Aotearoa Collaborative Working Group

Climate & Nature Integration Deep Dive Session | Tuesday 9 June 2026

riaa Responsible Investment Association Australasia

Principles of participation

- Confidentiality
- No self-promotion
- Declaration of conflicts of interest
- Representation
- Collaboration between members
- Positive change in practice/policy
- Not to engage in or discuss competitively sensitive information
- Apolitical

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Disclaimer

The RIAA - Aotearoa Collaborative Working Group is committed to complying with competition law and members of this working group must not engage in cartel conduct or any other anti-competitive conduct. Therefore, we would like to highlight some specific points included in the agenda that you would have received prior to the meeting that can guide us to ensure we maintain this commitment:

- Discussions between members of this working group must not deviate from meeting agendas.
- Discussions and information shared by members of this working group must not go beyond what is necessary to achieve the working group’s purpose, which is to encourage collaboration between members to share insights and leading practices. The working groups aim to influence a positive change in policy and practice within the industry. We will discuss this in the upcoming sections as per the agenda.
- Members must not discuss competitively sensitive information, including details of their pricing, costs and margins, commercial strategy or plans, bids and tenders, products, volumes, market share, customers, suppliers and partners.
- Members must not make, or attempt to make, an agreement or understanding which might substantially lessen competition, for example in relation to bids or tenders, markets, customers, volumes or supply arrangements.
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Presentation - Nature risk in Aotearoa

Erica Miles, West Nine Consulting

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The National Natural Infrastructure Plan

This Plan was prepared by **The Aotearoa Circle**

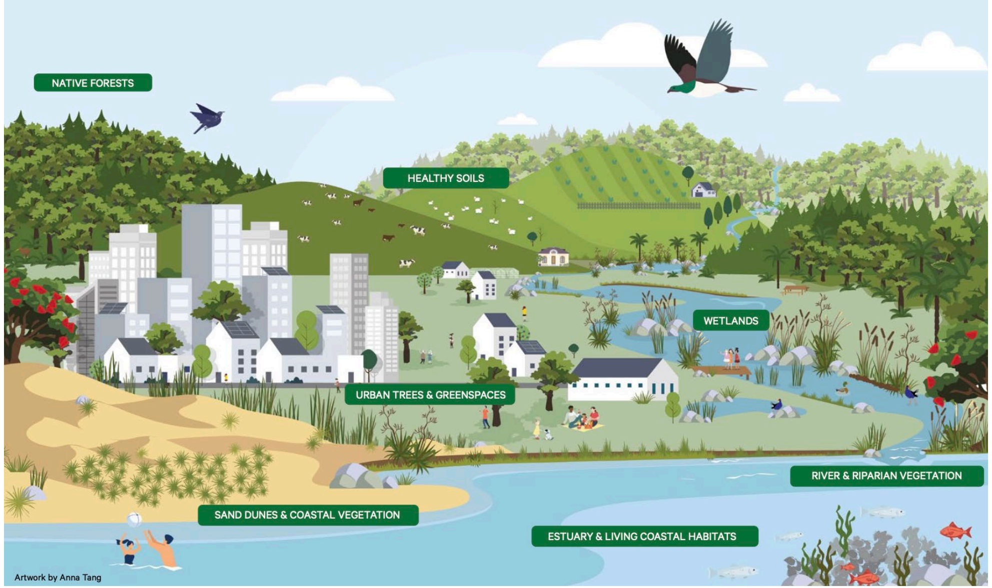
For a copy of the Plan refer to the Circle's website:

https://www.theaotearoacircle.nz/focus-areas/natural-capital-restoration/natural-infrastructure-plan

This overview is provided to RIAA's Aotearoa New Zealand Collaborative Working Group by Erica Miles who was the Program Delivery Lead for the Plan

June 2026

What is natural infrastructure?



Natural infrastructure includes the fixed, long-lived natural assets that facilitate the production of goods and services.

Natural infrastructure enables vital services that drive a product economy, safeguards communities, helps achieve broader environmental goals, and supports our resilience.

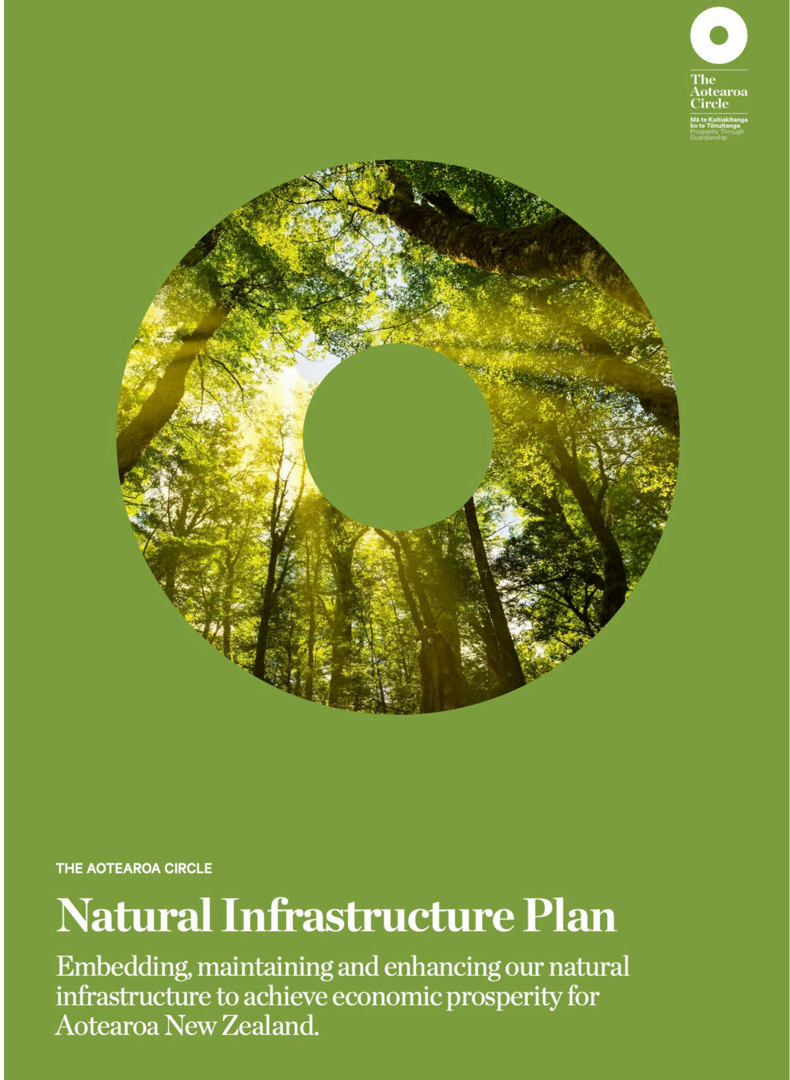
Nature and the economy

Aotearoa New Zealand’s economy is unequivocally tied to the natural environment.

We are underinvesting in our natural infrastructure exposing us to fiscal risk.

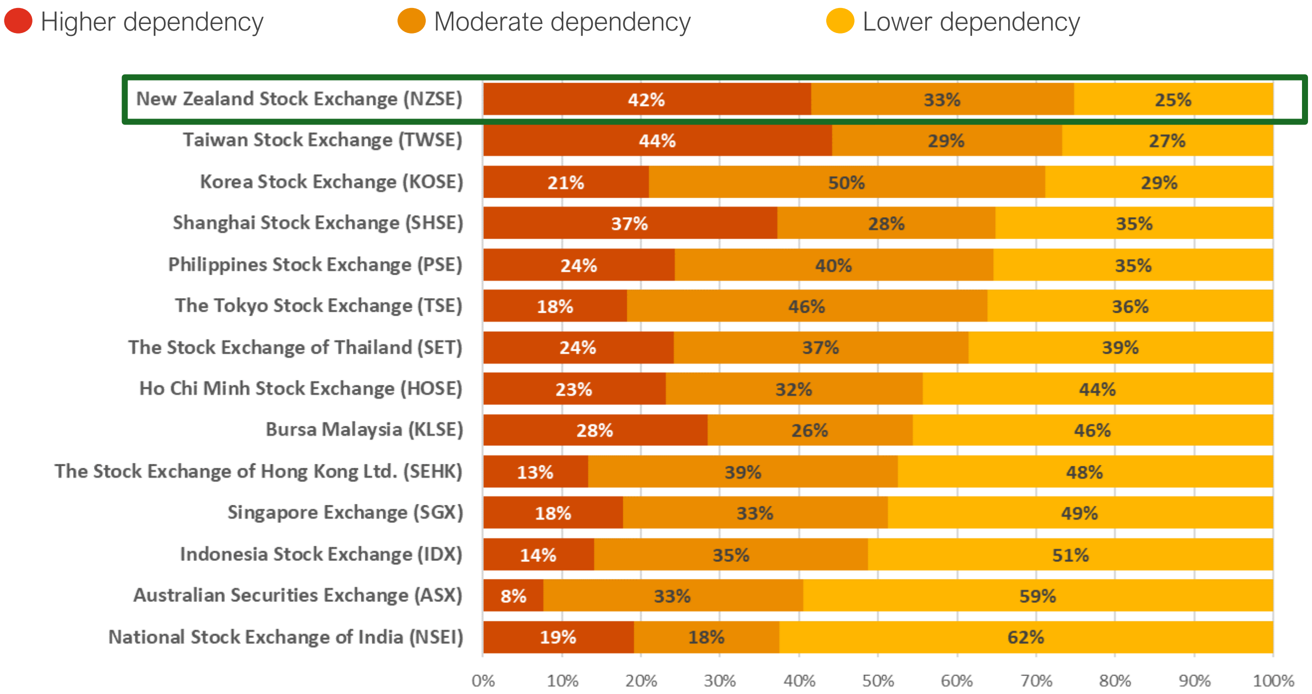
Natural infrastructure presents strategic growth opportunities for Aotearoa New Zealand.

The interconnected crises of climate change and biodiversity loss present fiscal risks.



Our stock exchange is materially exposed to nature risk

Proportion of stock exchange listed companies market value dependence on nature



The New Zealand Stock Exchange has the highest proportion of market cap with high and moderate dependency on nature, among the major exchanges in APAC.

Source: PwC Managing Nature Risks: From Understanding to Action (19 April 2023).

Why a national Plan?

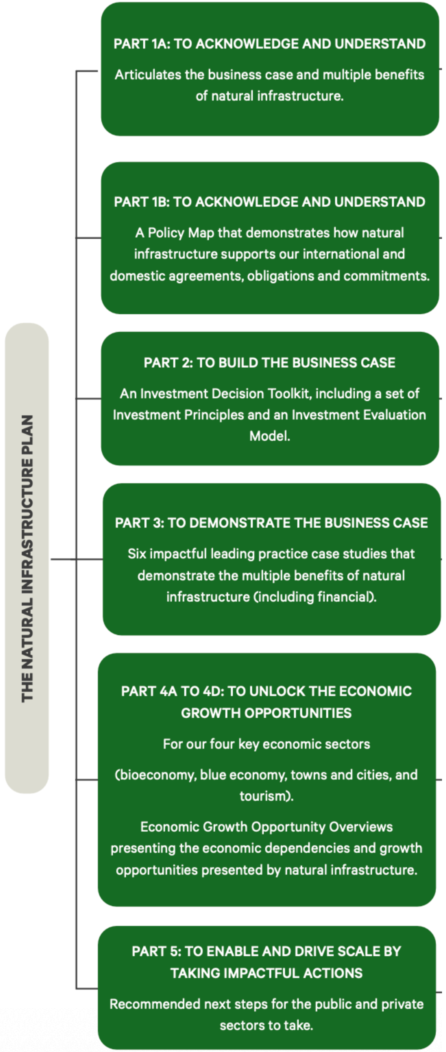
The Natural Infrastructure Plan is a co-ordinated, long-term plan which outlines how we best harness natural infrastructure to support enduring economic prosperity.

To shift national thinking and systems so that natural infrastructure is recognised as essential infrastructure.

To halt the decline, and to embed, maintain and enhance our natural infrastructure.

Figure 6: Ambition of the Natural Infrastructure Plan[31]

	BUSINESS AS USUAL Investment which mitigates impact to natural infrastructure	TRANSITION Investment which embeds natural infrastructure	AMBITION Investment which embeds, maintains and enhances natural infrastructure
SCOPE	Harnessing infrastructure investment to create economic benefits often at the expense of nature	Harnessing natural infrastructure investment to proactively create resilient outcomes to nature and the economy	
OUTCOME	Investment that is expected to deliver positive economic outcomes attaining to net-neutral natural infrastructure (i.e. no net loss)	Investment which embeds natural infrastructure with positive environmental outcomes relatives to current state	Investment which embeds, maintains and enhances natural infrastructure to deliver substantiative and measurable positive outcomes
WHO?	Investment for people	Investment for people and nature	Integrated investment for nature (which includes people)
APPROACH	Investment to deliver positive outcomes to the economy *and* mitigate impacts to nature	Investment to deliver positive outcomes to the economy *and* to nature - relative to business-as-usual	Investment to deliver measurable and substantive long-term positive outcomes to nature *and* the economy
OUTCOMES	Mitigates nature-related liabilities	Uses natural infrastructure to improve resilience and protect against more than physical risks	
	Provides short-term economic returns	Delivers medium-term economic growth	Delivers intergenerational economic, social and cultural growth
	Meets minimum legislative requirements	Goes above legislative requirements	
INVESTMENT CRITERIA	Investment in activities that address adverse impacts on nature through the following: • Avoidance, reduction and offsetting of negative project impacts on nature.	Investment which contributes to the nature positive goal of halting and reversing nature loss through one or more of the following activities: • Restoration and conservation of biodiversity or ecosystem services • Reduction of the direct drivers of biodiversity or ecosystem services loss • Integration of Nature-based Solutions across economic sectors • Design and implementation of policy, tools, or other sectoral instruments enabling (a) to (c).	
		Investment that must also meet all the following criteria: • Does not introduce significant adverse environmental risks and impacts that exacerbate the direct drivers of nature loss • Does not introduce risks of conversion of natural or critical habitat • Does not introduce risks of adverse impacts on Critically Endangered or Endangered species • Have a clear causal pathway with measurable indicator(s) to demonstrate positive outcomes for biodiversity or ecosystem services.	



The Plan: five key parts

1. **Part 1A:** The business case and multi-factor benefits of natural infrastructure.
2. **Part 2:** The investment decision toolkit, which includes a set of investment principes, and a Mauri investment evaluation model (applies to investments in nature-based solutions).
3. **Part 3:** Six case studies demonstrating the business case for nature (investment in nature pays!).
4. **Parts 4A to 4D**: Sector growth opportunities which could be realised through greater investment in natural infrastructure (e.g. blue economy, bioeconomy, tourism, and towns and cities).
5. **Part 5:** Impactful actions / recommendations.

Part II – Investment toolkit

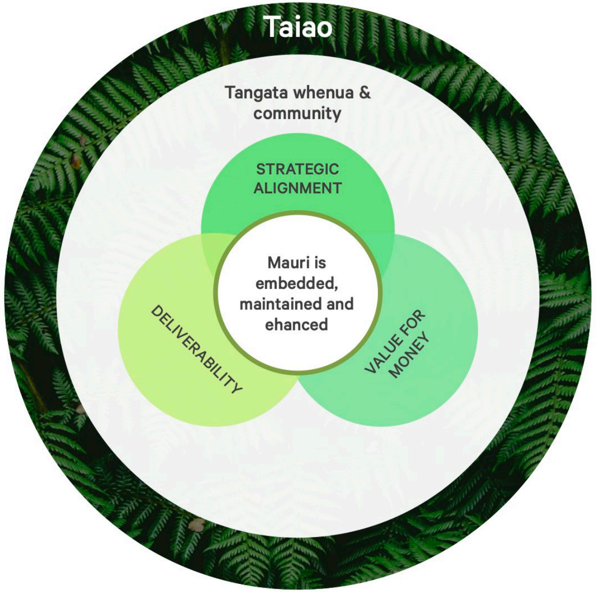


Figure 2: Opportunities Table – The multiple benefits that natural infrastructure solutions could provide

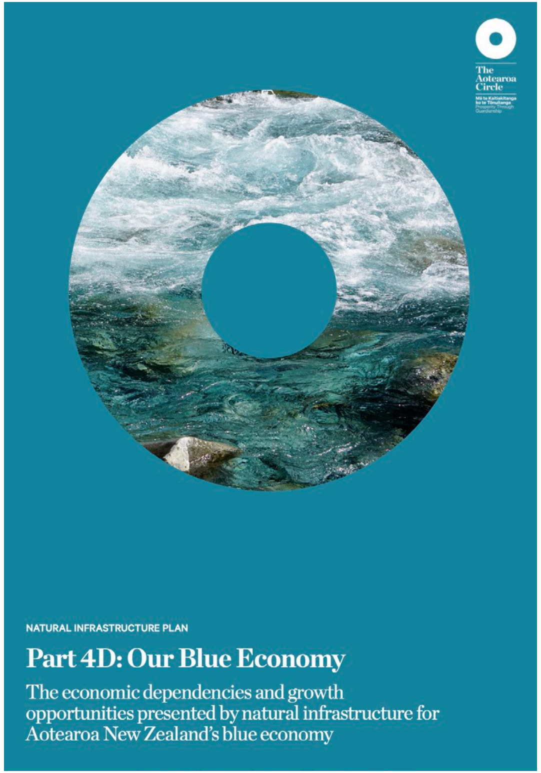
Benefit Domain	FINANCIAL	RISK & RESILIENCE		ENVIRONMENTAL			SOCIAL	CULTURAL
Benefit Typology	Financial opportunities through reduced costs and improved asset values	Disruptions to a systemically important supply chain (major trade, food security or mahinga kai)	Disruptions to, or failure of, critical infrastructure	Biodiversity loss and ecosystem collapse (incl pest or disease incursion)	"Severe weather events (e.g. flooding & wildfire) "	"Natural resource shortages (e.g. caused by drought)"	Changes in social and recreational amenity	Changes in cultural amenity
Natural Infrastructure Benefits - Nature's Contributions to People (NCP)	Avoided/reduced CAPEX	Improved/reduced service disruption ("loss of function")	Improved/maintained availability of insurance	Increased/maintained abundance and diversity of native species	Reduced emissions/Improved emissions mitigation; increased nature-based carbon storage permanence & sequestration	Improved/maintained groundwater and/or surface water quality and/or quantity and/or recharge and storage	Improved access and recreational use of the natural environment	Expanded/maintained cultural/spiritual settings & learning/inspiration opportunities. Supporting identities.
	Avoided/reduced OPEX	Improved/maintained primary sector productivity/outputs	Improved/maintained insurance premiums	Improved/maintained presence of endangered/threatened species	Reduced/avoided surface runoff and associated erosion/slips (incl climate adaptation)	Improved/maintained marine water quality or marine flow regime	Improved/maintained livelihood opportunities	Increased/maintained cultural property/land value
	Avoided/reduced consenting and/or compliance costs	Increased/maintained food security	Improved/maintained asset protection and resilience (incl climate change resilience)	Improved/maintained habitat (incl aquatic) protection/restoration	Improved/maintained surface water flows and/or flood protection and/or stability - inland or coastal (incl climate adaptation)	Improved/maintained Material NCP (e.g. Energy, food, materials, medicinal, biochemical & genetic resources)	Improved/maintained tourism opportunities	Expanded/maintained mahinga kai
	Increased/maintained property/land value	Improved resilience of operations and supply chains		Improved/maintained Regulating NCP (e.g. pollination, seed dispersal, air-soil-water quality, water flows, natural pest control etc)		Improved/maintained biomass	Improved/maintained community engagement and wellbeing (including physical and psychological experiences)	
	Improved/maintained asset design life	Reduced loss of useable land due to improved resilience or integrity		Improved/reduced use of High-Impact Commodities				
	Improved/new revenue streams/investment due to the provision of Ecosystem Services to benefiting parties			Improved/maintained terrestrial habitat extent				
	New and improved products, services and/or brand value			Improved/maintained aquatic habitat condition				
	Improved/maintained Return on Investment							

Part IV - sector growth opportunities

Part III – case studies

Table 1: Overview of case studies demonstrating the business case for natural infrastructure

Case study	Title	Existing network infrastructure supported	Economic sector(s) supported	Economic growth facilitated by the natural infrastructure	Delivers financial benefits	Delivers positive environmental benefits	Delivers social /cultural benefits
1	**Kaipara Moana Remediation, Auckland/Northland**	Water and waste	Bioeconomy Blue Economy	Sustaining primary production, local jobs, protecting harbour and key fishery nursery	✓	✓	✓
2	**Tangaroa Stream, Waitara Flood Resilience Scheme, Taranaki**	Water and waste	Towns and cities	Protection of residential and business assets for economic continuity and city growth	✓	✓	✓
3	**Queensland Reef Credit Scheme, Australia**	Water and Waste	Bioeconomy Blue Economy Tourism	Sustaining primary production, tourism/fisheries value protection and growth	✓	✓	
4	**South-West Christchurch Resilient Urban Development**	Water and waste	Towns and cities	Residential and industrial urban development/uplift	✓	✓	✓
5	**Auckland Airport, Innovative Stormwater Project**	Water and waste Ports and airports	Towns and cities	Airport operational expansion	✓	✓	
6	**Kirimoko Park, Residential Development, Wanaka**	Land transport Water and waste	Towns and cities	Development costs reduction, supporting urban growth	✓	✓	✓



Key takeaways/actions for investors I

1. **Take the time to read and understand why natural infrastructure matters.**
   - Part I - the business case.
   - Part III - the business case demonstrated.
2. **Understand portfolio risks and opportunities**
   - Part IV – sector specific
     - Financial dependencies
     - Financial impacts
     - Financial growth opportunities.
3. **Undertake proactive stewardship with actors in key economic sectors to position nature as core infrastructure**
   - Tourism, bioeconomy, blue economy.

Key takeaways/actions for investors II

1. **Account and integrate:** Support efforts to account for our natural assets, and efforts to integrate the multi-factor benefits (Part II) into Treasury's CBAx model.
2. **Facilitate investment in natural infrastructure**
   - Encourage use of investment principles and Mauri Investment Evaluation Model
   - Facilitate investment in nature-based solutions for climate adaptation and resiliency planning.
3. **Prioritise and/or scale innovative funding and finance structures**
   - Nature as a service, blended finance structures etc.

Presentation - Building nature in the transition plan and addressing drivers of nature loss

Xuan Sheng Ou Yong, Client Portfolio Manager
Sustainable Investing, Robeco

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ROBECO
The Investment Engineers

Climate & Nature Integration

RIAA Aotearoa Collaborative Working Group

June 2026

Robeco: A global pure-play active asset manager since 1929

Headquarters
Rotterdam
The Netherlands

Investment research hubs
London, HK, Shanghai, New York, Boston, Zurich & Singapore

Robeco offices globally
16 offices in 13 countries

Employees
1,063

Investment Professionals
336

Education
28 PhDs – 83 CFA

Total AUM & Advice
AUD 587 bln

Equities: 296 bln
Fixed Income: 111 bln
Balanced: 6 bln
Alternative: 1 bln
Indices: 174 bln under advice

Deep investment expertise

Quant Equities
Fundamental equities
Global, Emerging, Thematics
Global Fixed Income
Income, Global IG/HY, Solutions
Solutions

ShareAction
Ranked #1

ESG Integration in strategies
100%

Sustainability experts
57

Innovation Yields Alpha

We are Investment Engineers. Every decision is engineered from rigorous research, fundamental insight, and relentless data.

Source: Robeco. Assets under Management (Net) and Assets under Advice (Net) as of end March 2026. Personnel information as of end December 2025.

Robeco milestones on Climate and Nature

Combined approach towards both areas

Climate

Nature

Engagement

- 2008: Began engagement on climate
- 2019: Began engagement on nature
- 2022: Began enhanced engagement on palm oil
- 2023: Expanding sovereign engagement
- 2024: Expanding enhanced engagement on climate
- 2026: Expanding enhanced engagement on deforestation

Analytics

- 2023: Launch of Climate Traffic Light
- 2025: Launch of Biodiversity Traffic Light

Prior | 2021 - 2022 | 2023 - 2024 | 2025 - 2026

Collaboration

- 2022: Launch of biodiversity partnership with WWF NL
- 2023: Launch of Biodiversity Equities fund
- 2024: Launch of transition fund range and climate indices

Roadmap

- 2021: Robeco publishes its first net zero road map and sets mid-and-long-term decarbonization targets
- 2025: Achieving 44% decarbonization against our baseline, expanded scope of decarbonization, launch of nature targets

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Robeco Climate and Nature Transition Plan

Staying the course on climate & nature action

Foundations

- Began company engagement on climate
- Established the Climate Policy, Climate Change Committee, and TCFD reporting

Roadmap 2020-2025

- Realized 44% of decarbonization
- Strong growth in solutions with climate goals
- Expansion of climate engagement program
- Analytics and thought leadership

Climate and Nature Transition Plan 2025-2030

- Targeting 50% portfolio decarbonization
- Aspiring to further increase the Paris alignment of portfolios with 5%
- Integrating climate and nature engagement with companies and governments

Looking ahead

2008

2021

- Announced net-zero commitment
- Launch sovereign engagement
- Published net-zero roadmap with ~43% of client assets in scope
- Launched Global Climate Investing Survey

2025

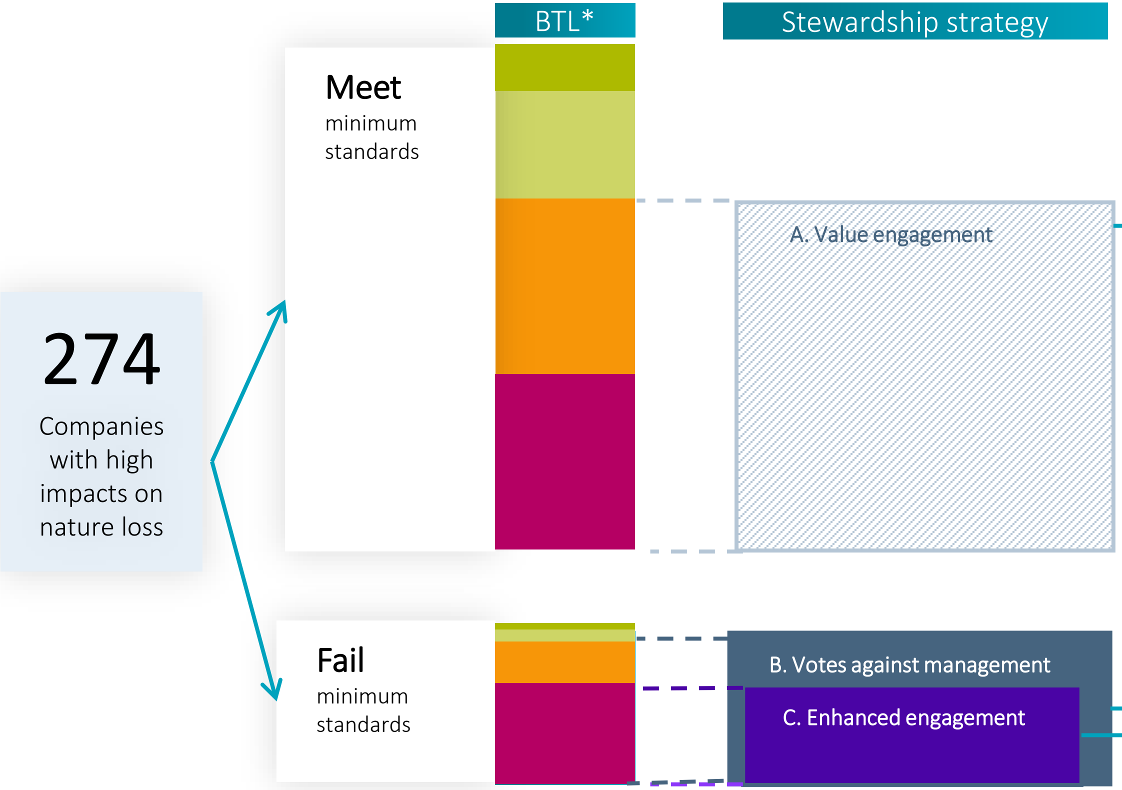
- Update climate and nature roadmap with ~60% of client assets in scope
- Launched the Biodiversity Traffic Light

2030 -

- Aligning our investments and operations with the goals of the Paris Agreement

Robeco Climate and Nature Transition Plan

Our Nature related targets – a stewardship approach first



Rationale

- Focused on companies that are lagging (*misaligned* / *partially aligning*) but **meet** the minimum standards.
- Organic increase in engagement coverage based on investment and client relevance. Not all companies will be under engagement scope.

- Focused on companies that **fail** minimum standards and are lagging (*misaligned* / *partially aligning*)

- Focused on absolute laggards (*misaligned*) that **fail** minimum standards. Potential exclusion if engagement is non-effective.
- Some companies will be selected for engagement; others will receive a letter.
- Timelines for compliance to be set.

* Biodiversity Traffic Light score distribution

Source: Robeco, for illustrative purposes only. Statistics subject to change.

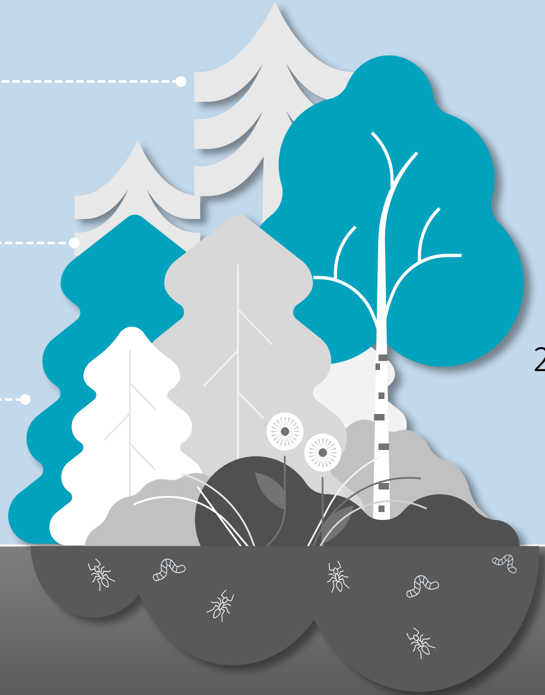
Defining high impact companies + minimum standards

	Deforestation	Water	Waste
Impact metric	Assessed companies' **exposure to forest risk commodities** in high-impact sectors Defined different risk levels: • Tier 1: Producers, processors • Tier 2: Traders, retailers, manufacturers • Tier 3: Banks	Assessed companies' assets in **water stressed areas** and **highest absolute water consumption** in high-impact sectors	Assessed companies' with **highest absolute Hazardous Waste** in high-impact sectors
Thresholds for company selection	• > 33% revenues from forest-risk commodities (Tier 1) • "Powerbrokers" (Tiers 2,3) • >5% loan book exposure to agri (Tier 3)	• >33% assets in water stressed areas • Highest absolute water consumption	• Highest absolute Hazardous Waste
Data	Bloomberg, Forest 500	Bloomberg, Trucost	Bloomberg
Weights for final company selection	• 50% Tier 1 • 50% in Tiers 2 and 3	• 50% Top 3 sectors (1st 20%, 2nd 15%, 3rd 15%) • 50% equal weights rest of sectors	• 50% Top 3 sectors (1st 20%, 2nd 15%, 3rd 15%) • 50% equal weights rest of sectors
Outcome	100 companies significantly exposed to deforestation risks in relevant high-risk sectors	100 companies with highest water consumption in water stressed areas in relevant high-risk sectors	100 companies with highest hazardous waste in relevant high-risk sectors
Minimum standards	(1) Deforestation policy, (2) lack of severe controversies	(1) Water policy and 3y decrease water intensity, (2) lack of severe controversies	(1) Waste policy, (2) lack of severe controversies

Engaging on nature

Multi-layered engagement approach

	# of cases
1 Enhanced engagement Focused on companies that are identified as absolute biodiversity laggards and fail to meet minimum standards on relevant forest-risk commodities	6
2 Biodiversity engagement Focused on sectors with high impacts and dependencies on nature, as well as companies that play a key role in the transition to a nature positive world	~35
3 Sovereign engagement Engaging with federal government, regulators and individual states of Brazil and Indonesia on the issue of deforestation linked to the countries' NDCs	2 countries
4 Voting approach Applying Robeco's Voting Policy to vote against management at companies that are exposed to deforestation risks and have inadequate policies to reduce their impact	~45

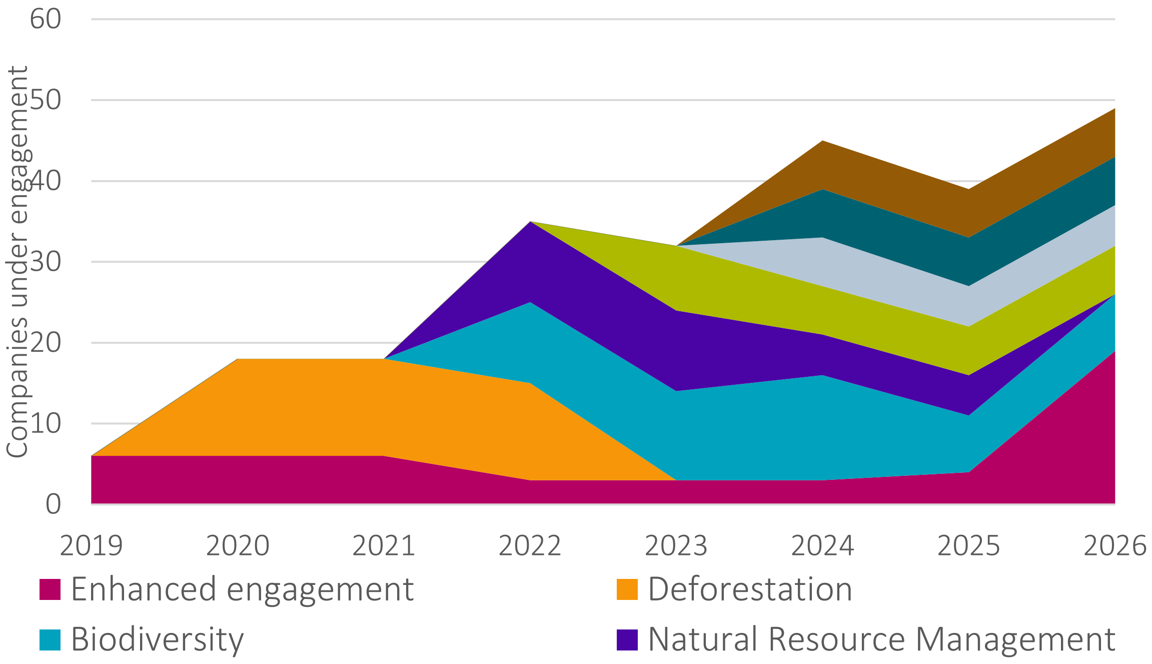


Source: Robeco, for illustrative purposes only. Statistics subject to change.

Deliberate nature related engagements since 2019

Increased coverage, focus on high impact sectors

Evolution of thematic engagements on nature over time



Examples of engagement asks:

- Ambition
- Assessment
- Targets
- Governance
- Stakeholder Engagement

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Biodiversity Engagement - Case Study I

Archer Daniels Midland

Key facts

Company description	Agribusiness, US
Engagement period	2020 - ongoing
Current status	Flat progress

Engagement theme

> **Deforestation [2020-2023]:** Engaging ADM on Zero Deforestation commitments, biodiversity impacts, reforestation, social management, and reporting.

> **Nature Action 100 [2023-2026]:** Collaborative engagement with other investors participating in the initiative. The engagement objectives are the six indicators of the Nature Action 100 benchmark assessment methodology.

Reason to engage

> **Biodiversity footprint:** ADM's large-scale agricultural sourcing and processing activities have material impacts on ecosystems across key crop supply chains.

> **Deforestation risks:** Exposure to deforestation-linked commodities (e.g. soy) in high-risk regions creates financial, regulatory, and reputational risks.

> **Amazon Soy Moratorium exit:** ADM's withdrawal from the ASM raises concerns about weakened safeguards against deforestation.

Highlights from engagement efforts

> **Dec 2020:** Co-filing of shareholder resolution on deforestation risks, leading to negotiations and ultimately withdrawal of the filing after reaching an agreement with the company.

> **May 2022:** Acceleration of No Deforestation target to 2025, following continued engagements throughout 2021 and 2022.

> **Dec 2022:** Co-filing of 2^{nd} shareholder resolution on ensuring independently-verified native vegetation conversion-free supply chains, leading to negations and withdrawal.

> **Apr 2026:** Conference call on withdrawal from Amazon Soy Moratorium.

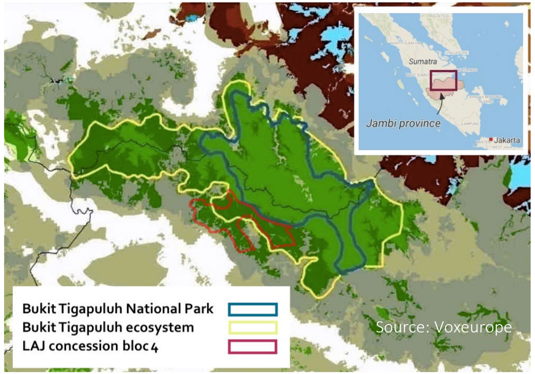
Source: Robeco. The company/companies shown on this slide is/are for illustrative purposes only. The company/companies is/are not necessarily held by a strategy/fund.

Biodiversity Engagement - Case Study II

Michelin (Sumatra field trip)

Visit industrial rubber plantation in Central Sumatra (70k ha)

- **Social challenges:** Local communities occupy (illegally) Michelin's concession land and plant palm oil. Discussed engagement strategies, grievance mechanisms and remediation.
- **Environmental challenges:** Mediating human-wildlife conflict involving endangered species (Sumatran tiger, elephant). Ambition to conserve and restore 10% of concession land, yet it is challenging due to land occupation and difficulty in sourcing native plants.
- **Engagement with smallholder farmers:** Trainings on better agricultural practices.
- **Impact on engagement case:** Alignment with EU Deforestation Regulation, openness to receive constructive feedback from NGOs and investors, and need to take jurisdictional approach to address social and environmental issues in the supply chain.



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Sovereign engagement

Supporting governments in mitigating material risks

Targeted policy dialogue with key government authorities and other stakeholders

- **Goal**: Highlight public policy gaps, test environmental safeguards & coordinate policy dialogue to mitigate risk.
- **Approach**: Collaborative engagement
- **Dialogue**: Focus on government authorities & relevant stakeholders (from local academics to NGOs)
- **Assessing effort**: Developing internal reporting framework

Brazil – Deforestation

In **2020**, we initiated the engagement with the government of Brazil on deforestation in collaboration with the Investor Policy Dialogue on Deforestation (IPDD), of which Robeco is an active member.

Focus

Engagement focus on addressing biodiversity loss. With COP30 hosted in Brazil there will be a significant opportunity to bring the topic of deforestation to the climate arena with IPDD

Indonesia – Deforestation

In **2020**, we initiated the engagement with the government of Indonesia on deforestation in collaboration with the Investor Policy Dialogue on Deforestation (IPDD), of which Robeco is an active member.

Focus

Traveled to Indonesia in February 2025 with the IPDD to establish relationships with the new administration after the election in 2024 and continue stakeholder engagement in Jakarta

Additional ongoing ad hoc engagement with governments and regulators, e.g. EU, UK, Hong Kong, Singapore & Japan

Voting approach towards Nature topics

Another lever in Robeco's stewardship activities

In 2023, we introduced a biodiversity voting policy

Identify laggards

Bloomberg — Issuer-level biodiversity and ESG data

ENCORE — Nature impact & dependency mapping

Forest IQ — Deforestation, conversion & forest risk commodities

Voting hierarchy

1. Against Governance / Sustainability **committee chair**
2. Against Governance / Sustainability committee member, **prioritised by longest tenure**
3. Against **Audit / Risk committee chair**
4. Against Audit / Risk committee member, **prioritised by longest tenure**
5. Against **Lead Independent Director**
6. Vote against the **election of the longest board member** (incl CEO)
7. Against **Report and Accounts**

Robeco Biodiversity Traffic Light

Forward-looking analytics to assess companies' transition towards zero nature loss

Looking at current performance and future performance

> The traffic light assesses issuers based on their current nature performance and their future plans. It categorizes companies into four categories: aligned, aligning, partially aligning and misaligned.

> Alignment means that the company is performing well relative to its sector peers in terms of environmental impacts, and that it is credibly contributing to the global goal of halting and reversing nature loss

Future performance \ Current perfomance	Weak	Average	Strong
Strong	Partially aligning	Aligning	Aligned
Average	Misaligned	Partially aligning	Aligning
Weak	Misaligned	Misaligned	Partially aligning

Indicators based on the TNFD disclosure standard

> The assessment takes a sector-by-sector approach, focusing on the drivers of nature loss that are most material to a given industry: pollution, land use change and/or resource use.

> The indicators and criteria used are based on the key drivers and core metrics defined by sector guides of the Taskforce on Nature-related Financial Disclosures (TNFD).

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Working Group Member Portal

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Upcoming Working Group Meetings

First Nations Peoples' Rights Working Group #3,
Thursday 31 July - 12pm - 1.30pm AEST / 2pm – 3.30pm NZST

Human Rights Working Group #3,
Thursday 7 August 12pm – 1.30pm AEST / 2pm – 3.30pm NZST

Nature Working Group #3,
Thursday 4 September 12pm – 1pm AEST / 2pm – 3pm NZST

Aotearoa Collaborative Working Group #3,
Thursday 16 September 2pm – 3:30pm NZST/12pm to 1:30pm AEST
Hybrid event, Auckland & online

View full list of RIAA's events here.

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