30 June 2027	2025	19,598	$182,653.36	To be determined after vesting date	To be determined on transfer date
FY28	1 July 2025 – 30 June 2028	2025	123,598	$1,151,933.36	To be determined after vesting date	To be determined on transfer date
FY27	1 July 2024 – 30 June 2027	2024	87,732	$437,500	To be determined after vesting date	To be determined on transfer date
FY26	1 July 2023 – 30 June 2026	2023	83,260	$418,524	To be determined after vesting date	To be determined on transfer date
FY25	1 July 2022 – 30 June 2025	2022	82,041	$402,505	82,041	$739,189
FY24	1 July 2021 – 30 June 2024	2021	71,339	$402,510	62,109	$525,442

1 Value of share rights on grant is based on Fair Value.

2 Vesting is subject to the performance hurdles being met. See page 77 for the performance hurdles.

3 Value of share rights on transfer is based on volume weighted price.

Manawa Integration Incentive

To help ensure that the leaders of the business stay focused on realising the Manawa integration benefits in a lasting fashion, we have prepared a bespoke long-term incentive to reward eligible participants for the successful delivery of the integration activities. The LTI was issued to recipients in October 2025.

Scheme	Description	Performance Measures	Potential
Integration Equity LTI (awarded as performance share rights)	Integration Equity LTI allows the participant to acquire shares at a $0 exercise price subject to the exercise hurdle being achieved.	The exercise hurdles to receive these are: • 60% Contact's relative total shareholder return (TSR) ranking within an energy industry peer group of other New Zealand NZX50 listed utilities companies. Tested once, at year 3. • 40% based on the achievement of integration activities, and the successful integration of the two entities. Tested once, at year 2.	Executive Team set at 20% of base salary. CEO set at 30% of base salary. Workstream Leads set at 20% of base salary. Integration Director set at 30% of base salary.

FY27 CEO remuneration structure

The Board has elected, in the interests of transparency, to disclose in advance the structure and package that will apply for FY27.

	Fixed Remuneration			Pay-for-performance remuneration maximum potential				
$	Base salary	Benefits	Subtotal	Cash STI	Equity STI	Equity LTI	Subtotal	Maximum Potential Total Remuneration
FY27	1,442,000	89,948	1,531,948	721,000	432,600	576,800	1,730,400	3,262,348

Benefits include 4% Kiwisaver contribution calculated on remuneration amounts including cash STI, and health insurance.

FY27 corporate scorecard

The table below outlines corporate performance metrics for FY27. These are used to determine the payout for the corporate component of the STI for the CEO and leadership team.

KPI	Weighted Target	Unit	Good (50%)	Great (75%)	Outstanding (100%)
Financial	**50.0%**				
EBITDAF[1]	30.0%	$m	992	1,044	1,096
Totex[2]	20.0%	$m	552	541	530
Safety and Wellbeing	**20.0%**				
Observations[3]	5.0%		2,500	5,000	10,000
Leadership walkarounds[3] (includes all of Generation and Major Projects Tiers 1–5)	5.0%		880	1,100	1,320
TRIFR (Controlled)	5.0%		≤4	≤2.5	≤1
Environmental Incidents	5.0%		• No Tier 1 incidents and a maximum of two Tier 2 incidents	• No Tier 1 incidents and only one Tier 2 incident	• No Tier 1 or 2 incidents
Strategic/Performance	**30.0%**				
Execution Pipeline	7.5%		Board assessment of progress against the approved FY27 Execution pipeline		
Development Pipeline	7.5%		Board assessment of progress against the approved FY26 Development pipeline		
Operational Excellence	2.5%		Tauhara, Te Mihi 1 and Te Huka 3 availability factor ≥92.5%	Tauhara, Te Mihi 1 and Te Huka 3 availability factor ≥93.5%	Tauhara, Te Mihi 1 and Te Huka 3 availability factor ≥94.5%
	2.5%		Hydro GWAP/TWAP ≥1.04	Hydro GWAP/TWAP ≥1.05	Hydro GWAP/TWAP ≥1.06
	2.5%	%	Thermal forced outage ≤3	Thermal forced outage ≤2	Thermal forced outage ≤1
Multi Product Customers	7.5%	#	171,000	173,000	178,000
Total	**100.0%**				

1 EBITDAF adjusted for AGS non-cash movements.

2 Totex is defined as opex (excluding SaaS and Integration) and cash SIB capex.

3 Leadership Walkarounds remain at current levels with greater focus on observation quality, critical risk controls and AI-enabled insights into risk awareness.

Group employees who earn over $100k

The table shows the number of our people (including any who have left) who received remuneration and other benefits during FY26 of at least $100,000 for the year ended 30 June 2026. The value of remuneration benefits analysed includes:

+ fixed remuneration including allowance/overtime payments[1]
+ employer superannuation contributions
+ short-term cash incentives relating to FY25 performance but paid in FY25 (Contact)
+ the value of equity-based incentives at fair value allocation received during FY2 (Contact)
+ the value of Contact Share received during FY26 (Contact)
+ redundancy and other payments made on termination of employment.

The figures do not include amounts paid after 30 June 2026 that relate to the year ended 30 June 2026.

Table of employees who earn over $100,000

Remuneration band	Number of employees
$100,001–$110,000	63
$110,001–$120,000	58
$120,001–$130,000	76
$130,001–$140,000	60
$140,001–$150,000	80
$150,001–$160,000	68
$160,001–$170,000	84
$170,001–$180,000	69
$180,001–$190,000	67
$190,001–$200,000	69
$200,001–$210,000	49
$210,001–$220,000	39
$220,001–$230,000	30
$230,001–$240,000	20
$240,001–$250,000	15
$250,001–$260,000	17
$260,001–$270,000	11
$270,001–$280,000	7
$280,001–$290,000	6
$290,001–$300,000	3
$300,001–$310,000	4
$310,001–$320,000	4
$320,001–$330,000	4
$330,001–$340,000	2
$340,001–$350,000	4
$350,001–$360,000	2
$360,001–$370,000	1
$370,001–$380,000	6
$380,001–$390,000	2
$390,001–$400,000	7

Remuneration band	Number of employees
$400,001–$410,000	2
$410,001–$420,000	3
$420,001–$430,000	2
$440,001–$450,000	4
$450,001–$460,000	3
$460,001–$470,000	3
$470,001–$480,000	1
$480,001–$490,000	3
$490,001–$500,000	4
$500,001–$510,000	1
$510,001–$520,000	1
$520,001–$530,000	1
$530,001–$540,000	4
$550,001–$560,000	1
$590,001–$600,000	2
$600,001–$610,000	1
$640,001–$650,000	1
$670,001–$680,000	1
$740,001–$750,000	1
$800,001–$810,000	1
$810,001–$820,000	1
$910,001–$920,000	1
$980,001–$990,000	1
$1,010,001–$1,020,000	1
$1,050,001–$1,060,000	1
$1,090,001–$1,100,000	1
$1,590,001–$1,600,000	1
$1,610,001–$1,620,000	1
$3,050,001–$3,060,000	1[2]
Grand Total	**976**

1 FY26 included an additional pay cycle, resulting in 27 pay cycles compared with the usual 26.

2 Total remuneration for CEO is based on Cash STI to be paid in FY27 (September 2026) whereas all other employees earnings is based on Cash STI paid in FY26 (September 2025).

Gender pay reporting

Contact's commitment

Being inclusive, encouraging diversity and expressions of ideas and opinions is a key focus of that. We are committed to building a workforce that reflects, and is inclusive of, the diverse communities of Aotearoa.

Understanding our pay reporting

Pay reporting is broadly defined as:

Gender parity – when men and women are equally represented at all levels at Contact.

Gender pay gap – the gap between the pay of women and the pay of men.

Pay gap calculation:

$$\frac{\textit{average male hourly rate} - \textit{average female hourly rate}}{\textit{average male hourly rate}}$$

Closing the gender pay gap typically relies on addressing all these elements. Pay equity (equal pay for equal work) will typically not close the overall gender gap especially if genders are not equally represented at each level of the organisation.

Gender pay equity – equal pay for equal work – that is people undertaking the same work (roles requiring a similar level of skills, knowledge, and accountabilities) being paid the same regardless of gender. (Note: Equal pay is a legal requirement in New Zealand. We have processes and monitoring in place to ensure our people are treated and paid fairly, meeting both our legal and moral obligations).

Pay equity calculation:

$$\frac{\textit{average female (fixed remuneration/midpoint of salary range)}}{\textit{average male (fixed remuneration/midpoint of salary range)}}$$

Contact's pay reporting

For this reporting we have calculated our gender pay equity and pay gap only as the difference between those who identify as Women and Men (around 1.7 percent of our people identify as gender diverse).

Contact has made positive progress in closing our gender pay gap, with the average pay gap sitting at 23.6 percent (was 30.3 percent) and the median gap sitting at 37.8 percent (down from 42.4 percent). There are two key drivers of our gender pay gap. The first is a higher proportion of women in our customer channels and the second is a lower proportion of women in highly skilled energy roles. Over the last 12 months, we have increased the number of women in our higher grades which has helped in closing our pay gap. Continued focus on improving our gender balance will lead to further reductions in the future.

Contact's pay equity sits at 98.6 percent at the end of the financial year. We assess all roles at Contact based on the skills, capability and experience required for the role. We then use market data to apply an appropriate remuneration range for each role. Roles are then grouped into pay bands, which cluster similar-sized roles together.

The bands contain different roles that may be filled by people with a range of experience. This can include people recently promoted into higher roles or bands, and who sit at the lower end of the range. Each year, as part of our annual salary review, we review all our data to ensure that we are maintaining our commitment to gender pay equity, and make adjustments if required. We remain committed to achieving more balance of gender across all levels at Contact.

Additional Contact remuneration disclosures

+ CEO-to-employee pay ratio, 24:1. The ratio between the total annual compensation of the CEO and the median employee compensation.
+ CEO-to-employee pay increase ratio, 1:1. The ratio of the percentage increase in annual total compensation for the CEO to the median percentage increase.
+ Contact does not implement any clawback practices on employee remuneration other than in situations permitted by Aotearoa New Zealand legislation (e.g. for correction of overpayments).
+ Contact does not have a share ownership requirement for the CEO or Executive Team.
+ The notice period for Mike Fuge in his role as CEO is six months.

Career level	Workforce demographic[1]		Pay gap (hourly rate)		
	Female population	Male population	Median	Average	Pay equity
Executive	0.2%	0.5%	4.9%	19.2%	n/a
Strategic Senior Management	2.0%	3.1%	3.8%	1.7%	98.0%
Operational Management/ National Specialist	7.3%	15.6%	4.9%	4.3%	99.2%
Team Leader/Technical Specialist	15.6%	32.1%	18.5%	13.9%	99.1%
Team Member	18.1%	5.7%	-0.8%	-0.4%	101.8%
Overall	**43.0%**	**57.0%**	**37.8%**	**26.3%**	**98.6%**

1 Workforce demographics exclude Western Energy (in relation to demographics on page 53).