

DRAFT
Annual Plan
2025-2026



Welcome | Nau mai, haere mai

Tiro atu ki te pae, mauria atu tō korowai
Look forward into the horizon and prepare

WEL Energy Trust (the Trust) is pleased to present this Annual Plan and budget, outlining our intentions, expected outcomes and measures for the 12 months from 1 April 2025 to 31 March 2026.

The Trust is the 100% shareholder of WEL Networks Ltd (the Company that owns and operates the electricity distribution network within our region). The Trust holds/owns the shares in WEL Networks Ltd on behalf of the community. The Trust Deed allows for up to seven Trustees who are elected every three years. Seven Trustees were appointed in the election in June 2023.

The Trust strives to be an active and responsible asset owner, adopting investment strategies to sustain and grow assets for our community today and for future generations.

This year will see a new three-year Community Investment Strategy which will include the Trust's community granting programme, as well as the electricity discount programme. These contributions are some of the ways the Trust adds value to our Community.

Thank you for continuing to support our collective endeavours, and for your willingness to engage in the development of our strategies and plans.

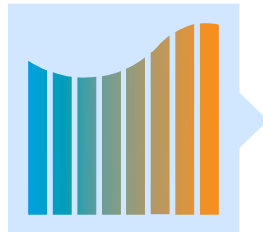


Annual Plan | Key Areas

This Annual Plan highlights the key areas to be addressed and proposed actions for:



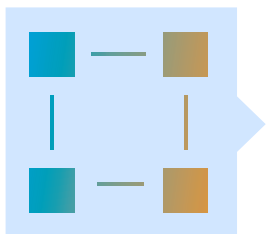
Strategic Intent



Investments & Finance



Working with WEL Networks
to benefit electricity consumers
and the wider community



Working with our
Capital Beneficiaries



Effective
Community Investment

About the Trust



Our Core Purpose

To ensure that WEL Networks Ltd operates as a successful business for the benefit of the community.



Our Vision

EmPowering Waikato - thriving, connected and equitable.



Our Stakeholders

The persons and communities of the WEL Networks Ltd region.

Trust Structure

WEL Energy Trust Trustees
(supported by the Operational Team)

Chief Executive Officer

Finance Administrator

Grants
Manager

Grants
Advisor

Trust Administrator

Our Values | Ngaa Uara



TE TIRITI O WAITANGI

We aim to continue to strengthen the relationship and trust between iwi, hapuu, whaanau and our organisation.



CONNECTED

We are actively working within the community and are connected to the people and partners to deliver positive outcomes, together.



PURPOSE DRIVEN

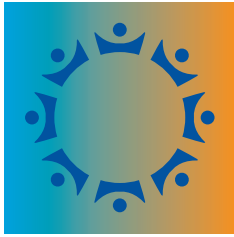
Our actions seek to deliver clear and positive outcomes.



INTEGRITY

We act in good faith and are prepared to be accountable.

Our Aims | Ngaa Whainga

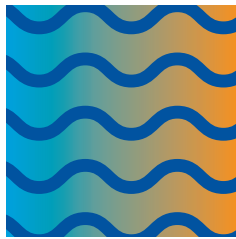


Thriving Community Hapori Taurikura

Opportunities are supported that bring people together to participate in health and wellbeing, sports and recreation, arts and culture, and to celebrate the diversity of our community.

Healthy Environment He Taiao Hauora

Our taiao is healthy through prioritising waste minimisation, environmental education and locally-led initiatives.



Equitable Outcomes Ngaa Hua Matatika

Equitable outcomes are enabled with a focus on tamariki, rangatahi, housing, and education.

Maaori Aspirations Ngaa Wawata o te Maaori

Local Maaori culture and knowledge is understood, respected and valued as part of our kaupapa.





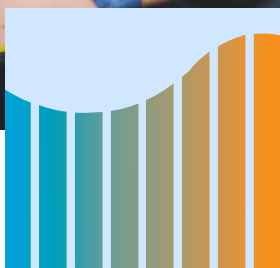
Strategic Intent

Informed by our stakeholders, community and electorate, the Trust will implement the 2025-2028 Community Investment Strategy.

The Trust will aim to:

- Provide a balanced benefit for the Trust's income and Capital Beneficiaries
- Ensure income streams are sufficient to meet strategic intent
- Support Community Investment Strategy focus areas and work with other funders to deliver the greatest benefit to our community



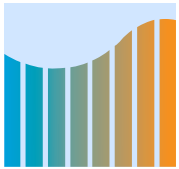


Investments & Finance

To maximise long term financial returns the Trust will reflect on the following questions:

1. What are the Trust's return needs, and what can realistically be expected from each investment?
2. What is the best mechanism to achieve the above?
3. How can we apply best practice to the implementation of blended finance, including Impact Investment?
4. How can we utilise/maximise our Balance Sheet for the future?





Investments & Finance

Action Priorities

OBJECTIVE: A portfolio of investments that is aligned with the Trust's purpose and strategic intent, and that is performing well against specified targets, including both financial and socially-oriented goals.

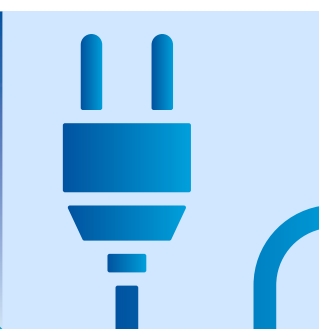
Key Actions	Resources	Key Performance Measures
Identify the best mechanism(s) to ensure WEL Networks Ltd meets the Trust's strategic intent	Independent Members of Investment Committee/ Staff/WEL Networks Ltd	<ul style="list-style-type: none">Return on regulated business within the Commerce Commission's expectations, before discounts, and unregulated business of 8-10%
Ensure growth, income and performance expectations are clear and being met	Independent members of Investment Committee/ Staff/Trustees/WEL Networks Ltd	<ul style="list-style-type: none">Investments (including concessionary and non-concessionary investments) are evaluated on a risk/return/impact basis and are made in line with the Trust Statement of Investment Policies and Objectives (SIPO)
Identify investment opportunities where we can work with others to impact on regional priority areas, returning a balance of measured social and financial dividends to the Trust	Impact Investment (as appropriate opportunities are identified/advice is received/due diligence is undertaken)	<ul style="list-style-type: none">Impact measurement tools are used with all social/impact investments



Working with WEL Networks Ltd

To benefit electricity consumers and the wider community, the Trust will ask the following questions:

- While ensuring WEL Networks Ltd is a successful business, what is the best way to help reduce energy hardship in the region?
- How can we support energy efficiency initiatives?
- How can we support de-carbonisation initiatives and programmes
- What are the Trust's expectations in relation to:
 - Intergenerational benefit?
 - Returns to the Trust?



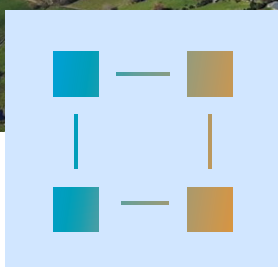
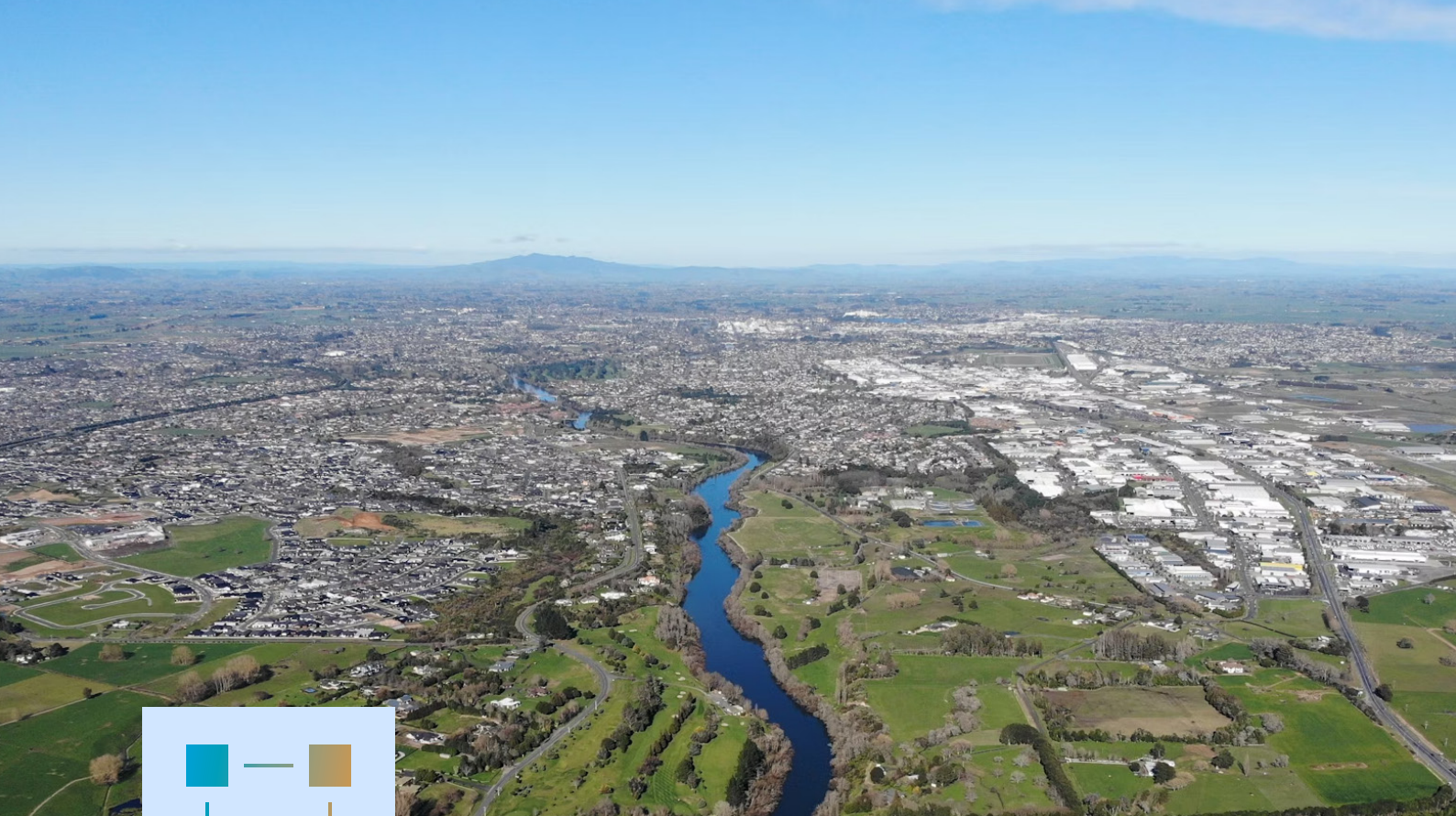


Working with WEL Networks Ltd

Action Priorities

OBJECTIVE: WEL Networks Ltd operates as a reliable, safe, economic and efficient Electricity Distribution Business (EDB) and delivers competitive returns to the Trust, thereby adding value to consumers and the wider community

Key Actions	Resources	Key Performance Measures
Ensure WEL Networks Ltd is a successful business, delivering reliable, affordable, sustainable energy, and monitor this with relevant reporting	Staff/Trustees/WEL Networks Ltd	<ul style="list-style-type: none">Electricity prices (taking account of any discount) in the region are monitoredCompany initiatives to deliver affordable sustainable energy are monitored and supported
Reduce energy hardship and improve energy efficiency initiatives, while supporting a return of value to all electricity consumers through the discount programme	Discount programme/Whare Ora (formerly Affordable Energy For All) programme/ Whare Ora Navigators/Staff/ Waikato Wellbeing Project/ Vital Impact Collaborative Energy Fund	<ul style="list-style-type: none">Whare Ora programme implemented, outputs and outcomes measured and reportedThe discount programme grows in-line with the increase in customer connections
Ensure expectations are established and agreed in relation to: <ul style="list-style-type: none">Intergenerational benefitReturns to the Trust	Staff/Trustees/WEL Networks Ltd/Independent Advisors	<ul style="list-style-type: none">The dividend/discount policy is continually monitored to ensure it is fit for purpose and providing the expected returns

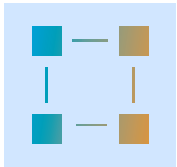


Working with our Capital Beneficiaries

The Trust will continue to ask the following questions:

- How can we engage on long-term capital growth expectations for the core investment in WEL Networks Ltd in terms of intergenerational benefit?
- How can we better contribute to Capital Beneficiary priority areas?
- How can we ensure we are engaging in intergenerational 'impactful' investing/granting that aligns with Capital Beneficiary strategy?
- How can we increase engagement and partnerships with our Capital Beneficiaries?





Working with our Capital Beneficiaries

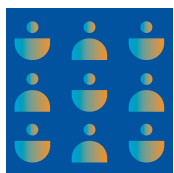
Action Priorities

OBJECTIVE: WEL Energy Trust and its respective Capital Beneficiary Councils (HCC 63%, Waikato DC 35%, and Waipa DC 2%) operate in a culture of mutual trust, respect and understanding

Key Actions	Resources	Key Performance Measures
Conduct reviews of investment, capital growth and other performance measures and report on these through the Annual Report and/or other appropriate avenues	Advisors/Finance Audit and Risk Committee	<ul style="list-style-type: none"> Trust's Annual Report discloses the Trust's capital growth Annual Review of the Trust's investment in the Company Analysis of the balance between Capital and Income Beneficiaries Other, as required
Consult on the development of the Trust's draft Annual Plan and budget and engage on Community Support grants rounds	Staff/Grants/Impact Investments	<ul style="list-style-type: none"> Capital Beneficiaries are consulted early in the annual planning process
Engage with Capital Beneficiaries, at least annually, to understand their strategic intentions	Staff/Trustees	<ul style="list-style-type: none"> Trustees and staff engage with Capital Beneficiary planning processes where appropriate



Effective Community Investment



COMMUNITY GRANTS

What's the balance required?



MAAORI STRATEGY

How can we improve partnership and engagement?



SYSTEMS CHANGE

How can we support this, and the network of collaboration?



GRANTS DISTRIBUTION

Increasing the level of grant distribution, leveraging off increased returns from the Company's unregulated business activities.



WAIKATO WELLBEING PROJECT

The performance and support of the Waikato Wellbeing Project.



Effective Community Investment

Action Priorities

OBJECTIVE: Community Investment processes ensure the most effective use of resources and maximise the benefit to the community with a good balance between short and long-term outcomes.

Key Actions	Resources	Key Performance Measures
Maintain core granting activities in Quick Response & Community Support grants	\$6M \$2.0M for Quick Response \$4.0M for Community Support	<ul style="list-style-type: none">• 5 Quick Response rounds are held (\$2.0M)• 3 Community Support Rounds are held (\$4.0M)• Vital Impact Collaborative Energy grants (\$1.45M)
New Grant Initiative: WEL Networks Ltd/Trust Vital Impact Collaborative Energy Grants	\$1.45M for Impact Grants	
Partner to achieve regional environmental and social equity priorities	\$0.3M Waikato Wellbeing Project (WWP) - contingent on Report finding on WWP outcomes and funding discussions with WRC	<ul style="list-style-type: none">• Purpose and functions of the WWP supported• Project targets, collective impact models and terms of reference, clear outcomes and action plans
Provide Convening and Organisational Development support	\$0.25M Convening & Organisational Development Grants	<ul style="list-style-type: none">• Research and engagement across sector, including initiatives that provide important system change
Further develop the Whare Ora Programme and monitor results	\$1M Whare Ora Programme	<ul style="list-style-type: none">• Whare Ora partnerships supported and outcomes monitored
Capital Beneficiaries Project Fund	\$1.5M Distribution Fund	<ul style="list-style-type: none">• Fund outcomes for aligned valued Capital Beneficiaries Projects
Total distributions through grants for 2025-26		
	\$10.5M	
Total electricity discounts for 2025-26	\$14.5M (Inc GST)	<ul style="list-style-type: none">• The cost of electricity distribution is reduced by a discount• The discount for the Financial Year ending 31 March 2025 will be returned to consumers April/May 2026

Summary

	Previous Budget	Forecast	Draft Budget
Details	2024/25	2024/25	2025/26
Income			
Interest earned	\$228,000	\$362,083	\$237,000
Investment Portfolio Return	\$2,419,000	\$3,965,439	\$2,821,000
Impact Investment Funds	\$234,000	\$97,809	\$234,000
Dividend Received	\$9,300,000	\$9,300,000	\$9,500,000
Other income	\$0	\$0	\$0
Total income	\$12,181,000	\$13,725,331	\$12,792,000
Expenditure			
Staff Costs	\$504,000	\$450,307	\$540,000
Management & Administration	\$265,900	\$249,236	\$269,500
Governance /representation	\$376,000	\$387,128	\$387,000
Election	\$0	\$0	\$65,000
Communications	\$111,000	\$103,000	\$152,000
WEL Networks shareholding	\$110,000	\$110,044	\$187,000
Distribution related costs	\$25,500	\$25,500	\$32,000
Special Projects	\$40,000	\$40,000	\$40,000
Depreciation	\$31,000	\$16,242	\$31,000
Loss/(Gain) on loan revaluation, interest & credit loss adjustments	-\$70,734	-\$71,879	-\$70,734
Total Expenditure	\$1,392,666	\$1,309,578	\$1,632,766
Net surplus / (deficit) before distributions	\$10,788,334	\$12,415,753	\$11,159,234
Distributions	\$10,500,000	\$10,352,055	\$10,500,000
Tax Expense	\$0	\$7,209	\$5,000
Total net surplus / (deficit) after tax	\$288,334	\$2,056,489	\$659,234
Capital expenditure	\$62,000	\$62,000	\$20,000

Balance Sheet

	Previous Budget	Forecast	Draft
Details	2024/2025	2024/25	2025/26
Income Fund			
Retained Earnings	\$98,711,626	\$107,480,099	\$108,139,333
Total Income Fund	\$98,711,626	\$107,480,099	\$108,139,333
Capital Fund			
Vested Capital	\$52,066,788	\$52,066,788	\$52,066,788
Total Capital Fund	\$52,066,788	\$52,066,788	\$52,066,788
Total Trust Funds	\$150,778,414	\$159,546,887	\$160,206,121
Represented by			
Current Assets	\$664,775	\$4,203,905	\$1,099,317
Investment Portfolio	\$56,171,264	\$62,671,621	\$65,492,621
Fixed Assets & Intangibles	\$45,758	\$60,489	\$45,758
Long-Term Loan Momentum Foundation	\$378,017	\$353,303	\$378,017
Community Loans	\$249,929	\$72,000	\$249,840
Community Finance Bond	\$2,376,674	\$2,376,674	\$2,376,674
Impact Investment Funds - Committed	\$5,195,000	\$4,866,896	\$4,866,896
Impact Investment Funds - Uncalled		-\$755,000	
WEL Networks Convertible Notes Balance	\$0	\$0	\$0
Shares in WEL Networks	\$85,796,998	\$85,796,998	\$85,796,998
Deferred Tax Asset	\$0	\$0	\$0
Accounts Payable & Accruals	-\$100,000	-\$100,000	-\$100,000
Conditional/Committed Grants		\$0	
Total	\$150,778,414	\$159,546,887	\$160,206,121



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