



Sustainability report

Pūrongo toitū 2025

1 October 2024 – 30 September 2025

Clarus

Firstgas

rockgas

Flexgas

Firstlightnetwork

FirstRenewables

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Our mission

Deliver safe, reliable and cleaner energy today and in the future, doing right by our environment, people and communities.

Mō te taiao, ngā kaimahi,
ngā hapori hoki.



Message from our Board Chair



Welcome to the third annual Clarus Sustainability Report. I am delighted to share the highlights of another year where we continued to contribute to the security of Aotearoa New Zealand's energy supply, and reduce our total gross emissions making progress towards a more sustainable future.

FY2025 has been a standout year for Clarus. As we look back, the Board is incredibly proud of how far we've come in embedding environmental, social and governance principles into the way we make decisions every day.

This year, we further strengthened our commitment to tiaki taiao – caring for our environment. The development of the Clarus Sustainability Strategy (page 11) sets a clear and inspiring direction, outlining both our long-term vision and the practical actions we are taking to achieve it.

Our four sustainability pillars or pou within the Strategy focus our work on reducing emissions while supporting our people, protecting our environment, uplifting our communities and maintaining effective governance.

Across FY2025 there was a 13% reduction in total gross emissions across ISO 14064 categories 1–6 compared with FY2024. Our teams made impressive progress reducing greenhouse gas emissions in our core operations (more detail on page 15).

This year also brought significant change. In October 2025 our current shareholders entered into agreements to sell their shareholding in Clarus, covering the Firstgas, Rockgas, and Flexgas businesses to Brookfield, one of the world's largest infrastructure investors.

At the same time, our shareholders entered into an agreement to sell their interests in Firstlight Network to Powerco. Igneo will retain their shareholding in the Tauhei Solar Farm. These processes are still subject to conditions, including overseas investment approval, with settlement expected in the first half of 2026.

On behalf of the Board, I want to express my sincere appreciation to my fellow directors and every one of our employees. Their dedication, resilience and adaptability have been instrumental in navigating a year of progress and transition.

As we look ahead, the Board remains firmly committed to our mission: delivering safe, reliable and cleaner energy today and into the future while doing right by our environment, our people, and our communities.

Mark Ratcliffe
Chair



Message from our Chief Executive

FY2025 has been a year of progress, resilience and forward-thinking for Clarus.

Our **group of companies** plays a vital role in the resilience of Aotearoa New Zealand's energy supply, spanning natural gas transmission, distribution and storage, LPG reticulation and bottle supply and electricity distribution and generation.

We believe gas has an important role in supporting the country's energy future. Our energy system needs it as a firm flexible backup for when sun and wind are weaker or when hydro inflows are low.

Our commitment to research and development for the future of energy in Aotearoa New Zealand has seen us actively invest in alternative energy and renewable gas technologies that could support a reliable energy system in future, including solar, biomethane and hydrogen.

This financial year we achieved milestones in these areas including construction beginning at Tauhei solar farm (read more on page 19); renewable gas flowing in a New Zealand pipeline for the first time in partnership with **Ecogas at the Reporoa Organics Processing Facility** (page 20); and completing our hydrogen blending pilot (page 18).

These emerging solutions have potential to offer consumers choices in the transition to a lower-emissions energy system in future.

While we embrace change, we remain steadfast in delivering safe and reliable energy to our customers. I want to acknowledge the dedication and hard work of our people as we navigated challenges and seized opportunities.

When we surveyed staff in September 2025 about how likely they are to recommend Clarus as a place to work, our employee Net Promoter Score of 67 demonstrated the positive connection many employees have with our organisation.

The year ahead promises continued transformation as we welcome new owners, and continue our focus on delivering Aotearoa New Zealand's energy needs with the same determination and vision that have defined us so far.

Paul Goodeve
Chief Executive



About us | Mō mātou

Clarus is one of New Zealand's largest energy groups

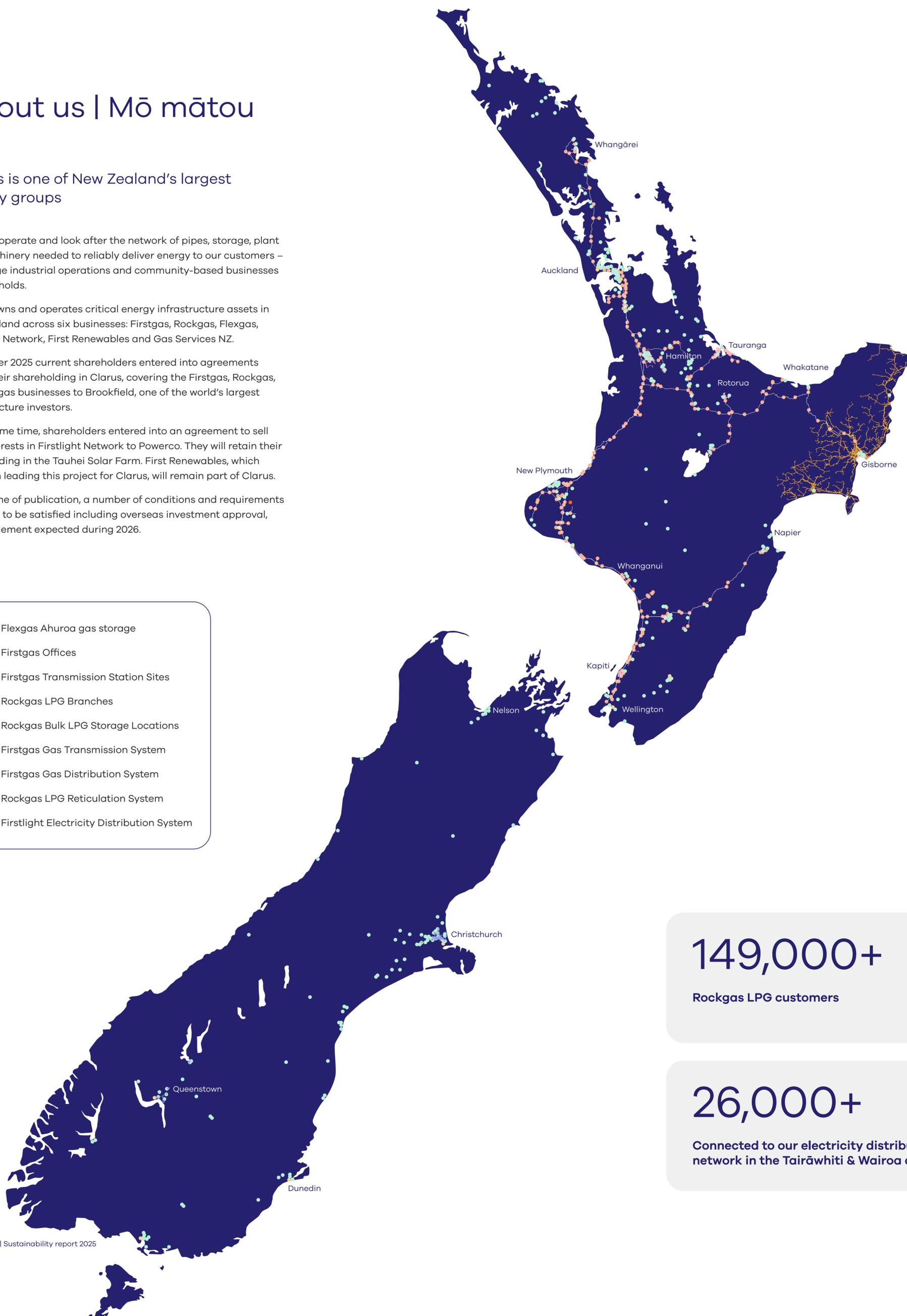
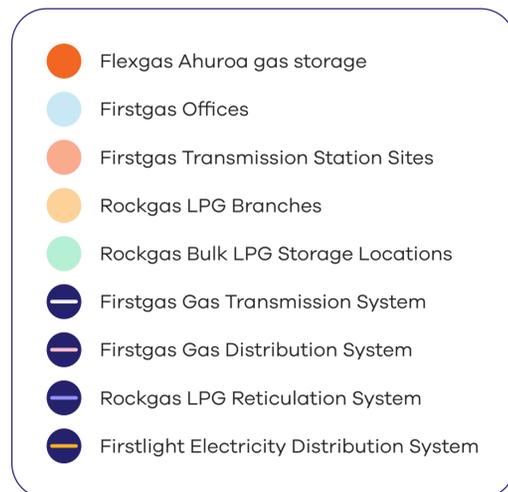
We own, operate and look after the network of pipes, storage, plant and machinery needed to reliably deliver energy to our customers – from large industrial operations and community-based businesses to households.

Clarus owns and operates critical energy infrastructure assets in New Zealand across six businesses: Firstgas, Rockgas, Flexgas, Firstlight Network, First Renewables and Gas Services NZ.

In October 2025 current shareholders entered into agreements to sell their shareholding in Clarus, covering the Firstgas, Rockgas, and Flexgas businesses to Brookfield, one of the world's largest infrastructure investors.

At the same time, shareholders entered into an agreement to sell their interests in Firstlight Network to Powerco. They will retain their shareholding in the Tauhei Solar Farm. First Renewables, which has been leading this project for Clarus, will remain part of Clarus.

At the time of publication, a number of conditions and requirements still need to be satisfied including overseas investment approval, with settlement expected during 2026.



149,000+
Rockgas LPG customers

26,000+
Connected to our electricity distribution network in the Tairāwhiti & Wairoa areas



Who are we | Ko wai mātou



Based in the energy-rich region of Taranaki, Firstgas owns more than 2,500 km of high-pressure gas transmission pipelines and stations that are essential to supplying natural gas to industrial customers throughout the North Island.

Firstgas also owns 4,800 km of gas distribution networks across the North Island. These networks extend north

as far as Northland and south as far as Kāpiti, as well as covering Waikato, Hawkes Bay, Gisborne and the Bay of Plenty.

Through these distribution networks, Firstgas directly connects more than 67,000 homes and businesses to gas.

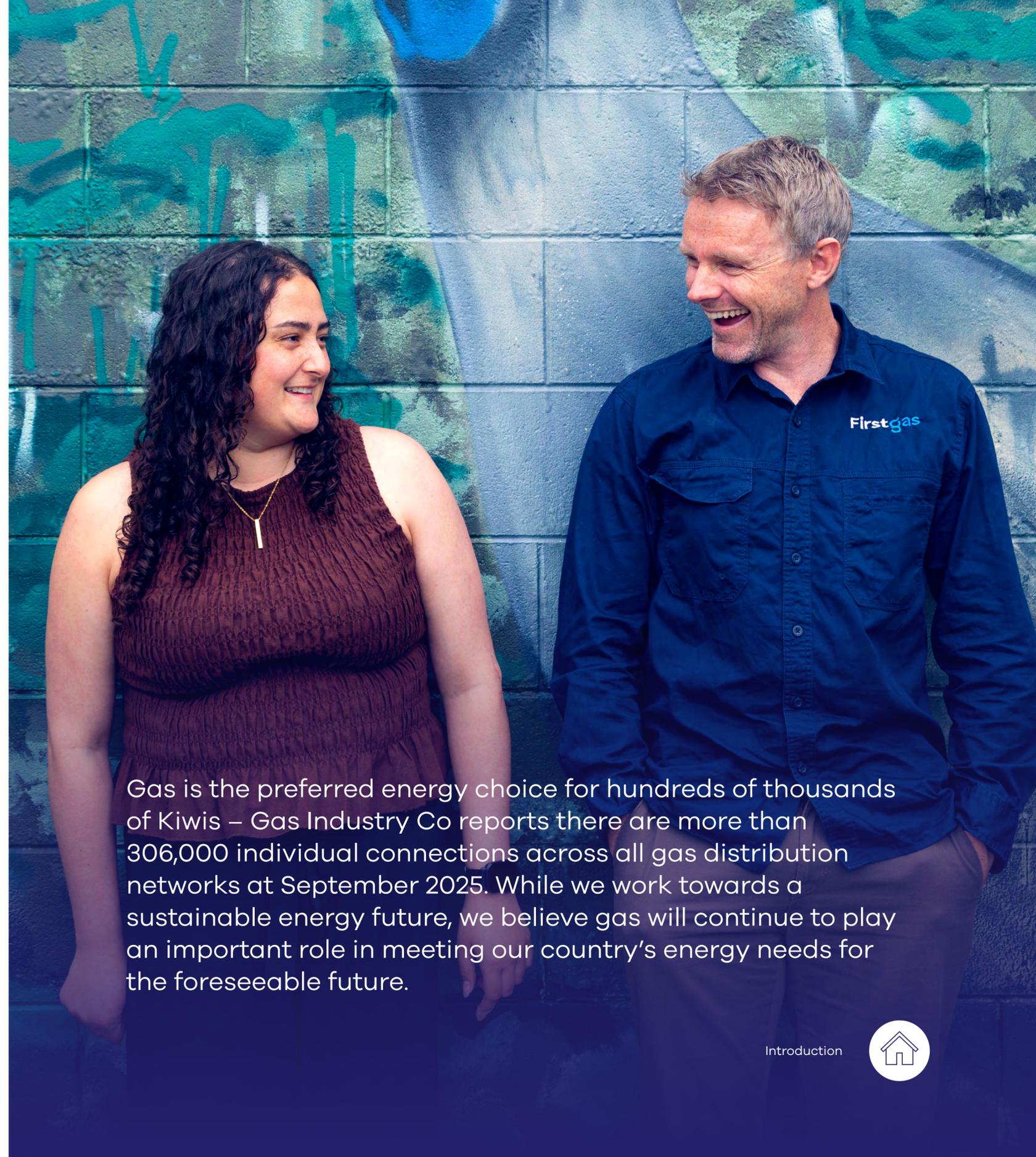
There are more than 4,500 landowners and iwi who have Firstgas transmission pipelines running through their properties and land.

67,000+

Our Firstgas natural gas customers



Gas is the preferred energy choice for hundreds of thousands of Kiwis – Gas Industry Co reports there are more than 306,000 individual connections across all gas distribution networks at September 2025. While we work towards a sustainable energy future, we believe gas will continue to play an important role in meeting our country's energy needs for the foreseeable future.



Who are we | Ko wai mātou



Rockgas is one of New Zealand's largest LPG retailers, serving over 149,000+ customers from 11 branches, 2 filling depots and a network of 25 franchises throughout the country.

We deliver 45 kg bottles to homes for gas cooking, heating and hot water needs, as well as providing LPG tanks for business gas essentials.

BBQ 9 kg bottles and LPG vehicles are also covered by Rockgas, with a network of more than 130 Refill & Save locations throughout New Zealand.

For customers in certain parts of Canterbury, Queenstown or Wanaka, we can pipe LPG straight to their properties through our reticulated gas network.



Flexgas owns and operates Taranaki's underground Ahuroa gas storage facility. This sort of storage can offer an important source of flexibility to the electricity system at periods of peak demand, supporting security of electricity supply as New Zealand moves to higher levels of intermittent wind, hydro and solar generation.



Firstlight Network is the electricity lines company for Tairāwhiti and Wairoa that keeps the lights on across 12,000 square kilometres of the East Coast.

We own and maintain the poles, wires and underground cabling used by electricity retailers to supply customers with electricity. We also own the region's high voltage electricity transmission network.

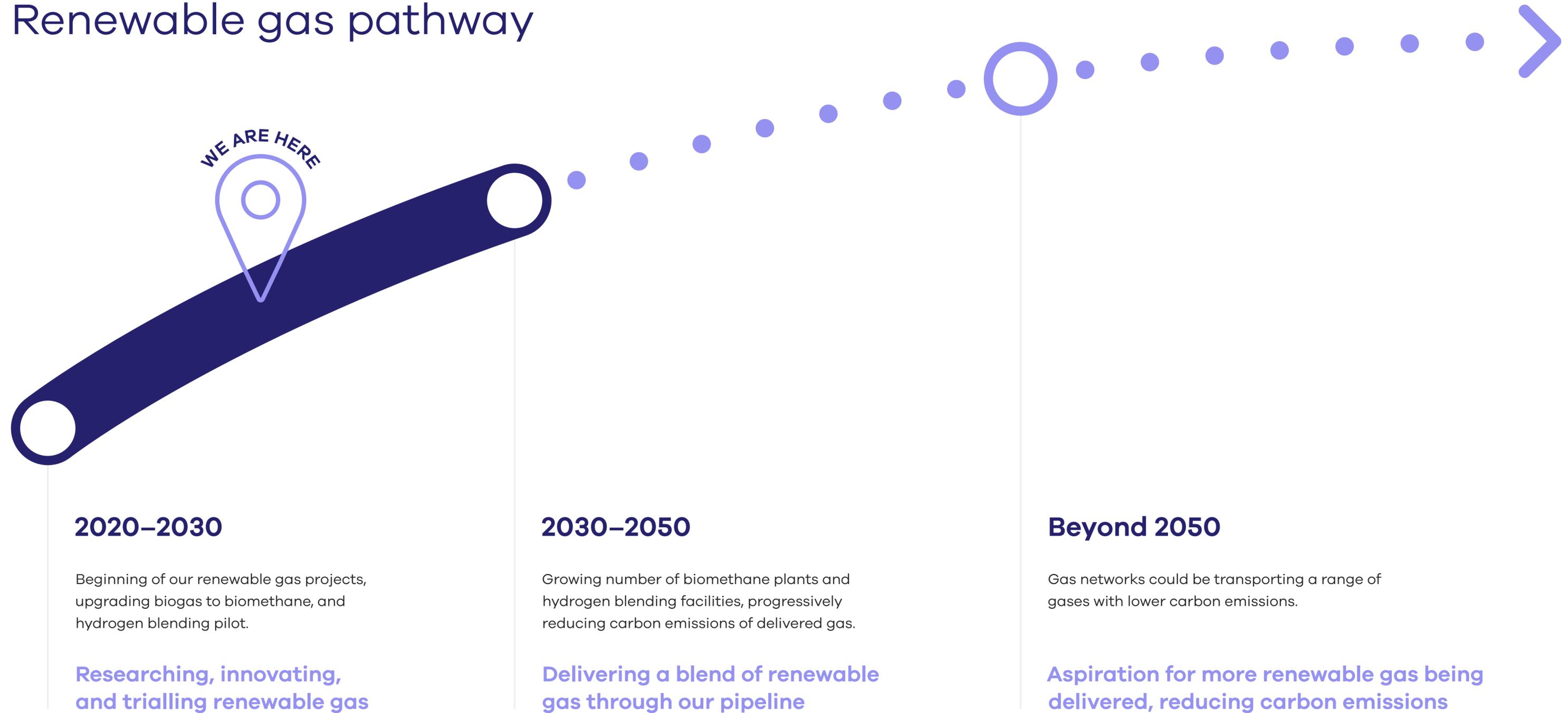
Firstlight Network has a strong focus on ensuring we can continue delivering a reliable service as the way people use electricity changes and grows.



First Renewables is leading our work programme looking at the potential for renewable gas developments and solar power. We aim to open the door for Aotearoa New Zealand homes, businesses, and energy-intensive industries to access lower emissions gas energy options in the future.



Renewable gas pathway



2020–2030

Beginning of our renewable gas projects, upgrading biogas to biomethane, and hydrogen blending pilot.

Researching, innovating, and trialling renewable gas

2030–2050

Growing number of biomethane plants and hydrogen blending facilities, progressively reducing carbon emissions of delivered gas.

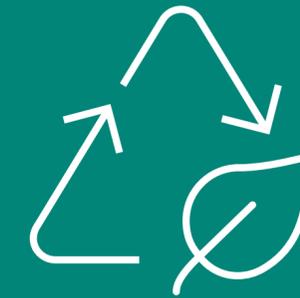
Delivering a blend of renewable gas through our pipeline

Beyond 2050

Gas networks could be transporting a range of gases with lower carbon emissions.

Aspiration for more renewable gas being delivered, reducing carbon emissions





Sustainability at Clarus

We take a sustainable approach to our operations, our people, our stakeholders and the environment.

In this section you can read about our Sustainability Strategy, our greenhouse gas emissions in FY2025 for the period 1 October 2024 – 30 September 2025, how we approach climate risks to our business and the renewable gas pathway Clarus sees ahead.



Sustainability Strategy | Whakaawe te Taiao

Delivering good energy for a brighter Aotearoa Kia tika te pūngao a Aotearoa

The four pillars or pou of our Sustainability Strategy demonstrate the pathway Clarus is on to decarbonisation while doing right by our environment, people and communities with effective governance. We aim to continuously improve our tiaki taiao (care for the environment) through environmental programmes and focusing on operational efficiencies that reduce emissions, investing in new technologies, and embedding sustainability considerations into decision-making.



Doing Right by Our Environment

Manaaki whenua

We aim to continuously improve our tiaki taiao (care for the environment) through environmental programmes, investing in new technologies and research, and focusing on how Clarus could contribute to a more sustainable future.



Doing Right by Our People

Manaaki tāngata

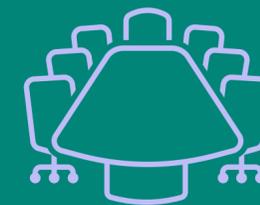
At Clarus, we are building a safety-first team of awesome individuals with a huge variety of strengths, skills and amazing attitudes. We aim for our good energy to keep our people safe, encourage their growth and development.



Doing Right by Our Communities

Manaaki hāpori whānui

Energy is what we do but it's people we do it for. We are building and growing connections with the communities we work in across Aotearoa New Zealand.



Good Governance

Mana whakahaere

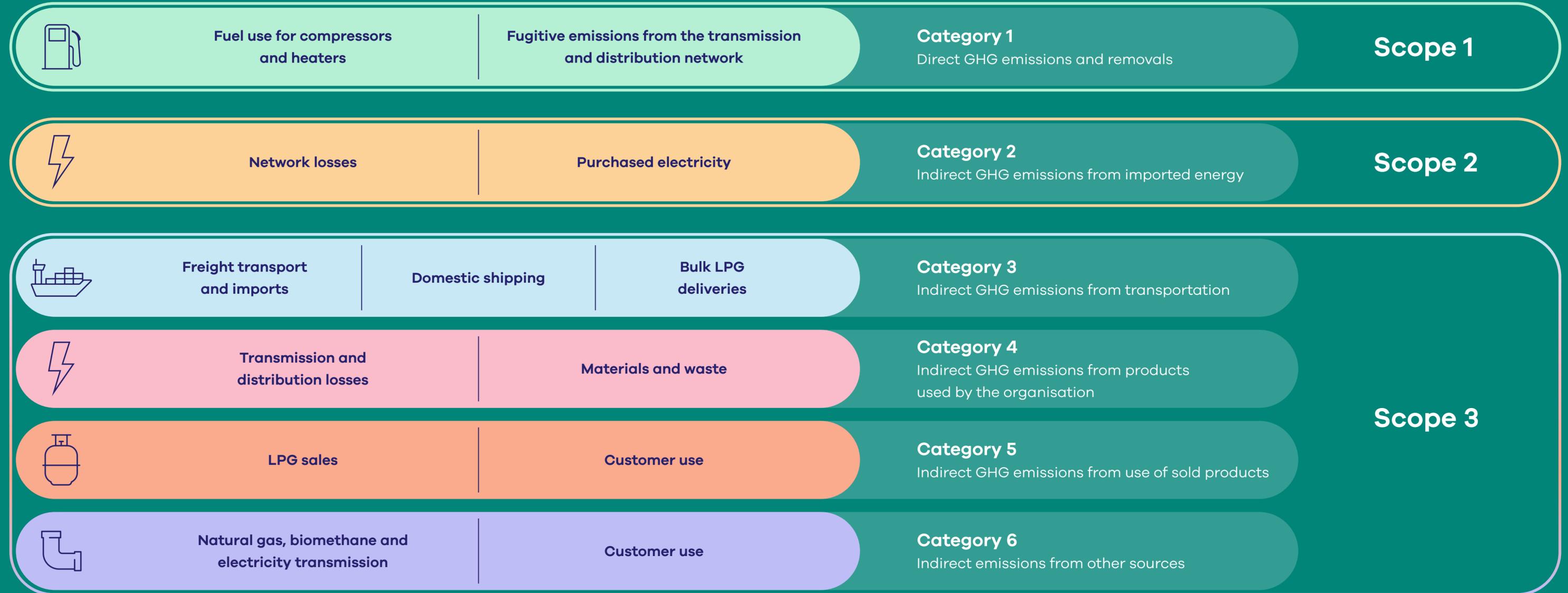
Effective governance and risk management are central to the growth and success of Clarus. We are working to ensure good governance underpins all our work, while operating in an ethical and transparent manner.



Pillar	Term	Aspiration	How we'll achieve this
 <p>Doing Right by Our Environment Manaaki whenua</p>	Short	Explore and pursue opportunities to diversify into low carbon energy and alternatives.	Complete construction and bring online Tauhei solar farm, explore options to grow renewable power generation, and leverage the Broadlands biomethane plant to lay the foundations for biomethane in New Zealand.
	Medium	Focusing on operational efficiencies that reduce emissions.	Continuing to implement our emissions reduction initiatives, measuring emissions and identifying areas to reduce further.
	Long	Supporting Aotearoa New Zealand's energy transition.	Researching and investing in options to support homes, businesses and energy intensive industries to access lower emissions energy.
 <p>Doing Right by Our People Manaaki tāngata</p>	Short	Improve employee engagement and continue to strengthen our safety-first culture.	Continue to drive internal communications that support the organisation, provide more information to staff about ESG work programme, continue to score a positive eNPS score, strengthen the health and safety management system including critical risk management.
	Medium	Continue to embed and elevate programmes that support staff wellbeing, belonging, safety, culture.	Lift awareness of our Building Belonging programme (diversity and inclusion) and measure and track progress over time.
	Long	Plan for future changes to workforce.	Develop a long-term workforce strategy, continue development of managers.
 <p>Doing Right by Our Communities Manaaki hapori whānui</p>	Short	Got Your Back – volunteering days, continue to deliver Community Sponsorship and ESG related funding.	Establish opportunities for staff to participate in volunteering in their local communities/environments, promote our sponsorship fund and support charitable organisations with aligning ESG objectives.
	Medium	Deepen engagement with customers.	Continue to develop our relationships with and understanding of customers with research, relationship management plans and customer feedback.
	Long	Robust and sustainable stakeholder relationships.	Targeted approach to engagement with stakeholders including demonstrating our commitment to the communities in which we work.
 <p>Good Governance Mana whakahaere</p>	Short	Assess business for climate change risks.	Assess how climate change could impact our business, put plans in place that respond to risks that emerge.
	Medium	Continue to implement our governance programme.	Provide regular ESG education opportunities to our executive leadership team and board via external speakers, training. Regularly refresh policies related to ESG as they come up for renewal. Publish annual Sustainability Report with independently verified emissions.
	Long	Mature and evidenced compliance programme.	Take a continuous improvement approach to compliance across the organisation.



Our emissions



Our emissions profile

Medium term 

Focusing on operational efficiencies that reduce emissions.

GHG Protocol Scope	ISO Category	FY20	FY21	FY22	FY23	FY24	FY25
1	Category 1	91,668	93,637	102,574	92,513	81,472	78,768
2	Category 2	194	354	393	1,390	2,349	3,260
3	Category 3	9,194	9,952	11,209	12,609	15,502	12,065
	Category 4	46	58	62	73	76	62
	Category 5	220,560	234,437	238,755	237,641	240,644	233,408
	Category 6	9,476,349	8,482,150	7,981,349	6,805,657	5,991,901	5,181,499
Total		9,798,010	8,820,588	8,334,341	7,149,883	6,331,944	5,509,062

We measure and report on our greenhouse gas (GHG) emissions in accordance with international standards and best practices:

- **ISO 14064-1:2018 Greenhouse Gases.** We use the ‘operational control’ consolidation approach to determine our organisational boundaries.
- **Measuring emissions: A guide for organisations: 2024 detailed guide.** We source our emissions factors and global warming potential rates from this Ministry for the Environment guidance.

Clarus is a member of the New Zealand Climate Leaders Coalition and is working towards meeting its commitments under the Coalition’s 2025 Statement of Ambition.

Each year since 2019, we have measured our Category 1-6 (Scope 1-3) greenhouse gas emissions. That measurement allows us to better understand our emissions and what areas of our business have the biggest opportunities for reduction.

Clarus has now completed a seventh cycle of GHG emissions reporting for the business. In 2025, our FY25 (1 October 2024 – 30 September 2025)

emissions inventory was independently verified by Toitū Envirocare, in line with ISO14064-1:2018 Green House Gases. This level of audit provides assurance in our data management processes, modelling and reported data.

Clarus is actively working to reduce both direct and indirect GHG emissions within our control, focusing on areas we have most influence over. These emissions are grouped into Categories 1 to 4 and are managed through our emission reduction programme.

Clarus Annual GHG Emissions Summary by ISO 14064-1 Categories & GHG Protocol Scopes Data for FY20-FY21 has not been independently verified. Since FY22, Clarus has had its GHG emissions independently verified by Toitū Envirocare, covering data from FY22 to FY25.

Our emissions in FY2025

Our total gross emissions across ISO 14064 categories 1-6 decreased 13% from FY24 to FY25.

This year, our emissions report includes, for the first time, the volume of biomethane injected from the Reporoa biogas upgrading facility, operated by Clarus' First Renewables business unit, into the Clarus-owned Firstgas network.

The biomethane was treated at the First Renewables facility before being injected into the Firstgas transmission network, where it is delivered to customers, marking an important step in advancing the use of renewable gas.

Notable shifts in emissions

Within Categories 1 to 4, where operational influence is strongest, emissions reduced by **5.28%**. This demonstrates a positive trajectory toward improved emissions performance.

Category 1 emissions decreased by **3.32%** in FY25 compared to FY24, primarily due to reduced fuel consumption for compressors and heaters, reflecting improved operational efficiency.

Under Category 1 emissions – Gas Distribution emissions increased due to more targeted leakage surveys, with Street Evaluating Laser Methane Assessment (SELMA) vehicles identifying a higher number of smaller leaks (read more on page 22). Gas Transmission emissions however decreased following the Leakage Detection and Repair (LDAR) programme (read more on page 22). This change has enabled our leakage model to be updated with emissions rates specific to Clarus NZ assets, a great improvement because it replaces generic previous rates based on U.S. literature (read more on page 22).

Category 2 emissions went up in FY25 compared to FY24, even though our office electricity use and network losses on the Firstlight Network stayed about the same. The main reason for

the increase is that the Ministry for the Environment released updated emissions factors for 2024–2026. The new factors are higher than before — about 33% higher for network losses and 31% higher for purchased electricity. This means our reported emissions are higher, not because we used more energy, but because the way emissions are calculated has changed.

Category 3 emissions saw a notable decline in FY25 compared to FY24. The reduction is primarily driven by fewer LPG coastal shipping movements. Additionally, international air travel decreased significantly compared with the previous year, further contributing to the overall reduction.

Category 4 emissions have seen a decrease due to reduced landfill waste emissions.

Category 5 emissions decreased due to a milder winter, resulting in lower LPG product sales in FY25 compared to FY24.

Category 6 emissions continue to trend downward, maintaining the reduction trajectory observed since FY21.

Medium term



Focusing on operational efficiencies that reduce emissions.



Climate related risks | Ngā tūraru ā-āhuarangi

Climate change events are likely to impact most businesses. For Clarus, increased weather events are likely to impact our operations and most likely cause an increase in operational and maintenance costs.

These could include:



Land erosion around pipeline and powerline assets



Flooding events destabilising pipeline river and stream crossings



Wind events damaging powerlines and storm events restricting transport routes and site access



Fire damaging assets such as powerlines

Climate risks are integrated into our primary risk registers that are regularly updated, shaping our present and future strategies on asset management and business operations.

We prepare for emergencies with contingency planning to minimise the impacts. We continue to provide staff wellbeing support programmes that could help if our people are directly impacted by working and living with, and responding to, increased climate events.

We assess, review and adjust our business to take account of **acute physical risks** that may arise from changes in event-driven hazards, such as an increased severity of cyclones or floods.

Chronic physical risks refer to longer-term shifts in climate patterns like sustained higher temperatures that may cause sea level rise or chronic heat waves. In looking at chronic physical risks, we review impacts on people, asset and network resilience.

Transitional risks through technology and market pressures adjusting during the change to a low carbon future can present the opportunity for us to invest – for example, in solar power, lower/zero carbon gases such as biomethane and hydrogen, and the repurposing of our infrastructure such as the biomethane to pipeline facility at Reporoa.



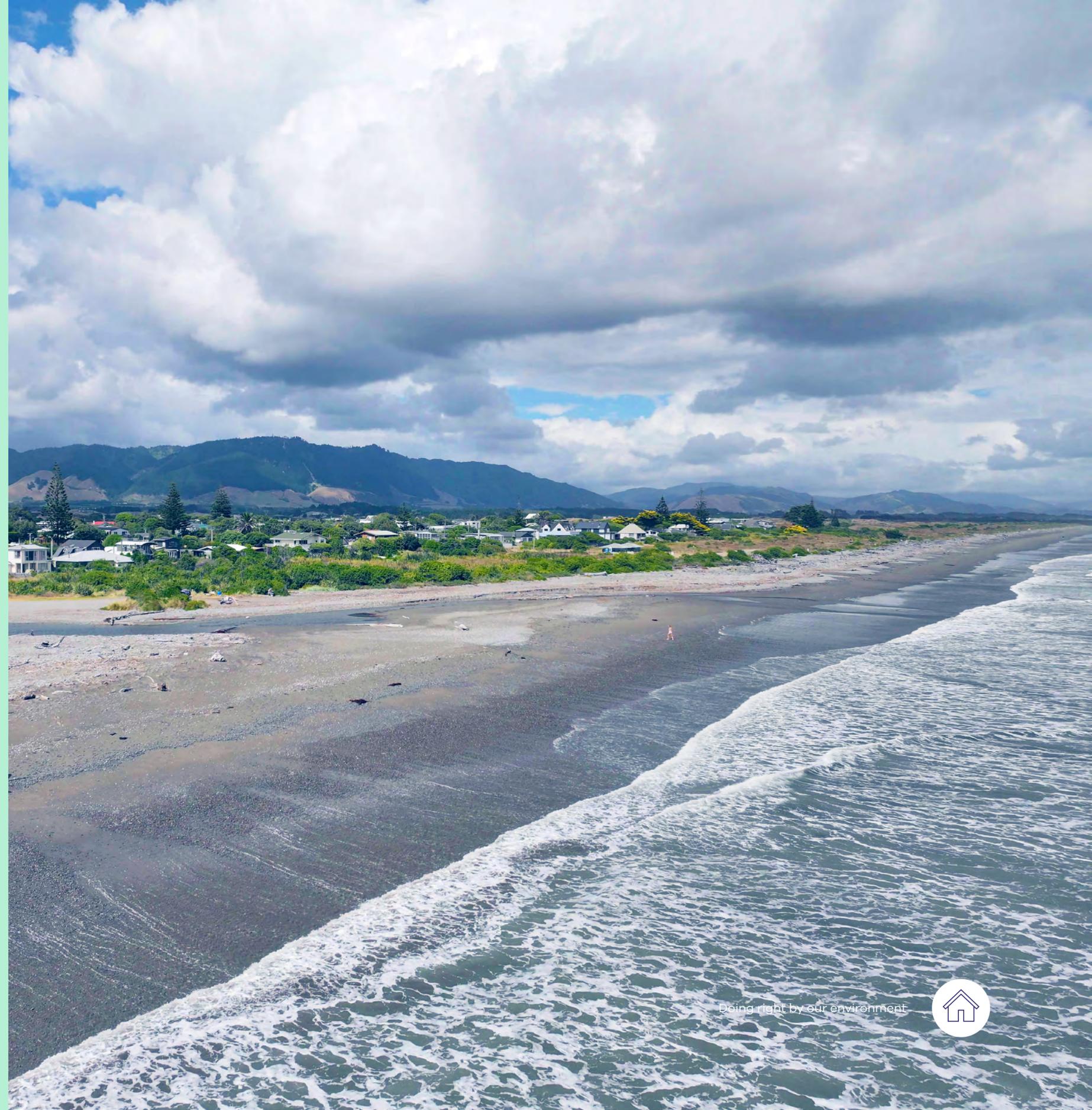


Doing right by our environment

Manaaki whenua

We aim to continuously improve our tiaki taiao (care for the environment) through environmental programmes, investing in new technologies and research, and focusing on how Clarus could contribute to a more sustainable future.

In this section you will read about our work in hydrogen, biomethane and solar as well as the operational changes we are making to improve efficiency across our business.



Hydrogen blending pilot completed

New Zealand's first ever instance of delivering natural gas blended with hydrogen into a distribution network was carried out in Te Horo on the Kāpiti Coast from June to early October 2025.

Led by Firstgas (part of Clarus), and in partnership with Vector, Powerco, Nova Energy and GasNet, we successfully blended hydrogen with natural gas into the existing natural gas pipeline. The pilot team worked with 14 households in Te Horo, who used the blended gas in their home appliances.

More than five years of preparation and planning went into ensuring the pilot could be delivered successfully, with close monitoring at every stage.

The project team worked closely with WorkSafe New Zealand's Energy Safety team to ensure we were safely blending and doing the necessary monitoring checks throughout. Due in part to this pilot project, the New Zealand standard for reticulated gas now enables up to 10% of hydrogen (by volume) to be injected into local gas distribution networks

Hydrogen is the lightest gas. When it is combusted it emits no carbon dioxide or other gases, only water. It is recognised internationally as a potentially renewable gas option that can be stored and transported at a large scale.

This could make hydrogen an ideal complement to solar and wind generation and a valuable tool for helping hard-to-electrify sectors, such as high-heat industries, heavy transport, and those already using hydrogen as a feedstock, to decarbonise.

Clarus General Manager Future Fuels James Irvine says the pilot was about building readiness, gathering the evidence, capability and confidence to make more informed energy decisions in the future.

"Right now, hydrogen does cost more than natural gas. But that's exactly why pilots like this are important – the lessons we learned help inform how hydrogen could contribute to New Zealand's future energy mix," James says.

"By proving the infrastructure, safety case and technical feasibility, this project has played an important part in working to get New Zealand ready to take advantage of hydrogen if it becomes more available and affordable, as we've seen happen with other technologies, such as solar."

Short term



Explore and pursue opportunities to diversify into low carbon energy and alternatives.



Tauhei construction



Short term



Explore and pursue opportunities to diversify into low carbon energy and alternatives.

Construction of Tauhei Solar Farm began in April 2025.

This significant milestone was marked with a soil turning ceremony attended by Minister for Energy and Climate Change, Hon. Simon Watts.

The solar farm project is a joint venture between Harmony Energy Limited and Clarus company, First Renewables.

When it is complete the solar farm will cover 182 hectares and generate 280 gigawatt hours of electricity per year, enough renewable electricity to supply the equivalent of approximately 35,000 New Zealand homes and businesses.

The substation is expected to be energised by mid-2026.

Clarus Senior Project Manager Brad van der Merwe said that at the end of FY2025 we were about 25% through construction and the transformer – the most critical piece of kit powering the site – had arrived from Indonesia to be installed when foundation works are finished.

“All the equipment has been ordered and the enabling works are completed, the laydown areas finished, and the mechanical contractor has started work installing the piles and PV Module structures,” Brad says.

“There are about 330,000 solar panels going in, which need 57,000 piles. The numbers are staggering!”

Showcasing how agriculture and renewable energy can work together, sheep will be farmed on the site, with the solar panels offering shelter for the animals.

The process of constructing the solar farm will create up to 350 full-time equivalent jobs at peak, and there will be some permanent roles established once the construction is all completed in operations and maintenance; monitoring and controls; asset management and engineering; compliance, safety and environmental roles.



Turning food scraps into energy

Short term



Explore and pursue opportunities to diversify into low carbon energy and alternatives.

Kerbside food waste is collected in Auckland, combined with other organic waste, and processed at Ecogas' organics processing facility in Reporoa. The biogas produced by the process is then turned into pipeline-grade renewable gas by processing it through our First Renewables biogas upgrading facility.

Biogas can be used as it is, but the methane content of biogas varies considerably, which means its energy content also varies and it can be corrosive. To create a consistent product that meets the pipeline standard the biogas can be upgraded into biomethane and renewable carbon dioxide. Renewable carbon dioxide or BioCO₂ is also separated as part of the upgrading process.

Once it has been processed by the First Renewables biogas upgrade facility, biomethane can be piped directly into the natural gas grid because it meets the same specification as natural gas.

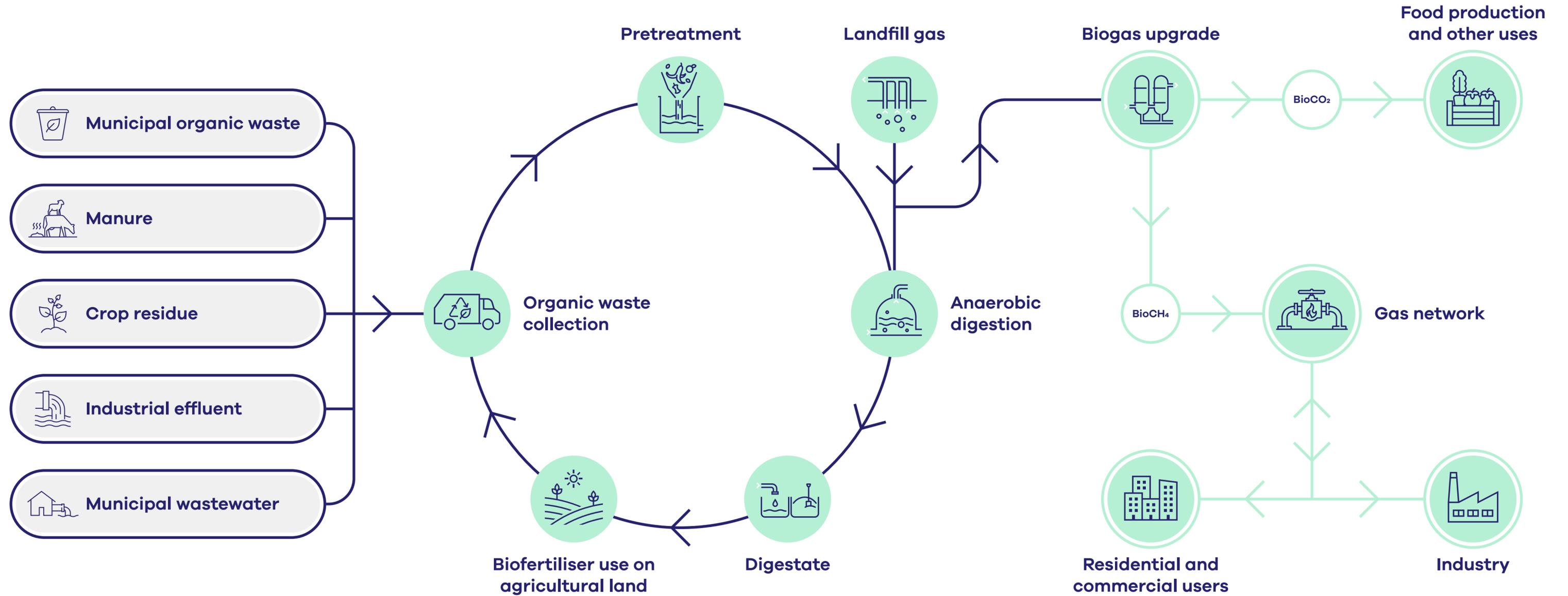
On October 17 2024, the Ecogas Reporoa Organics Processing Facility began injecting renewable gas into a pipeline for the first time, a major milestone for New Zealand.

In an innovative additional step, equipment is now also being installed to send the renewable carbon dioxide to a nearby glasshouse to enhance the growth of tomatoes and further the carbon emissions benefit of the project. When commissioned, this set-up will be a world-first.

The process used to turn food scraps into energy is shown on the following page.



Biomethane value chain



Improving our fugitive emissions

Medium term



Focusing on operational efficiencies that reduce emissions.

SELMA showing more detailed results

During FY2025 Clarus refined the way we use our SELMA (Street Evaluating Laser Methane Assessment) vehicle to detect even smaller leaks than before.

The vehicle fitted with SELMA technology is driven along streets where our network is located, looking for natural gas leaks. It covers the whole Clarus owned gas distribution network twice per year.

The data it collects is entered into our Geographical Information Reporting System to give us precise information for making timely repairs.

Clarus Chief Engineer David Innes says that when leaks are repaired quicker, the emissions produced from each leak are lower. The level of public safety across the natural gas distribution network is also improved, with leaks being detected proactively before being smelled and reported by the public.

“With a few years of experience, we have reset the detection alarm thresholds when using SELMA. This means that we are now investigating much smaller leaks detected by the system and most of these alarms are resulting in the need for a repair,” David says.

“Adjusting our model in this way allows us to be even more thorough.”

Surveying for precise measurements

The worldwide gas industry typically relies on international published emission rates for information about the amounts of fugitive emissions produced by each asset that we operate.

These generic figures are useful initially as we set up our emission models. But we wanted to develop tailored emission rates specific for our New Zealand gas Transmission equipment because it would help us to model the overall fugitive leakage rate of our assets much more accurately.

To achieve this, we have undertaken a thorough Leakage Detection and Repair Survey (LDAR) covering about a third of our entire transmission network. We examined over 17,000 assets using an infrared camera and a methane measurement detector to precisely locate and then measure both larger and tiny emissions.

“This gives us New Zealand-specific transmission fugitive leakage rates for the first time, which is the gold standard in our industry. This means that our fugitive model improves from Level 3 to Level 4 in terms of accuracy,” David says.

“We will continue to survey the rest of the network and expect to look at a third next year and the final third in FY2027.”

ZEVAC reducing venting

A Zero Emissions Vacuum Compressor, ZEVAC for short, is an air powered compressor that captures gas, compresses it, and then recovers it back into the pipeline network.

Clarus uses our own transmission ZEVAC to reduce venting gas into the atmosphere. As part of pipeline cleaning and inspection maintenance work, we have to regularly depressurise and then repressurise small sections of the high-pressure pipeline. Previously, this would have resulted in many methane vented releases. We have now used the ZEVAC almost 100 times in the last 12 months alone to recover as much gas as possible and significantly reduce methane venting to the air.

“Careful use of the ZEVAC allowed us to save an additional 18 tonnes of emissions this year,” David says.

We strategically plan upcoming maintenance work and will continue using the ZEVAC to reduce venting.



Building momentum in light vehicle fleet electrification

Medium term



Focusing on operational efficiencies that reduce emissions.

We are making progress towards electrifying more of the vehicles we own as more options come on to the market in New Zealand. Transport emissions contribute part of our carbon footprint under ISO 14064-1 Category 1.

We introduced our first plug-in hybrid utes to our range of company cars this financial year as part of our electrification journey.

From skeptic to advocate: Steven's hybrid experience

Cathodic Protection Technician Steven Blair based in New Plymouth is one of the employees who has swapped out the diesel ute he drives for work to a greener option.

He is now the proud driver of a plug-in hybrid BYD Shark ute. It has an electric range of 100 km and a combined range of 800 km, a 1.5-litre turbocharged engine and two electric motors.

Steven drives long distances frequently as part of his work making sure Firstgas pipeline infrastructure is not degrading. He conducts tests on the pipeline every 5 km to ensure its quality.

His advice for anyone who is uncertain about driving a hybrid or electric vehicle is to get behind the wheel of one before making up your mind.



"Drive it, that's all I can say – because it's totally different to what I expected."

– Steven Blair

Hybrid and electric vehicles join the line up

The Clarus pool vehicle fleet has also seen the introduction of a new vehicle with Toyota RAV4s joining the Bell Block and Hamilton pool fleets. These vehicles are a mild hybrid with great fuel economy of 5.3 L/100 km and low carbon emissions.

We also have three fully electric Kia Niros in the Bell Block fleet which have a range of between 380 km and 450 km when they are fully charged.

Looking to the future, we continually assess new hybrid and electric vehicles that become available in New Zealand to see if they could meet the needs of our fleet vehicles due for replacement.



Building momentum in light vehicle fleet electrification

Medium term



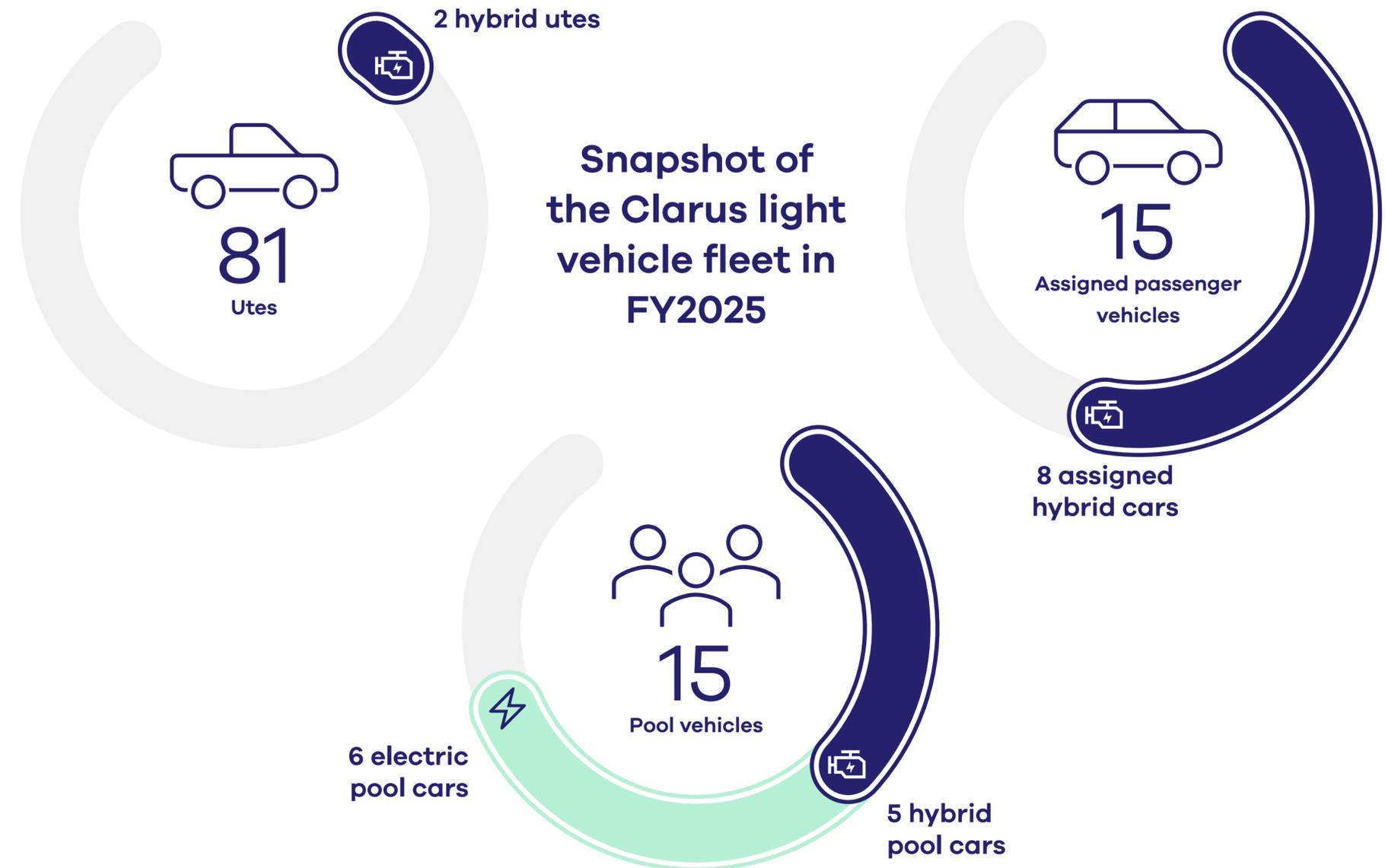
Focusing on operational efficiencies that reduce emissions.

Hybrid and electric vehicles join the line up

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We also have three fully electric Kia Niros in the Bell Block fleet with a range between 380 km and 450 km when they are fully charged.

Looking to the future, we continually assess new hybrid and electric vehicles that become available in New Zealand to see if they could meet the needs of any of our fleet that is due to be replaced.



Kaitoke compressor station upgrades completed

Medium term



Focusing on operational efficiencies that reduce emissions.

During FY2025, Clarus completed upgrading our Kaitoke Compressor Station near Whanganui by installing two lower-emitting compressors.

The pair of new reciprocating compressors were imported from Houston, USA. They operate with fewer emissions than our previous compressors.

They enable us to respond even more effectively to gas demand at peak times, improving the reliability and flexibility of our network.

Firstgas Senior Engineer Michael Herd says that there are always seasonal changes in the flows through the pipeline to meet demand but the new compressors allow a wider operating window.

“Put simply,” Michael explains, “The way these new compressors operate means we avoid running a large compressor at the bottom of or below its performance curve. We can operate these new compressors very efficiently.”

Typically when standard compressors are switched off, there is some gas remaining that would be vented to the atmosphere or flared which releases greenhouse gas.

These new compressors have automated valves, piping and logic built into the way they operate that allows trapped gas to be automatically returned to the pipeline system, reducing potential emissions.

“Once the compressor process gas system is closed in with valves, the new logic and equipment allows the compressor package to remain pressurised at full suction pressure, rather than venting this to atmosphere each time the compressor stops, which can be hundreds of times a year,” Michael says.

Specialist seals were also introduced to greatly reduce static leakage when the compressors are idle.

Our new Kaitoke compressors operate more efficiently because:

- A compressed air system onsite removes the use of natural gas when starting the compressors, opening and closing valves or running pumps
- An electric heater can preheat the fuel gas for the compressors more quickly than a traditional gas fired bath heater
- Each cylinder is metered and monitored for the leakage rate of gas passing the specialist seals
- CCTV cameras allow Operators at our Control Room in New Plymouth to visually confirm aspects on site and potentially avoid having to send a Technician to site to conduct certain checks
- An automatic oil top up system eliminates the need for Technicians to carry out regular manual oil top-ups for the engine and compressors.
- The compressors have a specific connection point for use of a Zero Emissions Vacuum Compressor or ZEVAC (read more on page 22)





Doing right by our people

Manaaki tāngata

At Clarus, we are building a safety-first team of awesome individuals with a huge variety of strengths, skills and amazing attitudes. We aim for our good energy (at work) to keep our people safe, encourage their growth and development.

In this section you will read about the TIGER values that guide us, how we build belonging, our workplace culture, what our people think about working for us, what we're doing to support the next generation of professionals in our field and our approach to health and safety.



What our people say

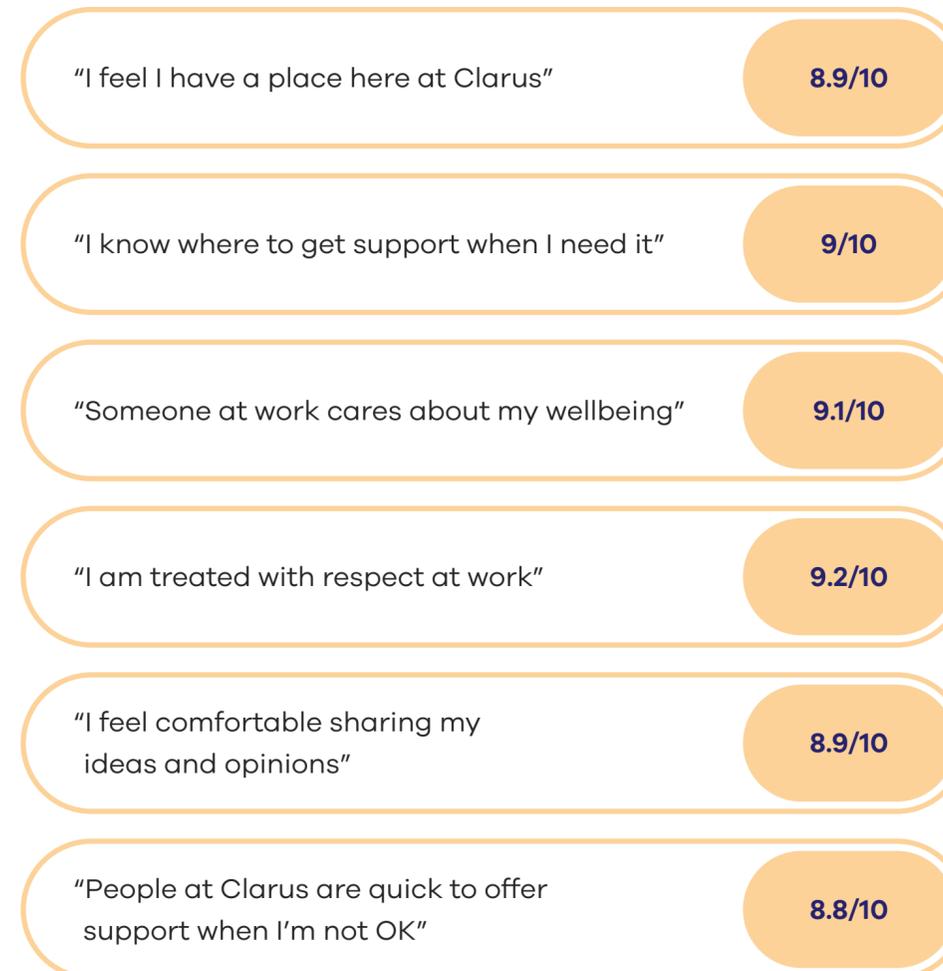
We continually survey our employees to understand how they're feeling about work, using regular email questions delivered through our Joyous tool.

We ask a set of questions that span the categories of Fairness and Inclusion, Wellbeing, Culture and Environment, Engagement and eNPS (employee net promoter score). We ask the same questions twice a year to allow us to track these aspects over time.

Employee Net Promoter Score (eNPS) is a widely used measure of employee engagement. It is calculated on a scale from -100 to +100, based on the proportion of Detractors (scores 0-6), Passives (7-8), and Promoters (9-10).

While eNPS benchmarks vary by industry and organisation size, scores above 50 are generally considered excellent.

Our 2025 results for the following questions show most employees feel welcome and supported working at Clarus.



Short term



Improve employee engagement and continue to strengthen our safety-first culture.

Category	FY2024	FY2025
Wellbeing	8.8	9/10
Culture and environment	8.6	8.8/10
Engagement	8	8.2/10
Fairness and inclusion	8.8	8.9/10

We are proud that our eNPS in 2025 was 67, an excellent score.



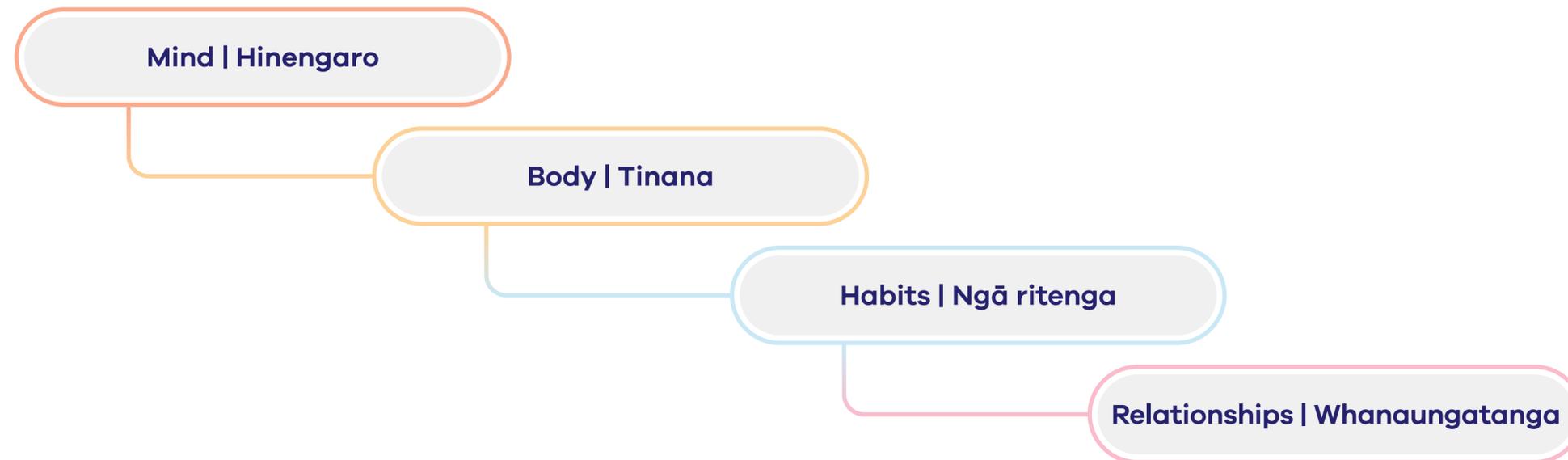
Got Your Back



Got Your Back is our award-winning wellness programme aimed at providing every Clarus employee with holistic wellbeing support.

The programme is constantly evolving to meet the needs of our increasingly diverse and engaged workforce. It provides information, tools, training, seminars, live sessions and support based on the four pillars of wellness.

Benefits include confidential counselling services and wellbeing events, tools and other supports such as healthy eating guides and financial advice. Each Clarus employee can apply for a \$350 grant each year to spend on anything that supports their whole self-wellbeing, whether that's a gym membership, a new pair of running shoes, a retirement coach, a financial advisor or a nutritionist. Also included is a yearly medical check which has helped boost wellness across the business.



Medium term



Continue to embed and elevate programmes that support staff wellbeing, belonging, safety, culture.



Skin checks are offered to our employees, a pragmatic benefit in Aotearoa New Zealand where we have one of the world's highest melanoma rates. These checks have also been successful in early detection of skin cancer in several employees.

In FY2025:

318 staff took the opportunity to have skin checks (51 more than in FY2024).

50 referrals were made for medical follow-up.

Of those people, we know that 23 were found to have skin cancer.



Helping staff get to work in a healthier and greener way

We have a partnership with Workride to offer staff the opportunity to save (between 32-63% depending on salary) on the cost of a new bike, e-bike or scooter for their daily commute to work.

During FY2025 14 people signed up to Workride. 100% of the 46 staff who have participated in Workride say they would recommend the scheme.



"I now cycle into the office most days that I am in, previously drove in every day."

"Physically and mentally [I feel] much better, fantastic way to start the day and allows me to lock in exercise that I otherwise might not get."

"It is a win-win scenario. Save money, good for health and environmentally friendly."



Building Belonging

As an employer we think about how to support diverse perspectives at work because we want everyone to feel that there is a place for them at Clarus.

We all play our part in making others feel welcome and supported, whether that's by recognising individual skills and strengths, ensuring information is accessible, or being understanding and accepting of different communication styles, approaches, and needs.

This extends beyond the workplace to our whānau, friends and wider communities.

Sharing stories, training, policy, tools and resources – these are all aimed at increasing our awareness, helping us further our empathy and understanding, and valuing our differences.

Neurodiversity Week

As part of Neurodiversity Week 2025 we showcased some of our own employees as well as providing awareness training and resources. We shared the message that great minds think differently. People experience and interact with the world around them in many different ways.

One employee shared about their experiences growing up dyslexic in the 1970s and 1980s in New Zealand. He said these days his dyslexia drives him to question things deeply and see opportunities others might miss. Another employee opened up about how ADHD and autism give her a “superpower that often backfires” because she experiences both incredible strengths and challenging moments in daily life. One of our Christchurch-based staff shared a parent’s perspective on how he came to understand his daughter’s autism diagnosis.

In the workplace neurodiversity brings its strengths just like any form of diversity whether it’s cultural, racial, or gender-based—neurodiversity introduces a variety of viewpoints. This variety can lead to richer problem-solving and innovation. When we embrace these differences, we’re challenging the status quo and fostering environments where unique ideas can flourish.

Supporting older workers with foresight and dignity

As New Zealand’s population ages and more people remain in the workforce longer, Clarus is seeing a growing number of older workers. Long service is celebrated here—with rewards, recognition, and now, a dedicated workstream within our Building Belonging programme.

A key focus is supporting older workers to transition confidently into retirement in their own time and on their own terms. Up to two years before we know someone is going to retire, we work with them to explore role design by reducing hours, including flexible working options. We offer continued access to our Employee Assistance Programme (EAP) for 6 months after they leave.

We provide people with an option many of our older workers take when transitioning is seeing an independent, professional retirement coach (paid for by Clarus). These coaches help people think about retirement holistically, mapping out what they want life to look like after work.

Medium term



Continue to embed and elevate programmes that support staff wellbeing, belonging, safety, culture.



Building a future in pipeline engineering

Long term



Plan for future changes to workforce.



Mikayla Mathys

Mechanical engineer Mikayla Mathys is a great example of how our graduate programme opens doors for talented people. Her journey began in 2022 as a summer student, followed by an internship, and in 2024 she stepped into her current role as a Graduate Engineer.

“The team environment here has been incredible. Moving from a tough university setting to a workplace that’s positive and supportive has made all the difference,” Mikayla says.

Her love for science and maths started in high school, inspired by a teacher who encouraged her towards a future career in STEM. While engineering wasn’t her original plan, growing up in Taranaki meant the energy sector was always part of her world. Joining Firstgas sparked a deep interest in pipeline integrity—a complex, dynamic area with real impact.

Today, Mikayla works in the Pipeline Engineering team, balancing office analysis with fieldwork. She manages integrity assessments using inline inspection data to detect corrosion, dents, and wrinkles. She also runs emissions modelling for the transmission system, tracking compressor operations and leaks to support sustainability reporting and regulatory audits.

Her role brings unique challenges, like uncovering anomalies in unexpected places and planning excavations to confirm pipeline conditions. These experiences strengthen her technical expertise and problem-solving skills.

As one of the first graduates in our programme, Mikayla has helped shape a clearer pathway for those who follow.

“I’m excited to take on more responsibility and keep expanding my knowledge in pipeline engineering,” she says.



Strengthening our cultural backbone

Pou Tuarā is our rōpū or group dedicated to embedding te ao Māori into the way we work. Its name means “spine” or “backbone” and refers to the central piece in the ceiling of the whare on a marae.

The group provides guidance, resources, and opportunities for all kaimahi (our people) to learn, connect, and celebrate Māori culture in meaningful ways.

In FY2025 Pou Tuarā created a welcoming and culturally rich environment in our Hamilton office by updating the Tuwaeawae Room. It now features stunning artwork that acknowledges the whenua and stories of the region combined with our organisation’s values and purpose.

Guest speaker Tokatumoana Junior shared kōrero on the significance of Matariki, followed by a shared kai at our sites nationwide to bring our people together in the spirit of whanaungatanga.

For Māori Language Week, we welcomed Wharehoka Wano as a guest speaker and shared daily kupu (words) and soundbites,

as well as kaimahi learning experiences, to encourage everyone to give te reo a go. These activities helped normalise the use of te reo in our everyday mahi.

A practical tool created in FY2025 was a new PowerPoint template with opening and closing karakia, making it easier for teams to start and end hui in a way that respects tikanga Māori.

Pou Tuarā supported the launch of the new Clarus values video. It proudly incorporates both te reo Māori and New Zealand Sign Language, reflecting our commitment to diversity and accessibility.

Through these initiatives, Pou Tuarā continues to strengthen our cultural capability and ensure that te ao Māori is woven into the fabric of our organisation.

Medium term



Continue to embed and elevate programmes that support staff wellbeing, belonging, safety, culture.



Values | Ngā Uara

Our values were created by our people, for our people.

The symbol of the tiger represents not only our values, but also the hidden dangers in the work we do.

Sometimes process safety uses a tiger as an example of dangers that can creep up on you.

The idea of the tiger is that you won't see it coming, it's a stealth predator. Compared to lions who hunt in the open, tigers are very difficult to see. Both animals can kill you, but you won't see the tiger until it's too late.

It's the same with keeping our assets and people safe. We must always be on the lookout for risks and hazards.

Our people feel a deep-seated pride in our business and what we do, and so owning our values reminds us of the culture we want to build on as well as making sure our people work in a safe environment.



Medium term



Continue to embed and elevate programmes that support staff wellbeing, belonging, safety, culture.



Health and safety

Clarus has two dedicated health and safety teams: a people-safety focused team and a process-safety focused team. These teams are geographically spread across the country to provide coaching, advice, and support to our staff.

Our people-safety focused team supports the business with specialist health and safety guidance, contributing to projects and work processes, and leading/facilitating risk and process reviews and investigations. They harness the knowledge of our experts – those doing the work – to ensure work is done efficiently, to a high quality and ultimately safely. They draw on the expertise of those doing the work to ensure tasks are completed efficiently, to a high standard, and most importantly, safely.

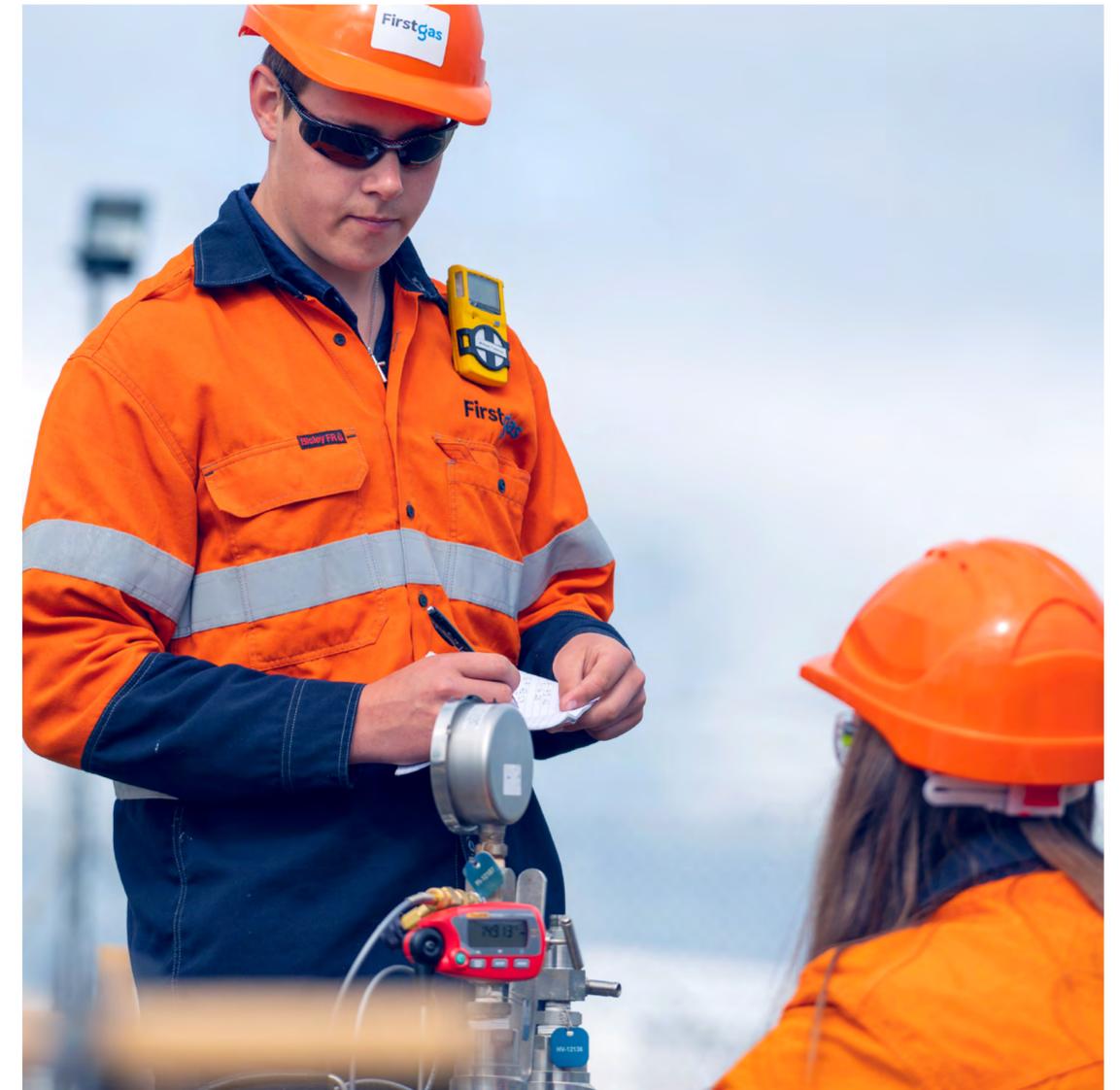
Process safety is extremely important at Clarus. This is the discipline of preventing accidents, protecting people, and ensuring reliable operations by managing risks associated with hazardous materials, complex systems, and large-scale industrial processes. It focuses on engineering, management systems, and culture to avoid catastrophic events like explosions, fires, or toxic releases.

Our commitment to the safety and wellbeing of everyone working at Clarus includes a wide range of monitoring (in and out of the field), proactive initiatives and continual review of standards. An example of this is the work we have undertaken on our workplace exposure risks. This year we reviewed our practices and improved our air quality sampling using passive monitoring devices and personal “breathing-zone” testing to understand what our people may be inhaling at work. We also use biological monitoring—typically blood or urine samples—to assess whether hazardous substances are being absorbed through breathing, skin contact, or accidental ingestion. These insights help us continuously strengthen how we protect our workforce.

Short term



Improve employee engagement and continue to strengthen our safety-first culture.



Developing a Critical Risk Framework for Rockgas

Short term



Improve employee engagement and continue to strengthen our safety-first culture.

We are faced with many hazards in a day at work, and our health and safety risks are already identified and well managed across Clarus.

Critical risks are those people or occupational health and safety risks that could result in fatality or a significant injury or illness if not recognised and effectively controlled.

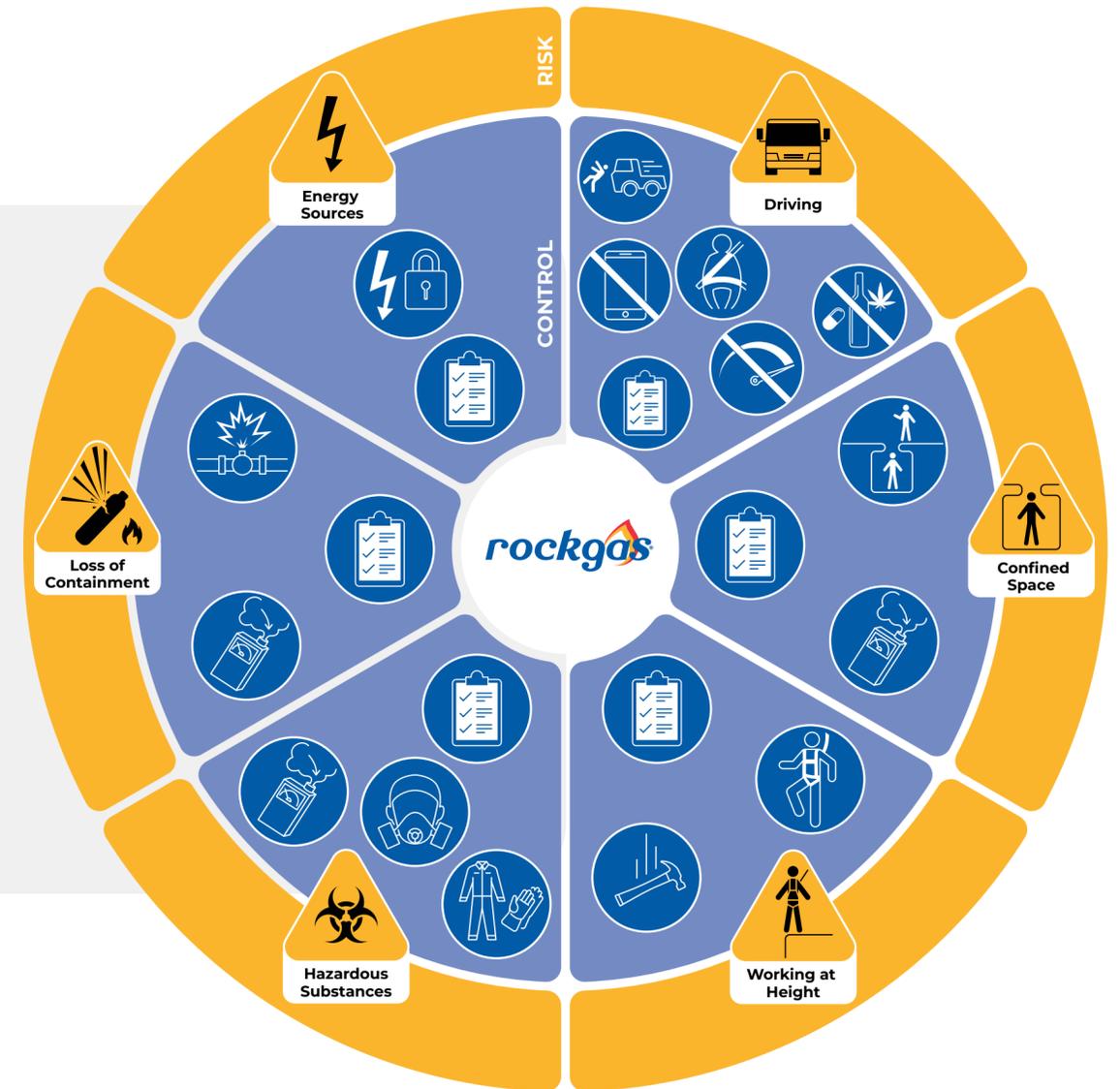
During FY2025 we undertook a comprehensive review and update of our people safety critical risks within Rockgas. We plan to take a similar approach to other parts of the business.

We followed a robust and structured approach including risk identification, verification, and assessments.

What we found through engagement workshops and risk reviews were 6 critical risks.

Appropriate standards and associated communications have been developed, and work continues to ensure that these are understood by employees and workers. The next stage will be to implement assurance and ongoing monitoring.

The critical risk framework concentrates on identifying and managing the most severe risks that are usually less frequent but have potential to cause the greatest harm to people.



Safety culture survey

We ran a survey to get a snapshot of our safety culture. Its purpose was to understand what, if anything, had changed since we last ran the survey in 2023 and to inform our future safety priorities. It also helped us assess how effective our annual initiatives and improvement activities have been.

The survey was undertaken in May 2025. We were delighted with an 80% participation rate.

Formal policies, procedures and leadership actions play an important part in the safety culture of a workplace. The values, beliefs and behaviours employees have around safety are also very influential when it comes to safety culture.

Our Manager, Health and Safety Sarah Kippax says areas relating to personal values, a supportive environment and leadership commitment scored highly, while we saw room for improvement around consolidating, simplifying and improving consistency of our safety rules and procedure.

“We recently completed a full review and implementation of our Worker Engagement, Consultation and Communication standard and associated practices which led to an initial increase in the score for this section of the survey, with potential for a further uplift as this embeds,” Sarah says.

We saw health and safety communication improve from 43 in 2023 to 52.2 in 2025.

“It is great that we can see the benefits where we’ve had dedicated programmes of work in place over the past year, such as improving our Health and Safety metrics – the score for that metric more than doubled from 16.6 in 2023 to 34.7 in 2025.”

Short term



Improve employee engagement and continue to strengthen our safety-first culture.



Refreshing health and safety contractor management

Short term



Improve employee engagement and continue to strengthen our safety-first culture.



Strong health and safety leadership is essential to creating a safe and resilient work environment. We need everyone involved in contracted work to demonstrate visible and proactive leadership in health and safety, with enhanced focus on consultation, cooperation and coordination consistent with the principles outlined by WorkSafe New Zealand.

In FY2025, we strengthened our approach to collaborating with other PCBUs (Persons Conducting a Business or Undertaking) to better manage potential health, safety, and environmental risks, as well as address overlapping duties.

As part of this initiative, we updated our contractor health and safety management guidance and developed complementary resources, including the Clarus Contractor Health & Safety Expectations and a Contract Health, Safety & Environment Plan.

To better plan for safe and efficient contracted work, we also introduced a process to identify and manage overlapping duties associated with service contracts.

These overlapping duties arise when two or more PCBUs share health and safety responsibilities for the same work or workplace. By agreeing and clearly documenting roles and expectations, we foster transparent and

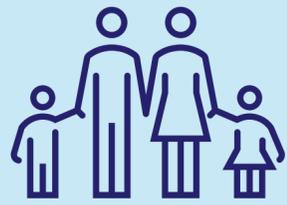
accountable relationships with our contractors to safeguard the wellbeing of all workers involved in our operations.

Health and Safety Advisor Jarrod Nancarrow led the development of our refreshed Contractor Health & Safety Expectations document.

“Documenting this as clearly as possible aims to plug the gap between bringing on a contractor and having them start work on site. It helps us have very clear expectations of what safety within the contract should look like,” he says.

“This is where the rubber meets the road on what Clarus and the contractor are agreeing to do together to ensure both PCBUs meet their responsibilities.”





Doing right by our communities

Manaaki hapori whānui

Energy is what we do but it's people we do it for. We are building and growing connections with the communities we work in across Aotearoa New Zealand.

In this section you will read about the ways we provide support including through our Good Energy Fund, the way we support the local communities around our major projects, and how the Clarus Community Partnership Fund helps many good causes.



Supporting more kids to access sports

The Clarus Good Energy Fund, launched in 2024, turns our commitment to positive environmental and social outcomes into real, tangible action.

Every year, Clarus will back an organisation whose mission reflects our purpose: delivering good energy for a brighter Aotearoa.

For our very first donation, the Fund is supporting iSPORT, the charity co-founded by sporting legends Richie McCaw and Dan Carter, with a contribution of \$50,000.

The iSPORT Foundation works to inspire and enable young people to get involved in sport and be the best they can be, no matter their circumstances.

Clarus' donation will go directly into iSPORT programmes like SportMeToo and Active Kids, both designed to break down barriers and give more young people the chance to experience the joy and benefits of sport.

After considering several youth-focused organisations, Clarus chose iSPORT because it aligns well with our belief that energy is what we do, but it's people we do it for.

"Through the Good Energy Fund, we chose to support the iSPORT Foundation because of the work they do to help empower young people to participate in sport and realise their potential, regardless of their circumstances," says our Chief Executive Paul Goodeve.

"Sport has an incredible ability to build confidence, connection and resilience. Supporting iSPORT means helping young people experience those benefits, no matter where they live or what their background is."

Clarus is proud to stand behind iSPORT's mission, giving young people the opportunity to participate in sport and enjoy the physical, mental, and social benefits that come with being part of a team.

Short term



Got Your Back – volunteering days, continue to deliver Community Sponsorship and ESG related funding.



Caring for our communities | Te tiaki i ō mātou hapori

We are always looking for ways to support local people, places and events – often through our Partnership Programme of community initiatives.

Communicating with our stakeholders

Our focus on safety awareness makes it important to communicate regularly with our communities through our land and planning operational teams.

Both our stakeholders and teams in the field regularly check in with the community around where projects are located, and our ongoing survey programme across stakeholder groups gives us direct feedback.

Our activities can impact communities where our pipeline infrastructure is located, so we work closely with them, aiming to prevent or minimise negative effects and make sure we are building strong relationships.

Our Community Sponsorship Fund

The Clarus Community Sponsorship Fund supports worthy causes in education, environment, sports and community enrichment. The fund helps us put many of our organisational values into action, providing flexible funding we can allocate to support both small local projects and longer-term initiatives to benefit the wider community. In FY25, we sponsored 17 local events, initiatives and individuals representing their region.

Short term



Got Your Back – volunteering days, continue to deliver Community Sponsorship and ESG related funding.

Long term



Robust and sustainable stakeholder relationships.

Riding for the Disabled

Clarus supports New Zealand Riding for the Disabled Association which offers specialised therapeutic horse riding through a range of tailored programmes for people living with physical, intellectual, emotional and social challenges. We are proud to sponsor two horses, in New Plymouth and in Christchurch. Some of our staff enjoy getting involved by participating in fundraising events and seeing the riders and horses in action, and our interns and employees regularly volunteer with activities like cleaning out the stables. This rewarding, long-standing relationship gives us a chance to connect with nature and help people in our communities.

Stakeholder engagement

We engage with local iwi and communities as an essential part of working with tangata whenua and landowners around our business. We recognise our relationships are long term and we are committed to keep building and growing this connection.



Bringing good energy to Te Aroha

Tauhei Solar Farm is located near the 4,000-person town of Te Aroha in the dairy farm region of Waikato. The project is a joint venture between Harmony Energy and First Renewables, part of Clarus, along with construction partner, Elecnor.

Being a good neighbour is important to us. We work with the local community to support causes that matter to them, including:

We also support:

- Predator Free Te Aroha
- Analogue Aotearoa at Arts Under The Mountain Festival
- Riding for the Disabled
- Christmas Parade

Future Te Aroha

Funding from the joint venture provided for additional heating and insulation in this longstanding building where a range of valued community activities take place from seniors' exercise classes to after-school arts, ballet and film-making lessons. It also contains a theatre for stage productions. Visiting health services provided by the local district health board such as breast screening are also held there.

Te Aroha Light up the Domain

Te Aroha was New Zealand's premier spa resort town back in the 1890s-1910s. The centre of the township, Te Aroha Domain, remains a significant location today. It contains a bowling green, band rotunda, a café, art gallery, croquet club and mineral spas. Lighting funded by the joint venture enhances the atmosphere, spotlights trees that have grown there for generations and makes the park more accessible for community activities in the evening because it is now brighter after dark.

Short term



Got Your Back – volunteering days, continue to deliver Community Sponsorship and ESG related funding.

Long term



Robust and sustainable stakeholder relationships.

Community Health Shuttle

This community service supported by 25 volunteers covers hundreds of kilometres a week, shuttling locals to medical appointments around the Waikato. They also deliver crucial medical equipment and Meals On Wheels from Te Aroha through to Paeroa.

The shuttle's funding manager Lorraine Austin says the fuel costs can reach over \$1,000 a month so contributions like the \$4,000 the joint venture donated take the pressure off.

"We rely solely on donations, so we are very grateful for the solar farm's support over the summer and acknowledging the important work we do in the community."

Paint the Town with Aroha

The joint venture made a donation to support community advocates restore heritage character to shops in Te Aroha. They aim to reinvigorate the town's centre by 2030 in time for the town's 150 year anniversary by updating the facades of shops in line with the historic charm of yesteryear and getting the community together to connect on a working bee. They hope the enhanced look will have a big impact on the feel on the town centre and encourage tourists to turn off the main highway, stop for a coffee then explore the Te Aroha Domain and spa area.



Te Horo engagement

When we kicked off New Zealand’s first-ever hydrogen blending pilot (check out page 18 for the full story), Te Horo on the stunning Kāpiti Coast was the perfect choice. Why? It’s a small, close-knit community and pipeline compatibility made it ideal for innovation.

Households

Our pilot team partnered with 14 Te Horo households, bringing blended gas straight into their kitchens and living rooms.

“We had countless conversations around kitchen tables. This trial was years in the making, and those early chats were absolutely essential,” our Distribution Commercial Manager Doug Cassey says.

Safety was our top priority. We met regularly with residents to check appliances, monitor supply, and take samples across the network. Each household welcomed us about six times during the trial—no small ask! Doug says, “We’re incredibly grateful for their patience and enthusiasm.”

To showcase what’s possible, Clarus rented a local property and transformed it into a hydrogen blend display home. Thanks to Rinnai, visitors saw blended gas in action—heating spaces, brewing coffee on the stovetop and sizzling sausages on the grill.

The home became a hub for Clarus staff, politicians, energy sector colleagues, and other stakeholders to experience blended hydrogen firsthand.

Te Horo Community Hall

While we were gearing up for the pilot, Te Horo’s beloved community hall was fundraising for earthquake strengthening. Built in 1914 on land gifted by local farming families, the hall remains the heart of the community, hosting everything from weddings and funerals to sports events and emergency response efforts.

When the building was declared earthquake-prone in 2019, locals rallied to restore it. We were proud to contribute \$15,000 toward the cause. Thanks to these efforts, stage one strengthening was completed in January 2025, ensuring this treasured space continues to serve Te Horo for generations to come.

Medium term



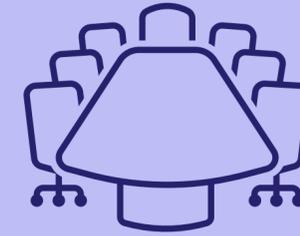
Deepen engagement with customers.

Long term



Robust and sustainable stakeholder relationships.





Good governance

Mana whakahaere

Effective governance and risk management are central to the growth and success of Clarus. We are working to ensure good governance underpins all our work, while operating in an ethical and transparent manner.

In this section you will read about the people on our executive leadership team and our board, and the committees, policies and procedures that govern the way we operate.



Executive Leadership Team



Paul Goodeve
Chief Executive

Paul Goodeve has been at the helm of Clarus as Chief Executive since 2016 and has a wealth of experience in both regulated and non-regulated transmission and distribution energy infrastructure. His leadership has been pivotal in developing and implementing Clarus' strategic business plan and driving forward key renewable energy projects.



Iwan Bridge
Chief Operating Officer/
Deputy Chief Executive

Iwan joined Clarus in January 2019 as Chief Operating Officer and is responsible for asset management, engineering and capital delivery and for the operation of the gas transmission, distribution and storage businesses as well as the electricity distribution business, Firstlight Network.



Michael Cooper
Chief Technology and
Improvement Officer

Michael joined the team at Clarus in early 2022, taking up the role of Chief Technology and Improvement Officer. Prior to this, Michael was an independent advisor and consultant for several organisations and initiatives, preparing and delivering strategy, developing business opportunities, undertaking technical due diligence work and providing technology insights and advocacy.



Kellie O'Sullivan
GM People, Safety
and Sustainability

Kellie is passionate about putting people at the centre of an organisation and has enjoyed being able to do this in a variety of industries both within NZ and internationally.

She joined Clarus in July 2019 in the role of General Manager, People and Culture. In 2022 her role expanded to General Manager People, Safety and Sustainability.



Executive Leadership Team



Ben Gerritsen
GM Customer and Regulatory

Ben joined Clarus as General Manager, Customer and Regulatory in July 2016. Ben drives sustainable growth at Clarus by leading the strategy and engagement on commercial opportunities and public policy issues.

Ben leads the Clarus strategy, marketing and regulatory teams, and is responsible for the commercial operations of Clarus' pipeline businesses.



James Irvine
GM Future Fuels

James joined Clarus as General Manager Future Fuels in March 2022, responsible for driving development in renewable gases including hydrogen and biomethane. James concluded his employment at Clarus on 31 January 2026.

James believes passionately in the key role renewable gas will have to play in decarbonising New Zealand's energy system.



Helen Murchison
GM Rockgas

Helen has a passion for leading teams that deliver results and puts people and customers at the heart of the business.

Helen joined Clarus in November 2023 as the General Manager of Rockgas, New Zealand's largest LPG retailer. Prior to joining Clarus, Helen has held several executive roles, leading large teams and organisations across a variety of sectors including retail, energy, technical services and freight.



Lucy Riddiford
General Counsel

With an extensive background in telecommunications and transport, Lucy has a passion for infrastructure and has a wealth of experience leading teams delivering legal, governance, commercial, operational and policy outcomes in listed companies and in the public sector.



Our board

We are led by a stable and diverse team of passionate experts dedicated to infrastructure. Our board and executive team are focused on operational excellence, a high safety and service level, and building on our customer relationships.



Mark Ratcliffe
Chair

Mark Ratcliffe is a highly skilled and experienced Director who has worked for more than 20 years in the telecommunications industry.

As well as being Chair of the Clarus Board he holds current appointments on Te Aranga Alliance, Kaibosh Food Rescue, ikeGPS and WilliamsWarn. He was previously a Director at 2degrees and Housing New Zealand.



Gavin Kerr
Director

Gavin Kerr joined the First State Investments (FSI) Unlisted Infrastructure Investments team in October 2013 and focuses on the origination and execution of new investment opportunities.

He is a member of the Global Diversified Infrastructure Fund Investment Committee and serves on the board of Hyperion Investments Pty Limited Group of companies (ANZ Terminals).



Fiona Oliver
Director

Fiona is an experienced independent director and audit committee chair, holding governance roles across a wide range of business sectors, including renewable energy and software for utilities billing systems.

Fiona is a director of and audit committee chair for Tilt Renewables Limited, Gentrack Group Limited, BNZ Life Insurance Limited and BNZ Insurance Services Limited. Fiona is also a director of Augusta Capital Limited and Augusta Funds Management Limited and a member of the Inland Revenue's Risk & Assurance Committee.



Our board



Jason McDonald
Director

Jason is a professional director and independent consultant with expertise in electricity infrastructure and renewable generation.

Jason has over 30 years of experience working in the energy sector with particular focus in strategy, M&A transactions, and infrastructure investment. Alongside his governance roles, Jason works as an independent consultant and advisor. His breadth of expertise in regulated and non-regulated infrastructure including electricity transmission and distribution infrastructure, and renewable generation is a great asset as Clarus progresses its renewable energy strategy.



Daniel Timms
Director

Daniel joined the First State Investments (FSI) Unlisted Infrastructure Investments team in November 2016 and has worked for more than 13 years in the energy industry.

Daniel focuses on asset management, the origination and execution of new investment opportunities.

Prior to joining FSI, Daniel worked at Origin Energy, Australia largest integrated energy business. He has extensive energy utility experience having held roles in asset management, strategy, business development and transactions, in both Australian and international energy markets.



Blair O’Keeffe
Director

Blair joined the Clarus board in June 2024. Based in the Hawke’s Bay, he has over 25 years of local and international CE and senior executive experience in the infrastructure, energy, property and transport sectors.

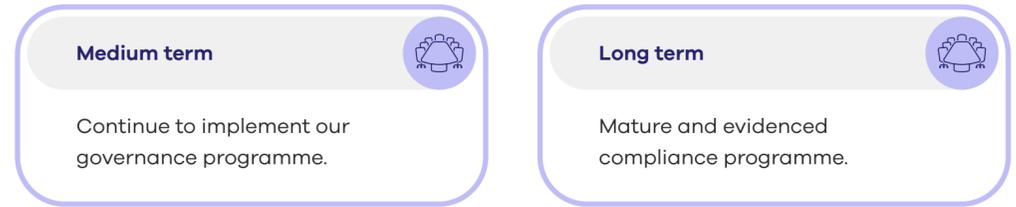
He brings to the Clarus board, expertise as a company director and advisor, with governance experience in NZX listed companies, central and local government and private entities.



Governance | Mana Whakahaere

Effective governance and risk management are central to the growth and success of Clarus.

We are committed to developing a culture that provides greater certainty for all our stakeholders by understanding and responsibly managing the risks and opportunities our business faces. Our governance framework is designed to ensure transparency, accountability, and responsible decision making in our commitment to environmental, social and governance principles.



Our Board of Directors

Our board (page 48) prioritises a diversity of expertise and experience and has oversight responsibility across business and risk strategy, organisation, financial soundness, and regulatory compliance. Our business and risk strategy includes the management of climate-related risks and opportunities. Our directors are actively engaged in applying new lessons learned to inform decision making, helping us to continue to effectively address our ongoing sustainability challenges and opportunities. The board manages their oversight and compliance responsibilities through our People and Culture Committee and our Audit, Risk and Regulatory Committee.

The Audit Risk and Regulation Committee

The Audit Risk Regulation Committee advises on the relevant policies and information required by the board for effective governance and climate-related risk oversight. They are across governance activities at various levels within the organisation and support management in their efforts to enhance programme efficiency and effectiveness.

People and Culture Committee

The People and Culture Committee reviews how we care for and engage our people and considers how our key programmes and initiatives are progressing. The committee also ensures that our people and culture strategies align with our broader commitment to sustainable and ethical business practices. They provide checks and balances, oversight, and monitoring of reporting, such as reviewing performance, remuneration, health and safety and recommendations made by the Executive Management Team.



Policies related to ESG

- Code of Conduct and Ethics Policy
- Delegation Policy
- Governance Policy
- Board Charter
- Audit Risk Regulation Committee Charter
- People and Culture Committee Charter
- Workplace Bullying and Harassment Policy
- Whistleblower Policy
- Conflicts of Interest Policy
- Risk Management Policy Statement
- Health and Safety Policy Statement
- Sustainability Policy Statement
- Rebaselining Policy for GHG Emissions Reporting
- Environmental Policy Statement
- Modern Slavery Policy
- Belonging, Diversity and Inclusion Policy

Our ownership

Clarus is the umbrella term for a group of New Zealand companies headquartered in Ngāmotu New Plymouth.

The companies are owned by global investment funds. The majority shareholders are represented by Igneo Infrastructure Partners. Igneo invests in high quality, mature, mid-market infrastructure companies in renewables, digital infrastructure, waste management, water utilities and transportation / logistics sectors in the UK, Europe, North America, Australia, and New Zealand.

In October 2025 current shareholders entered into agreements to sell their shareholding in Clarus, covering the Firstgas, Rockgas, and Flexgas businesses to Brookfield, one of the world's largest infrastructure investors.

At the same time, shareholders entered into an agreement to sell their interests in Firstlight Network to Powerco. Current shareholders will retain their shareholding in the Tauhei Solar Farm. First Renewables, which has been leading this project for Clarus, will remain part of Clarus.

At the time of publication a number of conditions and requirements still need to be satisfied including overseas investment approval, with settlement expected during 2026.

Medium term



Continue to implement our governance programme.

Long term



Mature and evidenced compliance programme.



Glossary

Biogas: A renewable energy source containing a mixture of gases, primarily methane, carbon dioxide and hydrogen sulphide. It can be produced from raw materials such as manure, municipal waste, plant material, sewage, green waste, wastewater, and food waste.

Biomethane: We define biomethane consistently with GASNZ, being methane produced from renewable sources like digested organic waste and gasified biomass. It has the same chemical make up as natural gas. It is a less emissions intensive form of methane – produced by further processing or “scrubbing” of biogas. In New Zealand, biomethane is biogas that has been upgraded to meet the pipeline gas specification (NZS5442 in New Zealand).

Clarus Emission Reduction Plan: Internal documented plan which sets out Clarus initiatives and timeframes for working towards reducing GHG emissions across Categories 1-4 (ISO 14064-1:2018).

Emissions: The release of GHG into the atmosphere.

Fugitive emissions: Emissions that are not physically controlled but result from the intentional or unintentional releases of GHGs. They commonly arise from the production, processing transmission, storage and use of fuels and other chemicals, often through joints, seals, packing, gaskets, etc.

GHG (Green House Gas): GHGs are the six gases as listed in Annex A of the Kyoto Protocol: carbon dioxide (CO₂); methane (CH₄); nitrous oxide (N₂O); hydrofluorocarbons (HFCs); perfluorocarbons (PFCs); and sulphur hexafluoride (SF₆).

Hydrogen: An elemental gas (H₂) that has a significant energy content and can therefore be used as a fuel or a medium to transport energy. Hydrogen contains around one-third of the energy value of natural gas for the volume of gas delivered. Hydrogen can be produced from a variety of processes, and is often categorised into ‘green’, ‘brown’/‘grey’ and ‘blue’ hydrogen, to refer to how the hydrogen has been produced. Brown or grey hydrogen often refers to hydrogen produced using fossil fuels like coal and gas. Blue hydrogen often refers to hydrogen produced using fossil fuels but where GHG emissions released in the process are captured. Green hydrogen refers to hydrogen produced via electrolysis of water using renewable electricity.

ISO 14064-1:2018: International Organization for Standardisation standard on greenhouse gases – Part 1: Specification with guidance at the organisation level for quantification and reporting greenhouse gas emissions and removals.

Natural gas: Natural gas is a highly combustible odourless and colourless hydrocarbon gas largely composed of methane. Natural gas is created in roughly the same manner as oil, by processes that act upon organic matter over millions of years.

Renewable gas: We define “Renewable Gas” consistently with Australian Gas Networks to describe gases that do not produce additional GHG emissions when combusted. There are two primary forms of renewable gas: Renewable hydrogen or green hydrogen (see above) – produced by using renewable electricity to separate hydrogen from water; Biomethane – gas that is captured from decomposing organic wastes from landfills, agricultural produce and wastewater treatment facilities which would otherwise have been emitted to the atmosphere, meaning that any emissions associated with the combustion of biomethane are not additional. Generally, renewable gases (or some form of blended renewable gases), can be relatively easily stored in large volumes within existing gas networks.

Renewable energy: Energy from a source that is not depleted when used, such as wind or solar power.



Disclaimer

Clarus has produced this Sustainability Report (Report) voluntarily for FY25 (1 October 2024 – 30 September 2025). It covers Clarus which includes; First Gas Ltd, Rockgas Ltd, Flexgas Ltd, First Renewables Ltd, Firstlight Network Ltd and related companies. (“Clarus”).

Sustainability and associated environmental, social and governance (ESG) issues, including climate change, encompass evolving challenges, with high levels of uncertainty, particularly over long-term horizons. As a result, this Report necessarily contains statements that rely on early and evolving assessments of current and forward-looking information, incomplete and estimated data, and our related judgements, opinions and assumptions.

The Report’s descriptions of the current and anticipated impacts of ESG issues, including climate change, on Clarus and the multiple sectors our business covers, therefore draw on and/or represent estimates only.

This Report is based on the beliefs of the Clarus’ management as well as assumptions made by and information currently available to the Clarus’ management, only as at the date of publication.

We have sought to provide accurate information, but we caution reliance being placed on representations that are necessarily subject to significant risks, uncertainties and/or assumptions. In particular, this report contains forward-looking statements and opinions about Clarus and the environment in which Clarus operates, including ESG-related metrics, scenarios, targets, and statements of Clarus’ future intentions. It also contains forward-looking statements regarding Clarus’ business operations, market conditions, sustainability objectives or targets and risk management practices. These statements and opinions necessarily involve assumptions, forecasts and projections about our present and future strategies and the environment in which we will operate in the future, which are inherently uncertain and subject to contingencies outside of Clarus’ control and limitations, particularly as to inputs, available data and information which is likely to change. We base those statements and opinions on reasonable information we know at the date of publication.

We do not:

- Represent those statements and opinions will not change or will remain correct after publishing this Report, or
- Promise to revise or update those statements and opinions if events or circumstances change or unanticipated events happen after publishing this Report.

The ESG-related risks and opportunities described in this report, and our strategies to achieve our ESG targets, may not eventuate or may be more or less significant than anticipated. There are many factors that could cause Clarus’ actual results, performance or achievement of ESG-related metrics (including targets) to differ materially from that described, including economic and technological viability, climatic, legal/regulatory, government, consumer, and market factors outside of Clarus’ control.

Clarus is committed to progressing our response to ESG-related risks and opportunities over time but is constrained by the novel and developing nature of this subject matter. Clarus, including its subsidiaries, affiliates and associated companies (together with their respective officers, employees or agents), give no representation, warranty or assurance that actual outcomes or performance will not materially differ from the forward-looking statements contained in this Report.

We do not accept any liability whatsoever for any loss arising directly or indirectly from any use of the information contained in this Report. This disclaimer should be read along with the any limitations, qualifications, exclusions or similar statements contained within the Report.



Any queries or feedback
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sustainabilityreporting@clarus.co.nz



Firstgas

rockgas

Flexgas

Firstlightnetwork

 FirstRenewables