Statement of Corporate Intent

FY26-28

Directory

Alpine Energy Limited

Board of Directors

Melissa Clark-Reynolds – Chair

Aaron Bethune - Director

Albert Brantley – Director

Karen Coutts – Director

Kevin Winders – Director

Stephen Lewis – Director

Tony King – Director

Executive Leadership Team

Caroline Ovenstone – Chief Executive Officer

Andrew Kerr – Chief Customer & Strategy Officer

Chirag Desai – Chief Assets Officer

Clive Smith – Chief Financial Officer

Jessica McDonald – Chief Information Officer

John Campbell – Chief Network Delivery Officer

Susan Lowe – Chief People & Safety Officer

Shareholders

Timaru District Holdings Limited – 47.50% shares

Waimate District Council – 7.54% shares

Mackenzie District Council – 4.96% shares

LineTrust South Canterbury – 40% shares

Letter from the Chair of the Board

Tēnā koutou katoa,

Our role has always been about more than just delivering electricity, it's about powering the lives, businesses, and future of South Canterbury.

Decisions made generations ago still shape the network we operate today. In the same way, the choices we make now, how we invest, how we plan, and how we lead will set the course for the next 50 years.

We are very clear about the challenge ahead. Past decisions to prioritise short-term savings over long-term investment have left parts of our network under strain. Our systems and processes were built for a simpler business. Much of our infrastructure is reaching the end of its life.

But our region is growing, customer needs are changing, and expectations on us are increasing. This requires a fundamental lift in the capability of the business, not only in our assets, but in our people, our systems, and our way of working.

This Statement of Corporate Intent sets out how we will respond. It reflects both the expectations of our shareholders for a stable and efficient business today, and our responsibility to prepare our business for the future.

We are investing to make our network more resilient. We are modernising systems to make it easier for our customers to connect with us. We are improving how we plan, manage, and deliver our work. We are building an organisation that can meet the demands of a rapidly changing energy sector.

We know that the work ahead will not be easy. It will require difficult choices, sustained effort, and continued collaboration with our customers, shareholders, and regulators. We are confident that with the right focus, we will be well-placed to meet the needs of our region, now and into the future.

We look forward to working together to achieve this.

Ngā mihi,
Melissa Clark-Reynolds

On behalf of the Board, Alpine Energy Limited

1. Foreword

1.1. Purpose of the Statement of Corporate Intent

This Statement of Corporate Intent (SCI) outlines our strategic direction, performance targets, and commitments for the next three years. The SCI sets out how we will invest responsibly and deliver long-term value to shareholders and the South Canterbury community. As a key accountability document, it ensures transparency and alignment with both financial and non-financial objectives, as required under section 39 of the Energy Companies Act 1992. Progress against these targets will be reported annually.

1.2. Scope

We own and operate the electricity distribution network serving 34,000 residential, business and industrial customers across South Canterbury. Our core business is building, maintaining, and enhancing this network to ensure a safe, reliable, and resilient power supply, now and into the future.

As a regulated monopoly our revenue is regulated by the Commerce Act 1986, ensuring we:

- have incentives to invest in and innovate within our network
- improve efficiency and provide services that reflect consumer needs
- share efficiency gains with consumers, including through lower prices
- are limited in our ability to extract excessive profits.

We publish an annual Asset Management Plan (AMP), outlining our 10-year plan for network investment and operations. By balancing need, affordability, sustainability, and long-term performance, we deliver value to both shareholders and the community.

2. Strategy

2.1. Strategic purpose and outcomes

Electricity is an essential service providing the foundation for the daily lives of our people, businesses, and visitors to our region. A resilient and reliable power supply is critical to our region's success. Our purpose and strategic outcomes reflect the importance of our network to existing and future customers.

These outcomes guide our decisions and investment priorities to ensure we continue to deliver for our communities over the long term.

The table below sets out our purpose and the four strategic outcomes that shape our work. Together, they describe what success looks like for our business, our customers, and our region.

Our purpose: Empowering our vibrant and thriving communities now and for the future

Thriving communities	Electricity for all	Resilient and reliable electricity	Financial sustainability
Our people and communities are healthy, safe, and thriving	**All electricity users can access and use electricity they need**	**Our electricity supply is resilient and adaptive in the face of climate change**	**We have the capital and infrastructure to invest and deliver our strategy**
• Reliable electricity supports thriving families and businesses. • Our people, communities and environment are healthy and safe.	• Electricity is accessible, reliable, and affordable. • Customers engage with us to make informed energy choices and access services that meet their needs.	• Resilient and reliable electricity infrastructure and services span the needs of localities and generations. • Our network adapts to, and stands strong in, the face of climate change.	• We have the capital to invest in the future to deliver on our strategy and asset management plan (right place, right time, right solution).

2.2. Focus areas over the next three years

To meet our challenges, we must lift the capability of our business. Most of our current systems, processes, and assets were built for a smaller, simpler organisation. They are no longer fit for purpose given the scale and complexity of work we face.

There are significant programmes of work underway to address these shortcomings. These include remediating the pricing error, upgrading core business systems, modernising pricing, connection processes, integrating field services into our operating model, improving asset data, and investing in inspection and maintenance. The effort to deliver these programmes will be substantial and will require coordination across the business.

This work is not optional. It is foundational to ensuring we can deliver our services efficiently, manage cost pressures, and meet customer needs in the years ahead.

Our strategic direction sets out how we will address these challenges and invest in our capability over time. This includes:

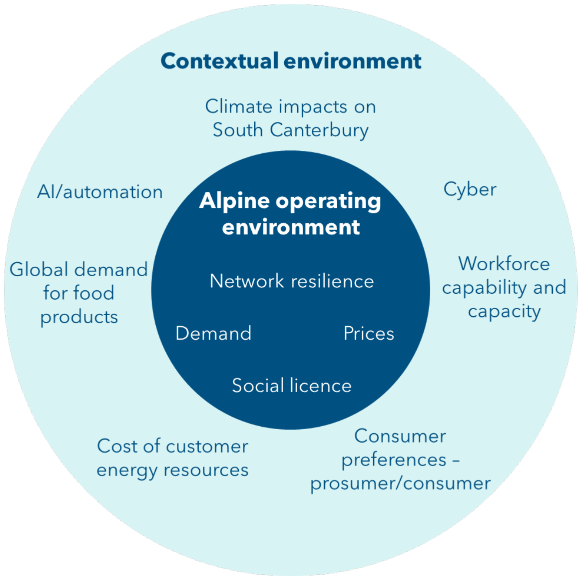
- Completing the **Price Path Correction** with the Commerce Commission and returning the overcharge to our customers. We are improving our internal processes and documentation for information disclosures as a result. Refer to section 4.4.
- Working closely with **customers**, especially industrial users, to better understand their needs. We will offer flexible demand solutions that help us plan investments wisely, including delaying investment or using non-network options when needed.
- Much of our **network** was built in the 1950s and 1960s and is reaching end of life. This creates reliability and safety risks if not addressed. The data to support effective decision-making is only partly complete. We are taking better care of our assets by investing in inspection programmes and preventative maintenance.
- Addressing our **customer pricing and connection processes** which have not evolved over the last 10+ years. Pricing regulation is changing, and industry standards and requirements are being standardised. We will be updating our policies, pricing models and processes to meet these new standards.
- Addressing many of our **core systems** which have reached end of life or support. This is making it hard and inefficient to do business-as-usual transactions. We are upgrading core systems across finance, HR, and network operations to improve efficiency, reduce risks, and support future growth. These upgrades are significant and will take several years.
- **Our processes and structure** were not designed for the size and scale of the business we have today. They were not set up to manage an in-house field crew, which became part of our core operations following the NETcon merger. Fully integrating field services into the business is complex. It involves significant system changes, new ways of planning and scheduling work, and updates to how we manage procurement and materials. It is a major shift that needs careful planning and coordination. We are aiming to reduce inefficiencies, streamline workflows through the business, and build a more joined-up way of working across office and field teams.
- We are building a **stronger team** by creating a positive, engaged workplace with good leadership and clear decision-making.

2.3. Looking further ahead – our evolving context

After decades of incremental change, the energy sector is undergoing a period of rapid transformation. Climate change, emerging technologies, artificial intelligence (AI), evolving customer behaviour, and regulatory reform are reshaping how electricity is used, delivered, and governed.

Our core responsibility is to maintain a network that is safe, reliable, and responsive to the needs of South Canterbury. The diagram below outlines the driving forces that influence that outcome. Alpine's **operating environment** reflects the forces we can influence as part of business operations. There are four:

- **Resilience** – strengthening our network against climate risks and disruptions.
- **Demand** – meeting growing and shifting energy needs, especially in agriculture, tourism, and industry.
- **Prices** – ensuring affordability and value for customers while supporting long-term investment.
- **Social Licence** – maintaining trust through transparency, service, and responsible delivery.



These operate within a wider **contextual environment**—forces we must understand and plan for but cannot directly control. These include:

- changing climate and weather extremes
- growing global demand for food (affecting local production and energy use)
- cyber threats and system vulnerabilities
- AI and automation reshaping how work is done
- shifts in workforce capability and availability
- the decreasing cost of customer energy resources like solar and batteries
- increasingly engaged and empowered consumers.

Our network is shaped by decisions made in the 1950s and 60s. As we replace aging infrastructure and upgrade core systems, we are not just catching up—we are laying the foundation for the next 50 years.

Planning for the future must reflect the unique characteristics of South Canterbury. Our region is primarily a residential and agricultural community, with a strong base of irrigated farming and food production. The primary sector – particularly agriculture and irrigation – shapes land use across much of our region and is a key driver of energy demand.

We also support significant industrial customers, including food processors and manufacturers, whose energy needs are critical to regional economic activity.

Overlaying all of this is a large and growing tourism presence, particularly in the Mackenzie District, where demand peaks seasonally and infrastructure needs to support both residents and visitors.

Climate change creates uncertainty – we do not yet know how it will affect land use, water availability, or energy demand in the future. This makes flexible and adaptive network planning essential as we look to support growth, resilience, and changing customer needs over time.

We have identified four key areas where the business must respond to our changing context over the medium and long term:

Increasing electricity demand for network access

Our network will experience increased demand from economic growth as well electrification projects, especially in the primary sector. South Canterbury locations are natural charging locations for public charging infrastructure to support local and visiting EV users. We will ensure customers get efficient access to the capacity they need through smart, well-timed investment.

Increased need for reliability and resilience

Climate change will increase the frequency and severity of weather events impacting both the network and our customers. Increased electrification and decarbonisation by our agricultural and industrial customers, means reliability and resilience are even more important than it they have been historically. We will invest in delivering a reliable supply of electricity and ensuring the network remains resilient to extreme weather events. This will mean leveraging digital tools to anticipate disruptions, rapidly respond to real-time conditions, and provide timely updates to customers.

Supporting more engaged customers through smarter use of technology

Customers are becoming more active in how they use electricity with many now able to generate their own power, shift when they use it, or reduce demand at key times. As solar, battery storage, and flexible demand options become more accessible, we have an opportunity to help customers take greater control of their energy use.

Our role is to make it easy for customers to engage with us through clear pricing signals, smart tools, and services that support informed choices. By working with customers in this way, we can help reduce peak demand, lower network costs over time, and delay the need for large infrastructure builds.

To support this, we are also upgrading our own technology and systems. Smarter planning tools, better data, and automation will allow us to run the network more efficiently and respond in real time to changing conditions. This will help improve service quality, manage costs, and ensure our network can adapt to future customer needs and technologies.

3. Financial outlook and strategy

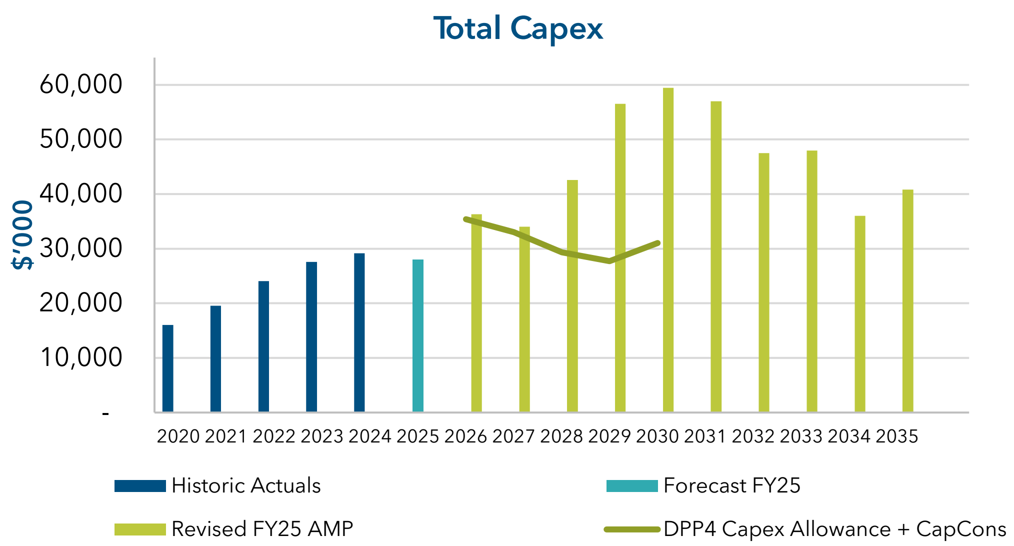
3.1. Investment allowance vs. network need

Our need for capital investment is primarily driven by ageing infrastructure and the impact of deferred maintenance and delayed investment. In previous years, a focus on efficiency led to underinvestment in the network, with an asset management strategy that leaned heavily on 'just-in-time' replacement and run-to-failure approaches.

We have implemented a proactive, preventative maintenance strategy. This change was necessary to maintain safety, improve reliability, and ensure we have the capacity to meet future demand. However, the effects of past underinvestment are catching up with us, and increased capital investment is required to bring the network up to standard and secure its long-term performance. This is not about optional growth or discretionary spend, this is investment required to replace ageing infrastructure, maintain reliability, and meet growing customer demand.

3.2. Limitations of the DPP4 framework

In November 2024 the Commerce Commission published their default price-quality path (DPP4) decision for all regulated distributors, including Alpine. These settings cover the period FY26-30, and include quality standards, revenue paths, and the operating and capital expenditure levels that the revenue paths are based on. Alpine's capital and operating expenditure levels were set below the 2024 Asset Management Plan forecasts. The graph below illustrates historical capex (FY20-24), DPP4 allowances (FY26-30) and Alpine's 2025 10–year Asset Management Plan forecast (FY26-35).



The gap between DPP4 allowances and what we forecast is needed to maintain a safe, reliable, and future-ready network is significant. This is driven by the age of our assets, the complexity of our network, increasing customer demand, and the impacts of deferred investment over time.

The problem is that the DPP4 allowances are set at investment levels closer to business as usual, not major upgrades. DPP4 has not provided enough revenue to keep up with what is needed. The Commerce Commission has acknowledged that Alpine's situation is different. While we may be able to apply for limited increases through what are called "reopeners" these are not guaranteed to cover the full gap or arrive in time. A larger funding change, known as a Customised Price Path or CPP, may be needed.

Where additional investment is required, we will work closely with the Commerce Commission to explore options for reopening our price path where there is clear customer demand or risk to network reliability. We will also prepare for refinancing and other funding options as part of our long-term planning.

To manage our network risks while planning for how we fund the future, we will:

- In the short term, increasing inspections of our assets and using existing data to identify and target high-risk areas. This will allow us to prioritise replacement and refurbishment where it is most needed, while deferring some capital investment to stay within regulatory allowances.
- In parallel, we will continue to invest in preventative maintenance and the systems and processes that support efficient delivery. This work is critical to ensure we are ready to accelerate investment when funding becomes available.

This approach balances the need to maintain day-to-day operations with preparing Alpine for the future. It allows us to meet our immediate obligations while creating a platform for sustained investment in the decades ahead.

Horizon 1 Priorities (FY26–28)

Priority	Focus
Network Resilience	Replace ageing assets and address capacity constraints. Increase inspections and preventative maintenance. Shift from reactive to proactive investment.
Working Smarter	Improve how we plan and deliver work. Replace legacy systems across finance, HR, and network operations to drive efficiency and data-led decision-making.
Financial Stability	Manage costs tightly. Optimise capital delivery within current allowances. Explore debt funding and prepare for regulatory reopeners.
Customer and Employee Experience	Improve communication, service reliability, and engagement with customers and our people. Create a positive, engaged workplace with good leadership and clear decision-making.

This strategy reflects the balance we must strike between what is affordable now and what is required in the future. We are clear that this is not about delaying investment indefinitely. It is about making deliberate, well-informed decisions that protect the safety and reliability of the network today, while positioning the business to meet the needs of our region for the next 50 years.

3.3. Funding and dividend outlook

We have prepared our financial forecasts based on the investment allowances provided by the Commerce Commission. These are lower than our AMP forecasts, not because the work has disappeared, but because funding is constrained.

No dividends are forecast for the next three years. Investment in the network is our clear priority. We understand that this is disappointing to shareholders, and we are working on a planned return to dividend payments.

We are continuing to review our wider investment portfolio to identify opportunities to return capital into the core infrastructure investment required to maintain a safe and reliable network. This includes considering divestment or redeployment of non-core assets to support critical investment needs, particularly our property portfolio. We have already worked to close, sell or merge our poor performing non-regulated businesses. The desire for non-regulated revenue has not always produced financially sound results.

We are developing a 10-year financial model to assess future funding requirements, inform discussions with regulators, and understand the potential path to shareholder returns.

4. Performance targets

Our performance is measured across key areas, people and safety, network reliability, and financial sustainability. These targets are outlined below.

4.1. People & safety

A strong safety culture is our number one priority. We remain committed to ensuring the safety of our people and community. Our success is measured by ensuring our people return home safely to what they love every day. Our goal is zero serious harm.

Business safety	Actual 2024/2025	Targeted 2025/2026	Targeted 2026/2027	Targeted 2027/2028
Safety experience scores	76%	85%	87%	90%
Critical Risk reviews	4	4	4	4
Safety Assurance completion	N/A	90%	92%	95%
Public safety				
Number of serious injury events[1] involving members of the public	0	0	0	0
Number of public safety awareness campaigns	12	10	10	10

[1] Excluding third party contact e.g., car vs. pole.

4.2. Network reliability performance targets

SAIDI and SAIFI[2] are standard industry measures for network reliability. SAIDI and SAIFI performance measures for Alpine are drawn from the Commission's DPP Determinations which sets compliance limits. These limits are set for each five-year regulatory period for planned and unplanned interruptions. Our compliance with these measures is assessed annually and at the end of the regulatory period. They are an input to a 'revenue at risk' financial incentive under the regulatory framework.

The final DPP4 decision was released by the Commission in November 2024 and applies from 1 April 2025 to 31 March 2030. This provided annual SAIDI and SAIFI limits for the five years commencing April 2025, along with a five-year cumulative limit on planned interruptions.

	Actual 2024/2025	Forecast 2025/2026	Forecast 2026/2027	Forecast 2027/2028	Five-year limit[3]
Planned SAIDI (mins)	102.79	101.03	105.55	110.06	825.77
Planned SAIFI (mins)	0.4488	0.4902	0.5423	0.5945	3.1437

	Actual 2024/2025	Forecast 2025/2026	Forecast 2026/2027	Forecast 2027/2028
Unplanned SAIDI (mins)	97.50	78.43	75.82	73.20
Unplanned SAIFI (mins)	0.9393	0.6256	0.5910	0.5563

[2] System Average Incident Duration Index (SAIDI) System Average Incident Frequency Index (SAIFI).
[3] Planned SAIDI and planned SAIFI have 5-year limits as set in the DPP Determination.

4.3. Financial performance targets

4.3.1. Performance statement

	FY25 $'000	FY26 $'000	FY27 $'000	FY28 $'000
Net lines revenue[4]	52,409	66,234	67,084	70,249
Price Path Correction adjustment to revenue	(16,902)	-	-	-
Cost of delivery	(8,681)	(11,492)	(12,041)	(12,303)
Gross profit	**26,826**	**54,742**	**55,043**	**57,946**
Operating overheads	(19,993)	(21,462)	(21,821)	(22,318)
EBITDA core business	**6,833**	**33,280**	**33,222**	**35,628**
Depreciation	(13,979)	(14,418)	(15,547)	(16,444)
EBIT core business	**(7,146)**	**18,862**	**17,675**	**19,184**
Customer contributions	2,222	2,393	3,929	2,649
Investments	1,329	(301)	(53)	163
Change projects	(2,010)	(5,246)	(4,749)	(5,857)
Group EBIT	**(5,605)**	**15,708**	**16,802**	**16,139**
Finance costs	(7,919)	(8,577)	(8,890)	(9,274)
Total net operating surplus before tax	**(13,524)**	**7,131**	**7,912**	**6,865**
Price Path Correction	(3,259)	-	-	-
Taxation	4,728	(1,997)	(2,236)	(1,956)
Net operating surplus after tax	**(12,055)**	**5,134**	**5,676**	**4,909**

Capital Expenditure on network assets	30,114	30,260	29,089	27,020
Capital Expenditure on non-network assets	2,439	5,550	5,467	2,807

Net External Debt	116,404	149,950	161,024	167,503

[4] Net lines revenue is lines revenue less pass-through costs such as transmission, insurance, rates.

Net revenue is forecast to increase steadily over the next four years. This increase primarily reflects the uplift in regulated revenue allowances under DPP4 rather than customer growth. While South Canterbury's residential and agricultural base remains stable, there is increasing pressure on our industrial customers to decarbonise and electrify their operations. The timing and scale of this future demand is uncertain and will depend on customer investment decisions and technology readiness.

On the cost side, the business continues to face significant inflationary pressure across materials, labour, and contractor services. In addition, we are increasing investment in preventative maintenance, asset inspection, and the systems required to support more efficient operations.

Core Business EBIT is forecast to improve over the next three years as the benefits of operating model changes and system upgrades start to materialise. However, profit after tax remains constrained as we balance the need to manage operating costs with the requirement to reinvest in the network.

Net External Debt remains within our facility limits and bank covenants.

This financial strategy reflects a conscious decision to prioritise network resilience, safety, and operational efficiency over short-term returns, consistent with our regulatory obligations and long-term responsibilities to customers and shareholders.

Financial Position

	Actual 2024/2025 $'000	Budget 2024/2025 $'000	Projected 2025/2026 $'000	Projected 2026/2027 $'000	Projected 2027/2028 $'000
Net Working Capital	(8,923)	11,045	12,734	7,839	7,864
Non - Current Assets	353,991	377,289	369,525	391,986	403,191
Non – Current Liabilities	(161,233)	(177,116)	(199,836)	(211,009)	(217,329)
Total Shareholders' Equity	183,835	211,218	182,423	188,816	193,726

Cash Flows from Operating Activities	17,081	23,518	25,142	26,532	25,830
Cash Flows from Investing Activities	(30,222)	(48,430)	(38,149)	(37,711)	(32,584)
Cash Flows from Financing Activities	13,941	26,232	12,601	11,180	6,753

Financial Ratios

	Actual 2024/2025 %	Budget 2024/2025 %	Projected 2025/2026 %	Projected 2026/2027 %	Projected 2027/2028 %
Profit before Tax / Equity	(9.13)	3.40	3.91	4.19	3.54
Profit after Tax / Total Assets	(3.26)	1.52	1.33	1.40	1.18
Profit after Tax / Equity*	(6.56)	2.82	2.81	3.01	2.53
Total Shareholders' Equity / Total Assets	49.76	53.80	47.28	46.62	46.46

*Also known as "rate of return on shareholders' funds after payment of tax"

4.4. Historical Information Disclosure error

During FY24, we identified an historical error in the calculation of depreciation within our Information Disclosure Schedules submitted to the Commerce Commission. This error affected revenue-setting processes across two regulatory periods (2015–2024). We notified the Commission and have worked constructively through their investigation, which is now complete. We have returned $16.9 million to customers through bill credits and will invest $1.5 million in community initiatives. Former customers can apply for credits. Process improvements and enhanced internal controls have been implemented as part of our response. This overall response and remediation effort is referred to as the Price Path Correction.

5. Capital structure

We manage financial performance and policies to support financial sustainability. This allows the continuous investment required to support our electricity distribution network and the necessary funding to implement our strategy effectively.

Interest rate risk is managed according to our Treasury Management Policy, which dictates a hedging profile over multiple years that must be adhered to. This prescribed proportion of fixed interest rate cover is held to reduce the concentration of risk at any one point in time and to ensure the overall interest cost is not materially increased due to adverse interest rate movements.

	Actual 2024/2025	Budget 2024/2025	Projected 2025/2026	Projected 2026/202	Projected 2027/2028
Interest cover (target> 2.75 times)	3.40	4.28	4.43	4.51	4.30
Debt: RAB ratio (target <70%)	36%	39%	41%	41%	41%
Guarantor Group Coverage - EBITDA	100%	100%	100%	100%	100%
Guarantor Group Coverage – Tangible Assets	100%	100%	100%	100%	100%

**Bank Covenants exclude Infratec and On Metering*

6. Investments

We are evaluating our investment portfolio from a strategic perspective, with no intention to seek further investment opportunities.

OnMetering

OnMetering owns and operates smart meters in North Canterbury, leasing metering assets to electricity retailers.

SmartCo

Our investment in SmartCo provides data insights that improve our ability to diagnose power quality issues, identify faults faster, and restore power more efficiently. It also supports network planning by providing real-time data on performance, augmentation needs, and maintenance requirements.

Infratec

Infratec has completed its final Pacific projects and is in the process of being wound up.

Alpine Data Networks

Alpine Data Networks has fibre infrastructure across South Canterbury, extending into Central Otago. Built between 2011 and 2021, its customers include Transpower, Chorus, and 2degrees. The strategic positioning of this asset will be reviewed in FY25.

Property portfolio

We are reviewing our property needs with a view of disposing of any property we no longer require.

Appendix 1: Corporate governance

1. Our shareholders

We are committed to transparent and timely communication with our shareholders. Each quarter, we will provide a performance dashboard by the 25th working day after the quarter ends. A half-yearly financial report will be delivered by 31st October. Annual financial statements will be prepared within three months of the financial year's close. Shareholders will receive briefings at least three times a year, including the AGM, with individual engagement with the Chair as needed.

The draft SCI will be shared with shareholders for comment within one month of the new financial year, with the final SCI published by 30th June each year. We will keep shareholders informed of any significant developments and consult on investments greater than 5% of total assets or those impacting dividends.

Each year, shareholders will provide a Letter of Expectations outlining their priorities and strategic focus. The SCI will be subject to shareholder consultation before adoption.

1.1. Disclosing related party transactions

We will disclose all related party transactions to our shareholders. Current contractual arrangements with district councils include the development, installation, and maintenance of community lighting, road and footpath sealing, leasing of vacant gas reticulation pipe works for fibre and electrical infrastructure, and leasing land for substations. All transactions with shareholders will be on commercial terms, and we also engage in financing arrangements with other companies in the Group. These transactions are part of our normal business activities, incorporated into operating costs and revenues.

2. The Board

The shareholders appoint the board to govern Alpine Energy. The Board is responsible for the direction, control, and decision-making of Alpine including strategy, objectives, performance, risk management, and reporting. The Board Chair leads the board and its relationships with shareholders and key stakeholders, maintaining a close professional relationship with the Chief Executive Officer (CEO) and Executive Leadership Team (ELT).

The Board operates under a Board Charter, which is currently being reviewed.

2.1. Board responsibilities

The Boards' key responsibilities include:

Strategic direction and performance: setting the company's strategic direction, objectives, and key performance targets, and monitoring progress against these.

Financial oversight and capital management: ensuring financial sustainability through prudent budgeting, capital investment decisions, and risk management.

Risk management and business continuity: identifying, assessing, and mitigating risks, including ensuring robust crisis management and business continuity plans.

Stakeholder engagement and corporate reputation: maintaining strong relationships with shareholders, customers, regulators, and the wider community to uphold trust and transparency.

Innovation and technology adoption: overseeing investment in new technologies to improve network resilience, operational efficiency, and sustainability.

Health, safety, and wellbeing leadership: embedding a strong health and safety culture across the organisation and ensuring compliance with all legislative and regulatory requirements.

Environmental, social, and governance (ESG) commitments: setting and monitoring ESG priorities to ensure responsible business practices, sustainability, and corporate social responsibility.

Leadership, talent development, and people wellbeing: recognising people as the company's number one asset, fostering a culture of development, wellbeing, and career progression, and ensuring leadership succession planning.

2.2. Board operation and review

The Board meets at least eight times per year, with additional meetings as required. The Board and CEO undergo regular performance reviews to ensure continuous improvement and alignment with strategic objectives.

2.3. Delegation and compliance

Day-to-day operations are delegated to the CEO, who ensures Alpine achieves its strategic goals. Directors and ELT disclose any potential conflicts of interest and adhere to formal codes, policies, and governance standards to maintain the highest level of trust and accountability.

2.4. Committees

The Board has five committees:

2.4.1. Finance Committee

This Committee oversees the Board's responsibilities for financial reporting, tax planning, regulatory compliance, and treasury management. It also serves as a formal platform for open communication between the Board, Alpine's internal and external auditors, and management.

2.4.2. People Performance & Culture Committee

This Committee assists the Board in fulfilling its responsibilities related to remuneration recommendations, performance targets, and the review of the company's superannuation and pension schemes. It also oversees broader people and culture-related matters.

2.4.3. Health, Safety & Wellbeing Committee

This Committee supports the Directors in meeting their health and safety responsibilities, ensuring compliance with governance guidelines and demonstrating a strong commitment to workplace safety.

2.4.4. Risk Committee

This Committee oversees the identification, assessment, and mitigation of risks across the company's operations, including market volatility, regulatory changes, environmental hazards, operational disruptions, and cyber threats. It provides strategic guidance to the Board and management, ensuring risks are managed within acceptable levels to support operational stability and long-term sustainability.

2.4.5. Community Fund Governance Committee

The Community Fund Governance Committee oversees the process of distributing $1.5M to community initiatives. The scope of investments is outlined in the enforceable undertakings agreed with the Commerce Commission.

2.5. Policies

The Board regularly reviews the company's policies to ensure they remain relevant and effective. New policies are developed as needed to guide our people, addressing changes in the work environment, regulatory requirements, and social expectations. The review cycle and creation of policies ensure our operations stay aligned with best practices and legal standards.

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