respect

for our customers

We express our opinions
and take accountability

for each other

We are one team,
we play to win

for the planet

We believe cleantech
is the way forward

gentrack™

Acknowledgement of Country

Our event is being held on the lands of the **Gadigal People** of the **Eora Nation** and I wish to acknowledge them as Traditional Owners.

I would also like to pay my respects to their Elders, past and present, and Aboriginal Elders of other communities who may be here today.

gentrack™

Welcome

Andy Green CBE
Gentrack Chairman

gentrack™

Our vision

Accelerating the world towards a net zero future by leading the global modernisation of energy & water retailers
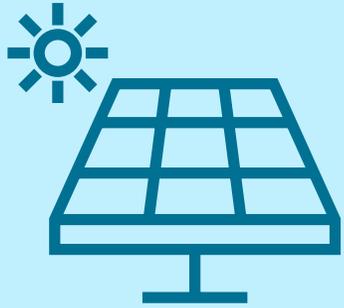
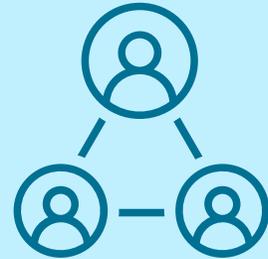# Business & Strategy Overview
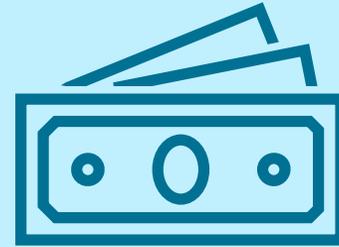
Gary Miles
CEO

Mike Carruthers
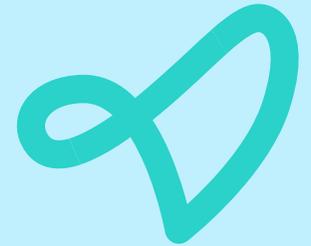CSO

Gentrack is well positioned for future growth

With our pedigree and g2 stack, we are well positioned to lead one of the biggest IT transformations in the world

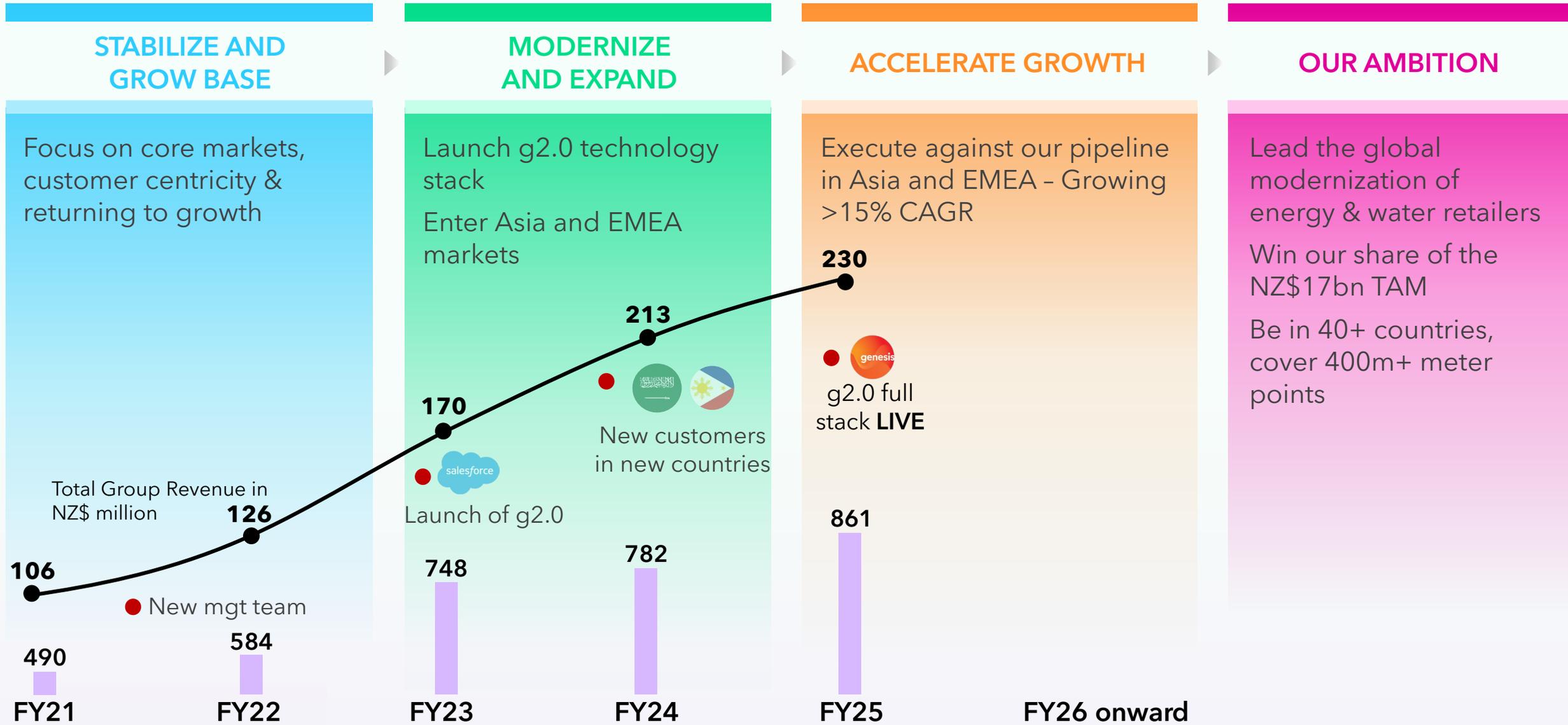Currently, there is a scarcity of formidable players to address this opportunity

We have a strong balance sheet with $85m in cash at end of FY25

Veovo is a rule of 50 business (excl hardware) with a global footprint of over 150 airports

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Our Strategy Evolution for Utilities

STABILIZE AND GROW BASE	MODERNIZE AND EXPAND	ACCELERATE GROWTH	OUR AMBITION
Focus on core markets, customer centricity & returning to growth	Launch g2.0 technology stack Enter Asia and EMEA markets	Execute against our pipeline in Asia and EMEA – Growing >15% CAGR	Lead the global modernization of energy & water retailers Win our share of the NZ$17bn TAM Be in 40+ countries, cover 400m+ meter points

230

213

170

Total Group Revenue in NZ$ million

126

New customers in new countries

106

Launch of g2.0

g2.0 full stack **LIVE**

New mgt team

748

782

861

490

584

| FY21 | FY22 | FY23 | FY24 | FY25 | FY26 onward |

End of fiscal year **Headcount** (incl. Veovo)

Management Team

Gary Miles
CEO - Group

Geoff Childs
CRO - Global Partnerships and Strategic Accounts

John Priggen
CFO

Jennifer Mounce
CPO

Matt Loreille
CMO

Mike Carruthers
CSO

James Williamson
CEO - Veovo

Mark Rees
CTO

Mark Humphreys
CRO - APAC

Paolo Colella
CRO - EMEA

Competitive Landscape

LEGACY T1 PLAYERS
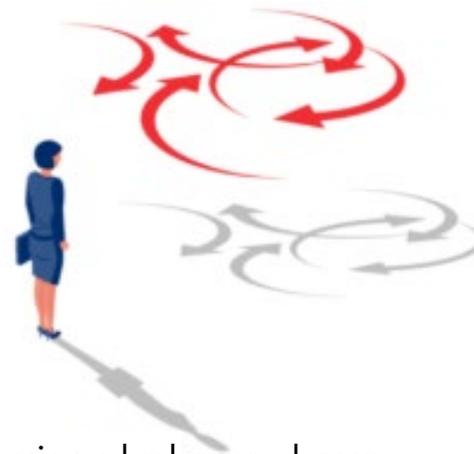**Incumbency, end-of-life, ↘ market shares**

2 Incumbents

- SAP & Oracle ~75% market share
- Can't support modern propositions
- Cost to support is high, requires costly integrators ongoing

REGIONAL / T2 PLAYERS
Struggling to scale

- Few regional players have expanded beyond home market…
- Powercloud → sold (€30m)
- Ensek → sold (£91m)
- Flux Federation → winding down

NEW AGE LEADERS
Disruptors to power transition

2-3 Global Leaders

- Customer Experience centric
- Dedicated solns. for Energy & Water
- Tech + Service expertise
- Proven transformation capabilities

The Utility Industry is moving off legacy
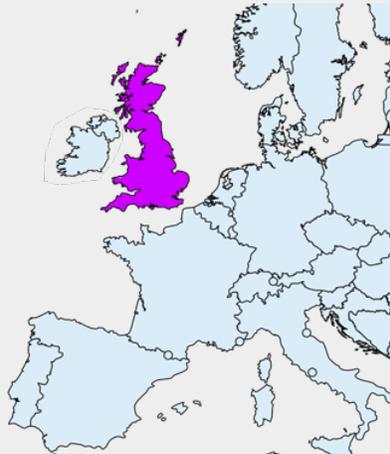
GREAT BRITAIN STACK MODERNISATION CASE STUDY

90% ON LEGACY

Q4 2015

10% ON LEGACY

Q4 2024

Electricity supply market share by utilities using SAP & Oracle. **Domestic GB Elec**.

In <10 years, utilities modernised, moving off SAP & Oracle.

**WE EXPECT THE REST OF EUROPE TO FOLLOW THE SAME PATH…
AND IT IS STARTING…**

Legacy Provider   From → To examples   ○ gentrack™

npower Business Solutions powered by **e·on**

Moved off legacy at the time of E.ON and NPOWER merged.

Mercury

Moved out of legacy to introduce innovation such as multi-products.

ecotricity

Ranked #1 in customer service following the move from legacy to Gentrack

We have a worldwide TAM of $17b to target

As part of our global expansion, our focus areas and targeted utilities (Energy & Water) are:

Europe
- **28** countries
- **200m** households
- **324** addressable utilities

Middle-East
- **7** countries
- **16m** households
- **24** utilities to qualify

Asia
- **9** countries
- **180m** households
- **58** utilities

FY26 PIPELINE
Our pipeline has matured considerably, we are:

- *preferred vendor at 3*
- *shortlisted in a process at another 3*
- *well placed in another 4 for a 2026 decision*

These opportunities represent c.30m meter points, and we continue to grow the earlier stages of our pipeline.

Contracting 3 to 4 of these would set us up to grow strongly in FY27.

Rapid deployment, freedom to differentiate

Toolbox Platform

Tell us what you want?

SAP®
ORACLE

6 months   **12 months**   **18 months ...**

Post-launch support

| SCOPING & DESIGN | BLUEPRINT | BUILD - DATA - TESTING | MIGRATION | NEW CR | $$ |

Off-The-Shelf Product

This is what you get

Post-launch extended scope & support

| INTEGRATION CONFIGURATION TESTING - TRAINING | OP MODEL ADAPTATION | MIGRATION | RELEVANT | RELEVANT | NOT RELEVANT | NOT RELEVANT | RELEVANT | NOT RELEVANT |

OOTB Solution

Launch fast, differentiate

> Shorter, less risky deployments means **more customers will transform**

> Opportunity to shift NRR profile, and **bring on ARR earlier**

| INTEGRATION CONFIGURATION TESTING - TRAINING | MIGRATION | CONTINUOUS INNOVATION - DIFFERENTIATION - MARKET ADAPTATIONS |

Chris Thompson – Co-CEO

chris.thompson@amber.com.au

WE PROVED IT BY BUILDING BOTH TECH AND UTILITY IN AUS

AND *WINNING* THE WORLD'S MOST ADVANCED MARKET

Independent electricity retailer

Pass-through access to dynamic wholesale electricity prices

World-leading core automation technology

$25/month subscription for bundle of market access and tech

amber

Competitor VPPs
(Estimates)

Amber automated sites vs VPPs

AMBER IS NOW THE LARGEST BATTERY AUTOMATION PROVIDER IN AUSTRALIA

>50%

MARKET SHARE

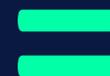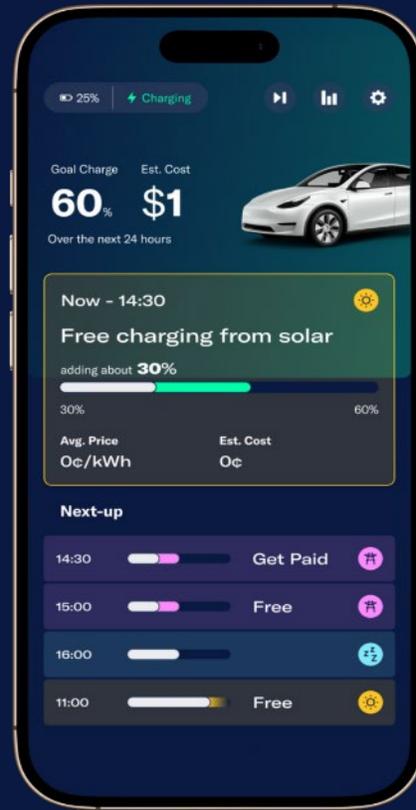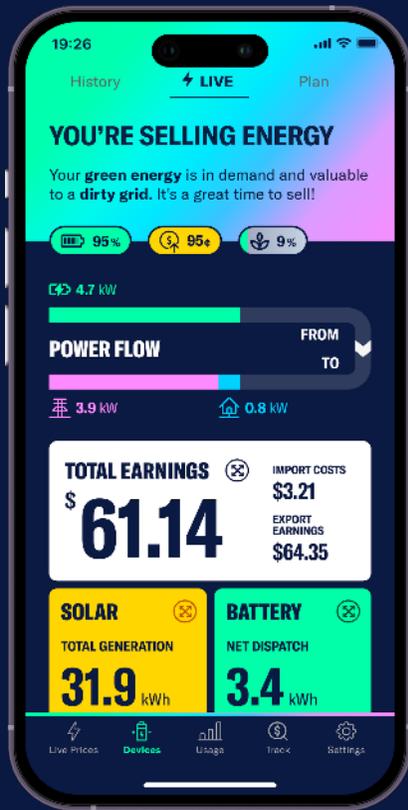of the new home battery automation market in Australia

>5,000

NEW CUSTOMERS PER MONTH

60,000

CUSTOMERS

as of November 25

amber

V2G VALUE PROP

EXAMPLE 3: *"TURN MY EV INTO A HOME BATTERY TO MAKE ME MONEY"*

Combining Amber's two-way home **battery automation software**

+

With Amber's **EV smart charging product**

=

Automation value: $3000 pa

CURRENTLY IN ALPHA, COMING IN 2026

VEHICLE TO GRID

Amber's technology will allow customers to earn money from their EVs while they are parked at home, by discharging power into the grid when prices are spiking, while ensure their car is charged when they need it.

Early Alpha customers have already earned **$300** in a single day from their EVs with V2G.

amber

NOW LICENSING OUR TECH TO UTILITIES INTERNATIONALLY

Providing a bundled solution in Australia and Overseas to enable utilities to deliver an Amber-style experience.

Battery, Solar and EV Device Integrations

Customer App and Experience

Retail Operations Integration

ML Solar, Usage and Price Forecasts

BI and Reporting

Real-time Optimisation Engine

MAJOR CONTRACT SIGNED WITH

e·on

+ Multiple major utilities currently in contracting and licensing discussions
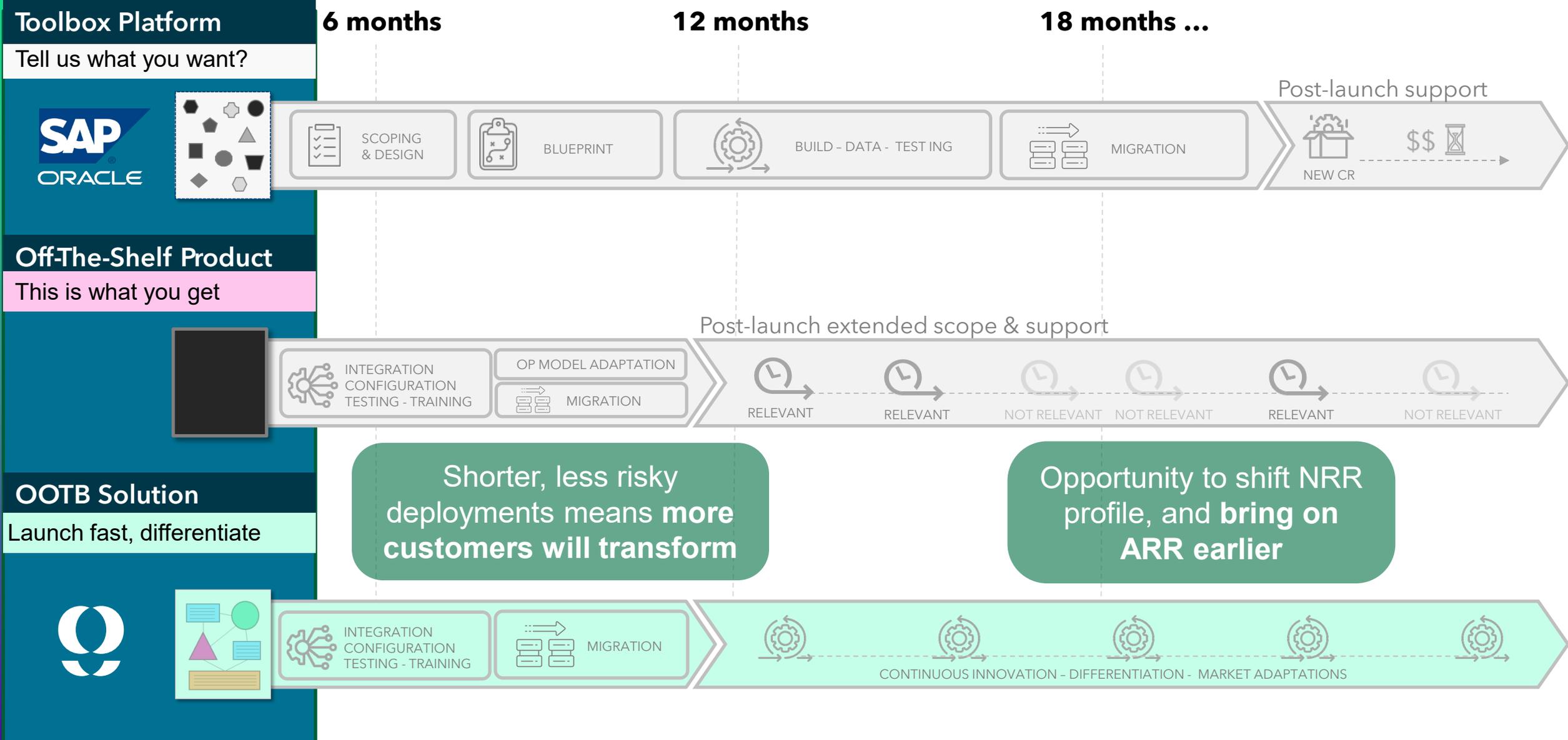
amber

Technology update

Andrew Cogger
Client Solutions &
Innovation Leader - APAC

Suzanna Michell
Partnerships Director - APAC

gentrack™

Rapid deployment, freedom to differentiate

Toolbox Platform

Tell us what you want?

SAP ORACLE

Off-The-Shelf Product

This is what you get

OOTB Solution

Launch fast, differentiate

6 months   **12 months**   **18 months ...**

Post-launch support

| SCOPING & DESIGN | BLUEPRINT | BUILD - DATA - TESTING | MIGRATION | NEW CR | $$ |

Post-launch extended scope & support

| INTEGRATION CONFIGURATION TESTING - TRAINING | OP MODEL ADAPTATION / MIGRATION | RELEVANT | RELEVANT | NOT RELEVANT | NOT RELEVANT | RELEVANT | NOT RELEVANT |

Shorter, less risky deployments means **more customers will transform**

Opportunity to shift NRR profile, and **bring on ARR earlier**

| INTEGRATION CONFIGURATION TESTING - TRAINING | MIGRATION | CONTINUOUS INNOVATION - DIFFERENTIATION - MARKET ADAPTATIONS |

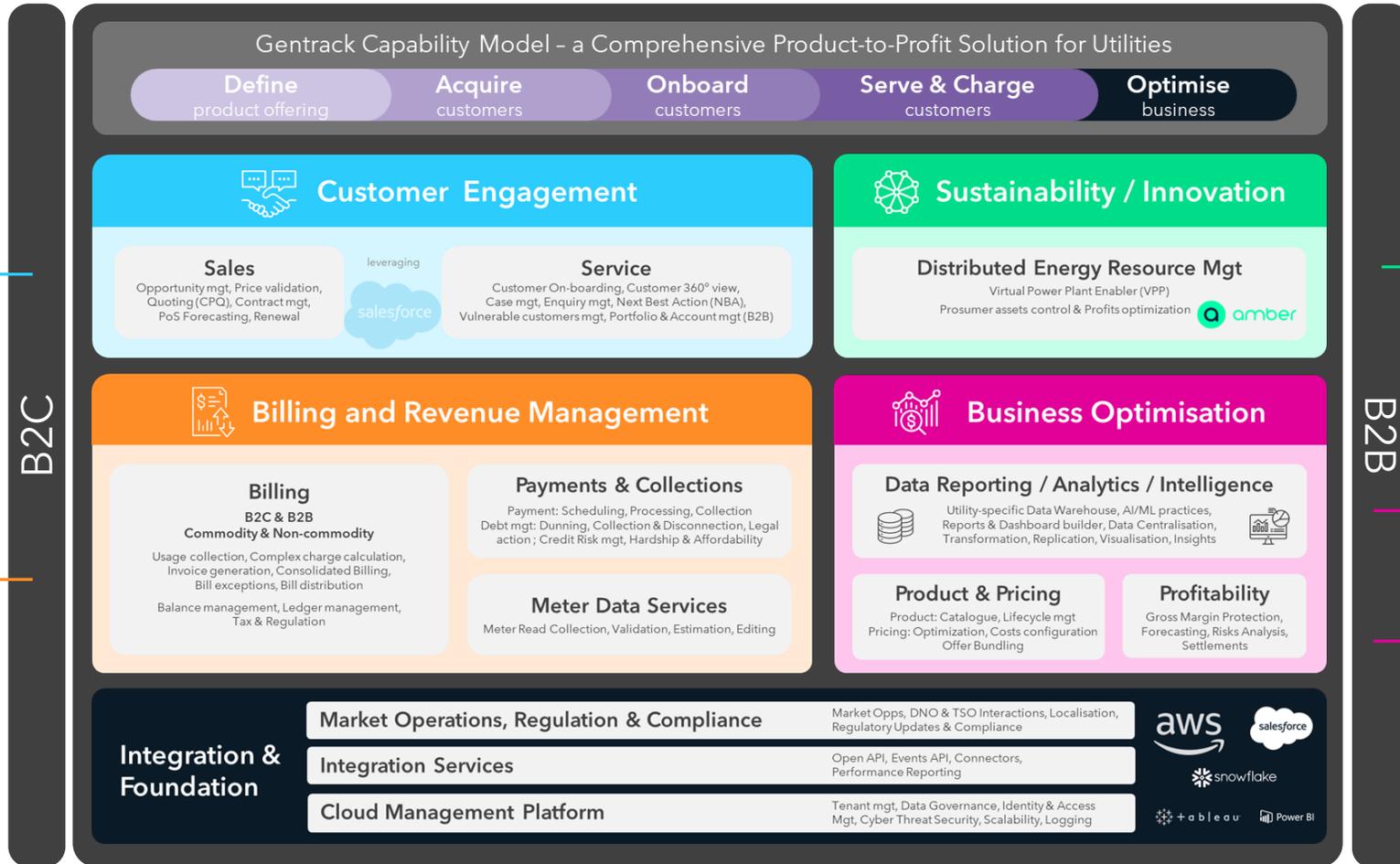# Putting the tools for innovation in the hands of utilities worldwide
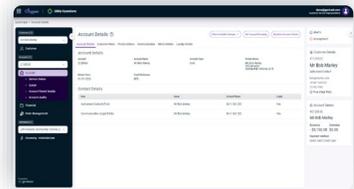
Building new products

Building new AI agents
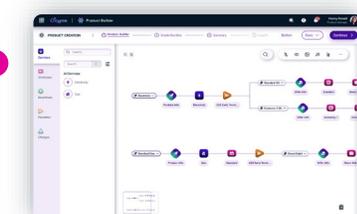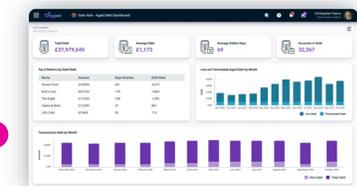
Building new operating models

Our platform has been designed to provide ultimate functionality, at reduced complexity and cost.

Gentrack Capability Model – a Comprehensive Product-to-Profit Solution for Utilities

Define	Acquire	Onboard	Serve & Charge	Optimise
product offering	customers	customers	customers	business

Customer Engagement

Sales
Opportunity mgt, Price validation, Quoting (CPQ), Contract mgt, PoS Forecasting, Renewal

leveraging salesforce

Service
Customer On-boarding, Customer 360° view, Case mgt, Enquiry mgt, Next Best Action (NBA), Vulnerable customers mgt, Portfolio & Account mgt (B2B)

Sustainability / Innovation

Distributed Energy Resource Mgt
Virtual Power Plant Enabler (VPP)
Prosumer assets control & Profits optimization   amber

Billing and Revenue Management

Billing
B2C & B2B
Commodity & Non-commodity
Usage collection, Complex charge calculation, Invoice generation, Consolidated Billing, Bill exceptions, Bill distribution
Balance management, Ledger management, Tax & Regulation

Payments & Collections
Payment: Scheduling, Processing, Collection
Debt mgt: Dunning, Collection & Disconnection, Legal action ; Credit Risk mgt, Hardship & Affordability

Meter Data Services
Meter Read Collection, Validation, Estimation, Editing

Business Optimisation

Data Reporting / Analytics / Intelligence
Utility-specific Data Warehouse, AI/ML practices, Reports & Dashboard builder, Data Centralisation, Transformation, Replication, Visualisation, Insights

Product & Pricing
Product: Catalogue, Lifecycle mgt
Pricing: Optimization, Costs configuration Offer Bundling

Profitability
Gross Margin Protection, Forecasting, Risks Analysis, Settlements

Integration & Foundation

Market Operations, Regulation & Compliance — Market Opps, DNO & TSO Interactions, Localisation, Regulatory Updates & Compliance

Integration Services — Open API, Events API, Connectors, Performance Reporting

Cloud Management Platform — Tenant mgt, Data Governance, Identity & Access Mgt, Cyber Threat Security, Scalability, Logging

aws   salesforce   snowflake   +ableau   Power BI

B2C

B2B

Control your **product strategy**, build **your own AI agents**, and control your **operating model – all delivered by Gentrack & Salesforce.**
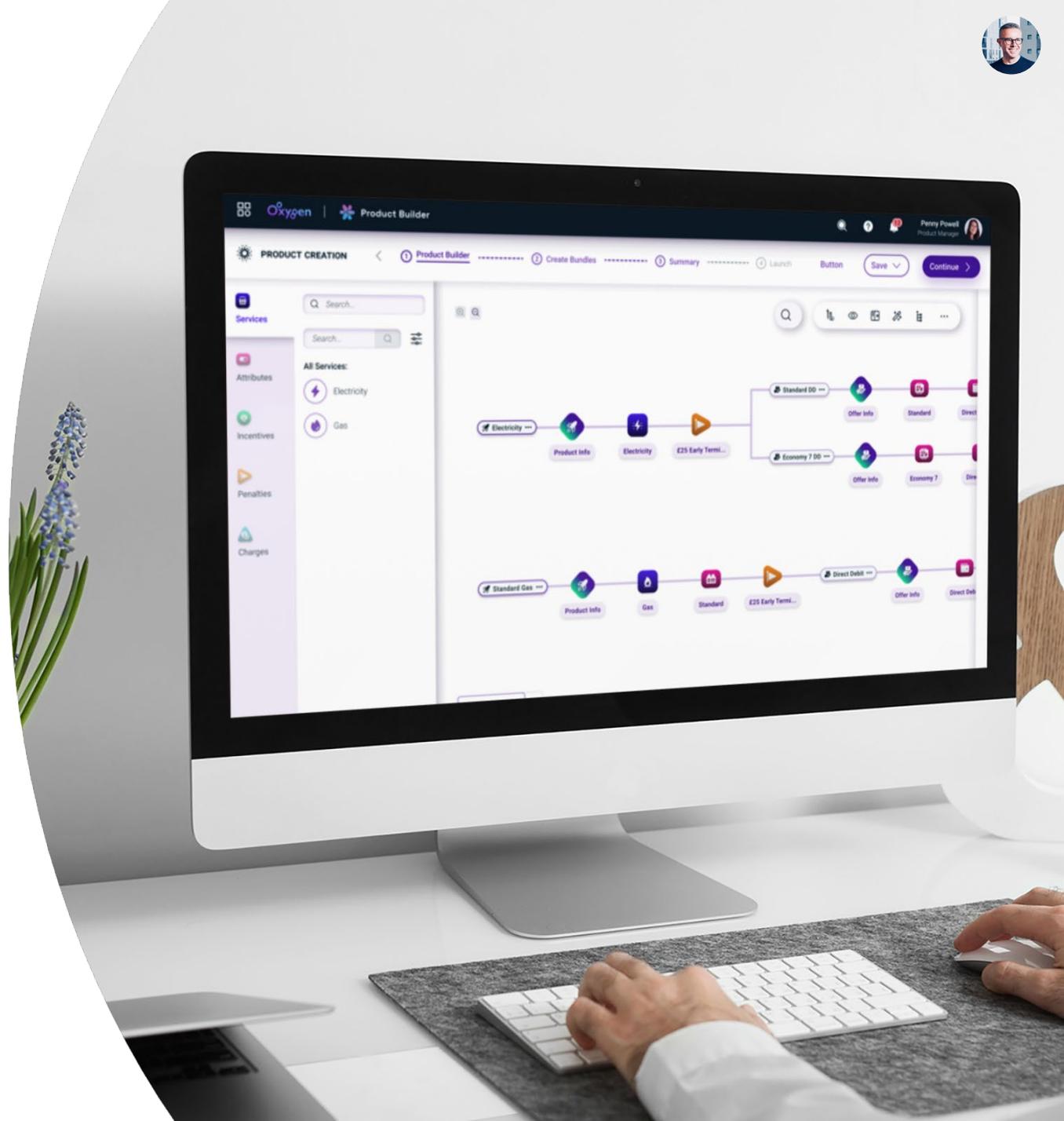
Product flexibility

gentrack™

Building a New Product with modern tools

- ## Browser-based UI
  No code needed

- ## Simple to use
  Drag & drop

- ## Extensible
  Add new elements

⚙ Configuration

☀ **DASHBOARD**

Welcome back, Aaron Slebos!

New Product ⊕

Products

A list of all your Products and Offers within Product Builder

T...		Name		Status	Start Date	Withdrawal Date	Last Modified ⇅	Reference	
⌄	🚀	Oxygen Energy One	...	Active			2024-10-04T03:52:54.494Z	KT-DSEv2CIHlu0qBV73ZL	...
⌄	🚀	Oxygen Energy Plus		Active			2024-10-04T02:23:41.254Z	e6nt8GHD6D7rqqjPZzgi2	...

‹ 1 › of 1 page   Showing 15 items per page

Contact center efficiency & flexibility

gentrack™

Utilities now control their operating model

Custom operating model screens
Creating a **custom agent view** in seconds

gentrack™

World leading utility AI powered by Salesforce

gentrack™

Utilities now control their Adoption of AI

The power of Agentforce
Creating a custom AI agent in seconds
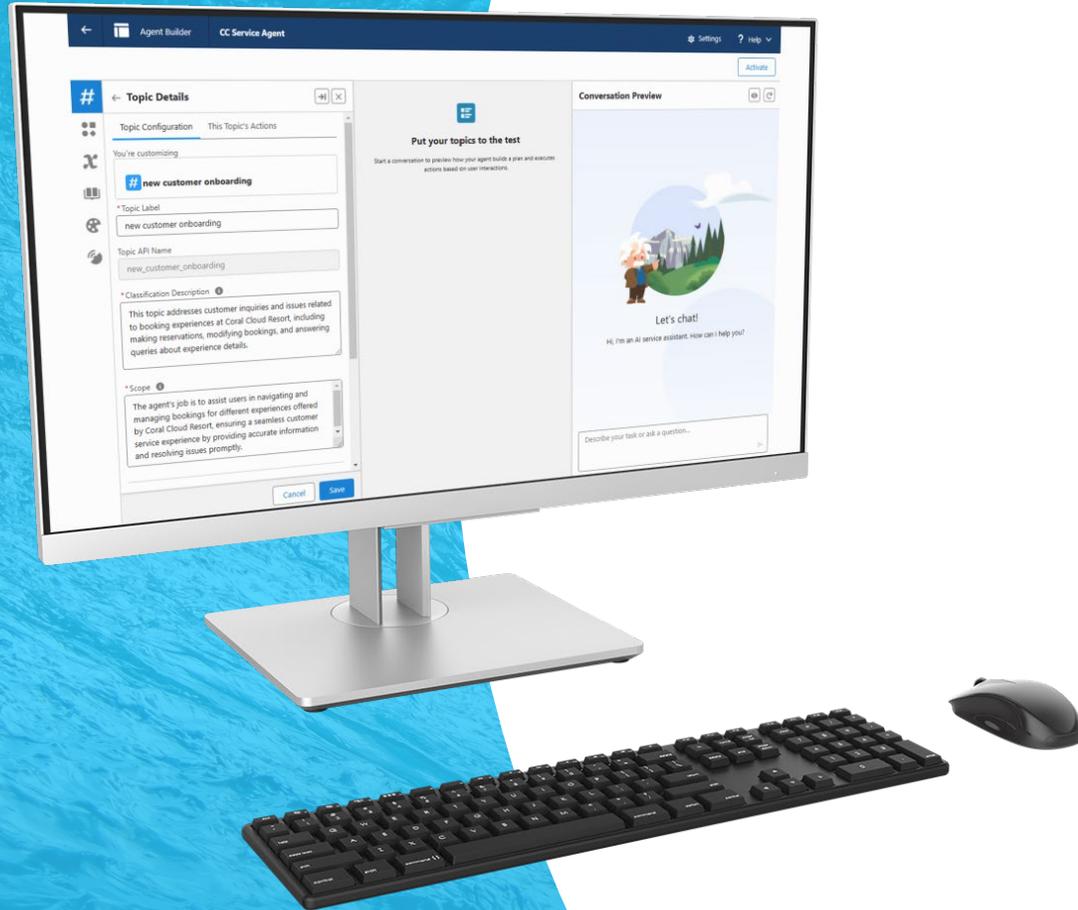
Utilities want to control AI adoption

AI uptake is occurring in three waves:
- Customer facing self-service
- Agent-facing assistive
- Voice and multi-agent

How to create an agent?

Creating a new agent is done by describing, in natural language, what the agent can do and how it behaves.

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Configure TOPICS INSTRUCTIONS & ACTIONS

Output of test-drive Review how actions are chained

Test-drive the agent

Agent Builder · Settings · ? Help

Activate

← Topic Details

You're customizing
new customer onboarding

*Topic Label
new customer onboarding

Topic API Name
new_customer_onboarding

*Classification Description
This topic should be used when a user has a new property and wants to subscribe to an energy offering from Oxgen. This will identify the best possible offer and onboard the user to become a new customer.

*Scope
Your job is to collect the new property address, validate it, and then extract the corresponding eligible services from the Gentrack APIs. You should identify the best commercial offer depending on the anticipated consumption in kWh/year and based on any additional services the user would like such as broadband, mobile or gaz. If the user likes the best offer, you should establish a quote and a contract for this user and send it to his email address with the proper targeted starting date.

Instructions
The following instructions are used to run this topic.

*Instruction
If the user has a new property, ask for the property address and check it is a valid one.

Cancel   Save

▶ Session Start

Session Started: Jan 19, 2025, 04:05 PM GMT+1
Session ID: 98fddb74-1faa-45ed-be9a-4ed05a9fa7df

∨ "I'd like to have information about my order"   Plan ID: e699b1754745

👤 User Prompt

Hi! I bought a new beach house.

🤖 Select Topic

new customer onboarding
Allows a user with a new property to subscribe to an Oxygen offering.

> Instructions 6

> Actions 5

✦ Reasoning

GROUNDED: The response is asking for the user's property address in order to identify the services eligible at the user new address. Nothing in the response indicates a prompt injection.

🤖 Agent Response   ⟨/⟩ 👁

Conversation Preview

🤖 Watt's up?
I'm Emma, your smart assistant.

👤 Hi! I bought a new beach house.

🤖 Congratulation for your new house!
I'm happy to assist you to find the best possible energy plan.
Could you provide the address of your new house?

Describe your task or ask a question...
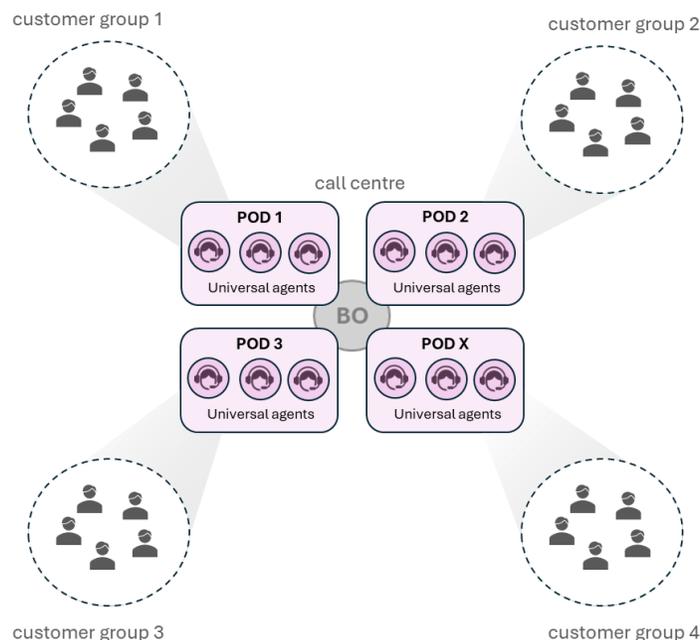
Supporting a broad range of operating models

FRONT-OFFICE / BACK-OFFICE model
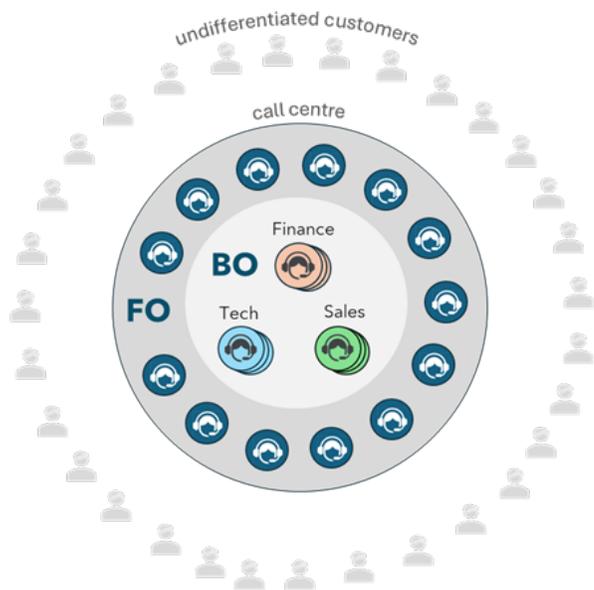
Traditional.

Customers managed across functionally siloed teams.
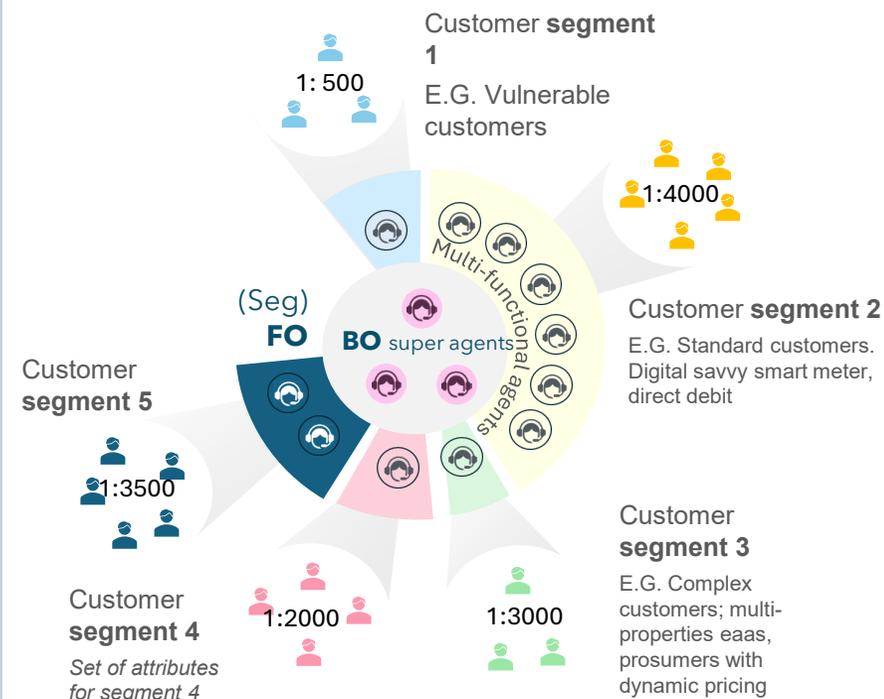High cost, slow speed to market.

POD model

Prescriptive.

All customers managed by predefined teams. Difficult to efficiently manage complexity, edge cases and onshore/offshore. Drives retailer standardisation.

SOM (segmented) model

Flexible.

Customer segments managed by multi-functional teams, supporting complexity and innovation efficiently. Enables retailer differentiation.

Our solutions drive business value beyond traditional platforms

Genesis Retail Transformation

Ed Hyde

Chief Transformation + Technology Officer

23rd November 2025

Our Gen35 strategy

— Global energy transition: more electrons, more energy storage and data driven systems

COUNTRY

NET ZERO 2050

SECTOR

60%	95%	100%
ELECTRIFICATION	RENEWABLES	RELIABILITY

COMPANY

CUSTOMER
Empowering the customer-led transition

RENEWABLES
Displace thermal + growth 8,300 GWh by 2035
Net zero 2040

FLEXIBILITY
Huntly Portfolio 1,300 MW by 2035

The benefits case is focussed on three domains

Pricing innovation

Customer Satisfaction and cost to serve

Adjacencies

Improved gross margin

- *Significantly improved time to market for new plans*
- *More granularity*
- *Plan innovation: EV, Solar Feed in Customer flex*

Lower Opex

- *Increased automation*
- *Lower handling times*
- *Leverage of AI*
- *Improved CX*

New revenues

- *Broadband*
- *EV fleet offerings*
- *Residential Solar Packages*

Supporting our pathway to mid to upper $500m EBITDAF by FY28

Rationale for selecting G2.0 and Salesforce

Support the energy transition

- ✓ *Our strategy takes us out to 2035*
- ✓ *We needed a solution and set of partners that we can trust*
- ✓ *Flexible enough to cover Elec, Gas + LPG*

Deep energy experience

- ✓ *Despite the NZ market being small – its relatively complex*
- ✓ *Gentrack has deep experience*

Global innovation

- ✓ *Energy innovation is evolving rapidly*
- ✓ *As is AI*
- ✓ *We need a solution to leverage the opportunity*

Productivity objectives

- ✓ *Grow gross margin and lower Opex*
- ✓ *Build new adjacencies*

First go-live completed successfully

Release 1

Simple Consumer Electricity

✓ Full instance of platform

✓ Simple Electricity Products

✓ Web, App and Connect Centre Channels

✓ Full integration with metering companies and registry

Solid foundations

Despite the initial deployment taking longer than planned, we are please to say we completed a successful first release:

✓ *Go-Live was remarkably smooth*

✓ *Platform moved to daily billing within first few days*

✓ *Feedback from agents has been very good: platform is intuitive*

✓ *Almost all P2 issues resolved same day*

Focus has now shifted to Release 2 and 2.1 (Complex electricity and Gas / LPG) which we expect to conclude over the next 12 months.

Questions

Positioning & Market reception

Paul Bacon
Vice President Sales EMEA

Break

We will resume at 2.55pm

Our Vision

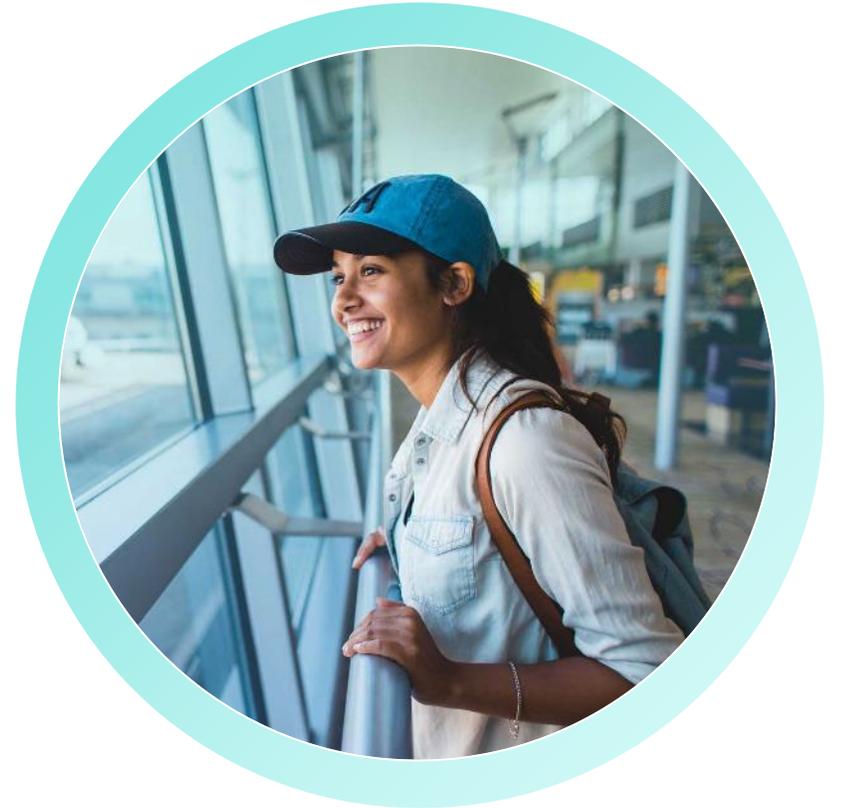**Veovo imagines a world where people go brilliantly.**

Where queues, delays, bottlenecks and boredom
are replaced by experiences that delight.

Our Mission

**Enable the world's most
intelligent and high-performing airports.**

By delivering cutting-edge technology that joins up
data and decisions across the airport to create efficiencies,
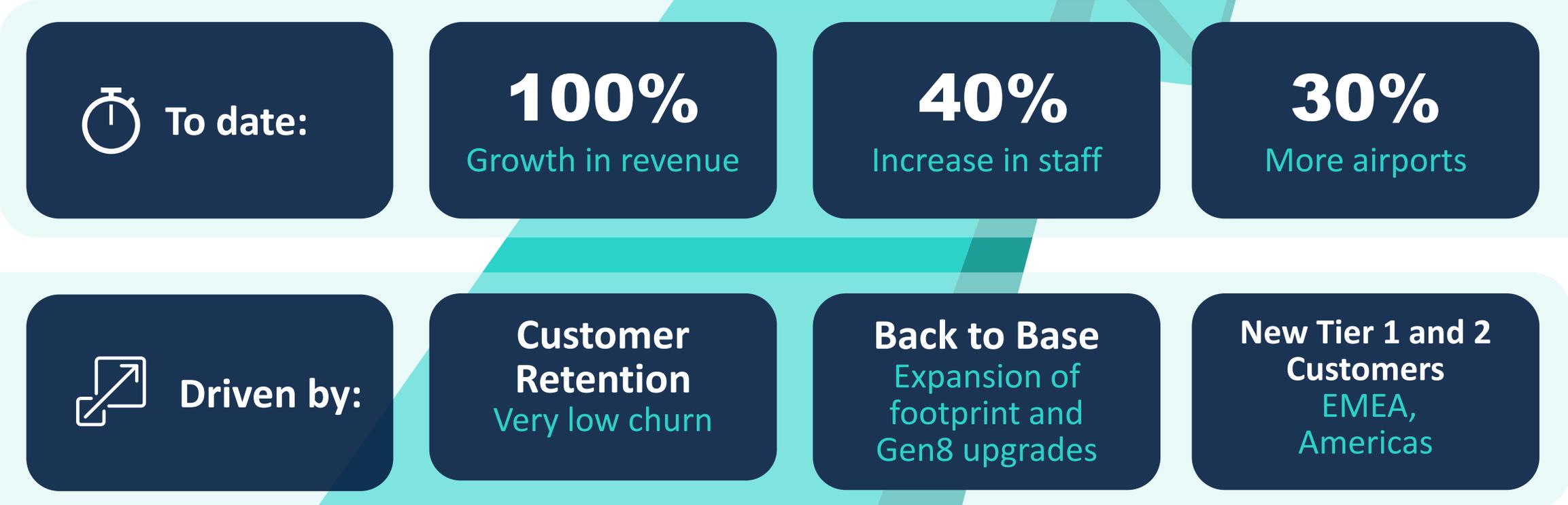new revenue opportunities and better journeys.

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Towards an Intelligent Airport

James Williamson
Veovo CEO

gentrack™

veovo

A 5 Year Growth Story

To date:

100%
Growth in revenue

40%
Increase in staff

30%
More airports

Driven by:

Customer Retention
Very low churn

Back to Base
Expansion of footprint and Gen8 upgrades

New Tier 1 and 2 Customers
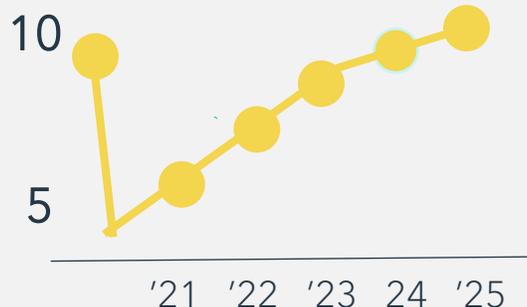EMEA, Americas

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veovo

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The opportunity ahead

And why Veovo is well placed

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Passenger growth driving tech solutions

Global Traffic Billion Passengers

10
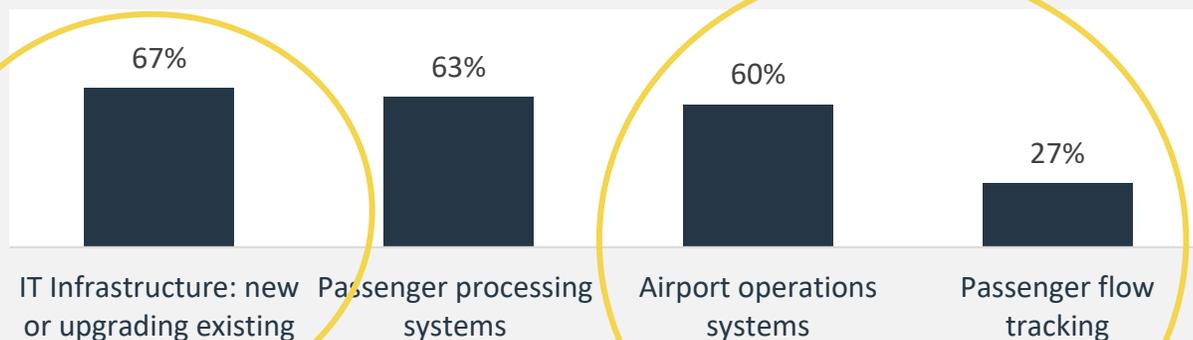
5

'21 '22 '23 '24 '25

2029 global passenger traffic forecast to be

120%

of 2024 levels

Passenger numbers continue to grow. Now **9% higher than 2019.**

Major airports are **now at / nearly at capacity limits.**

Technology seen as key driver to efficiency and hence more capacity.

Veovo capabilities in top segments of overall airport IT spend

Highest levels of IT investment

67%

IT Infrastructure: new or upgrading existing

63%

Passenger processing systems

60%

Airport operations systems

27%

Passenger flow tracking

gentrack™

veovo

Tech with the greatest future impact on aviation

Are those that help airports go from silos to optimised, efficient operations

Building on
Real-Time data
across the ecosystem

Moving to a continuum of
Prediction and Forecasting

Continuous and Intelligent
Optimisation & Orchestration

veovo

Customer insight

Nick Woods
CIO

MAG

The UK's largest airport group

> 61M passengers

Manchester
East Midlands
London Stansted
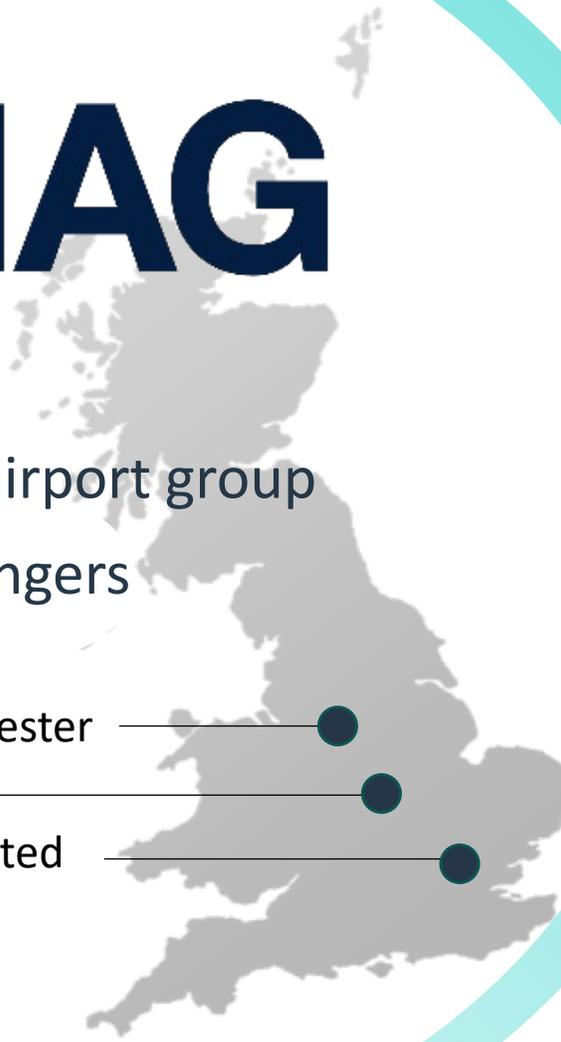
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veovo

veovo

How is Veovo leading the way to **Airport 4.0**?

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AI/ML use is accelerating

Veovo leading in transformational tech

- AI / ML already powers a range of our products
- Now core to all new capabilities/ Gen 8 systems such as Resource Management

82%

of airports planning to invest in AL/ ML before end 2026 for pax flow and operational efficiency
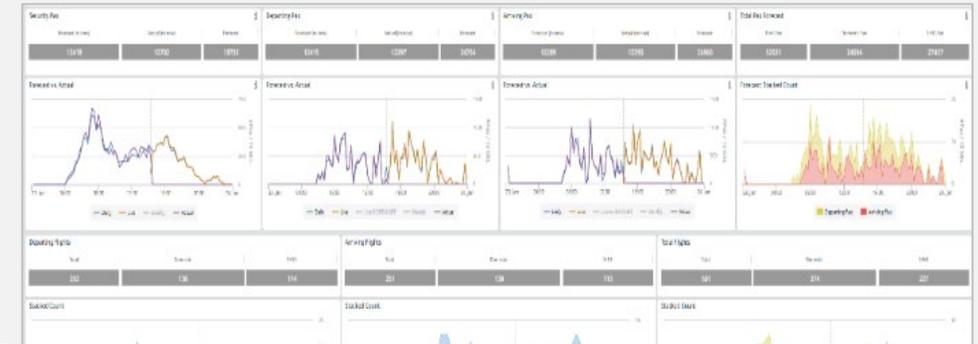
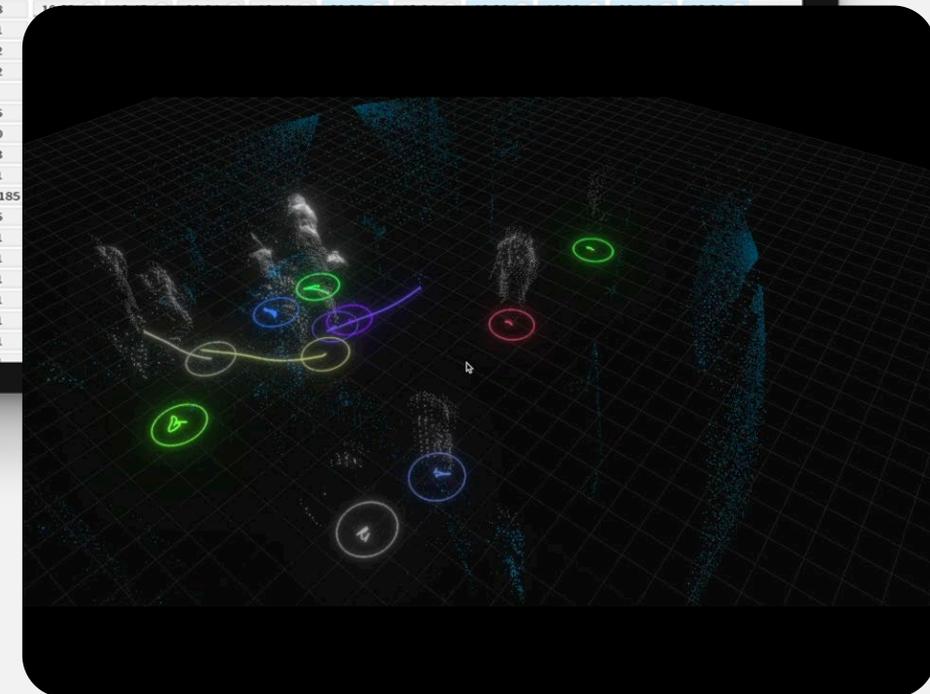In which of the following areas are you currently using artificial intelligence tools or initiatives?

● Airline operations
● Passenger services
● Systems development

Area	%
Cybersecurity	52%
Customer service (inc. passenger communications/interactions)	42%
Passenger processing and flow management	40%
Aircraft turnaround	36%
Other passenger services	30%
Flight operations (flight arrival, prediction)	30%
Simulation capability for optimal reaction	22%
Baggage processing	20%
Real-time information & notification via passengers mobile or social media	18%
Asset management (check-in parking stand, gates...)	18%
Scaling airline operations (up and down based on demand)	16%
Integrated system to predict potential disruptions and their impact before they occur to enable proactive actions	13%
Total airport management	12%
Automated predictive alerts prior to and during flight disruption events	12%
Human resources support	10%

Driving current opportunities

Future opportunities lie here

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Airports Insight Survey 2024

How Veovo is using AI/ML

To accelerate airports' move to 4.0

- **Computer Vision**:
  Turn point clouds and video in to passengers, bags, turn around events etc

- **Prediction and Forecasting**:
  Anything, Anywhere in an Airport without human input. Passengers, Bags, Planes

- **Decision support and Optimisation:**
  Lane plans, Gate optimisation, Resource deployment

- **Configuration, Development and Test:**
  Faster development, improved test coverage and "de-skilling" expert tasks

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Middle East – becoming the "Airport Hub of the World"

Large scale revenue opportunities

Growth is taking off region wide

- **2** largest airports in the world under construction

- **48** expansion projects worth **$182.6bn**

- **10** largest carriers have ordered **c 800** new aircraft

Widening our market - ANSPs

NAV Canada new win

Veovo is market leader in aviation billing
SaaS platform built to meet needs of aviation **Strong GTK heritage**

NAV Canada
World's 2nd largest ANSP > 12M flights annually. Bill > $2Bn CAD/an

Veovo business impact
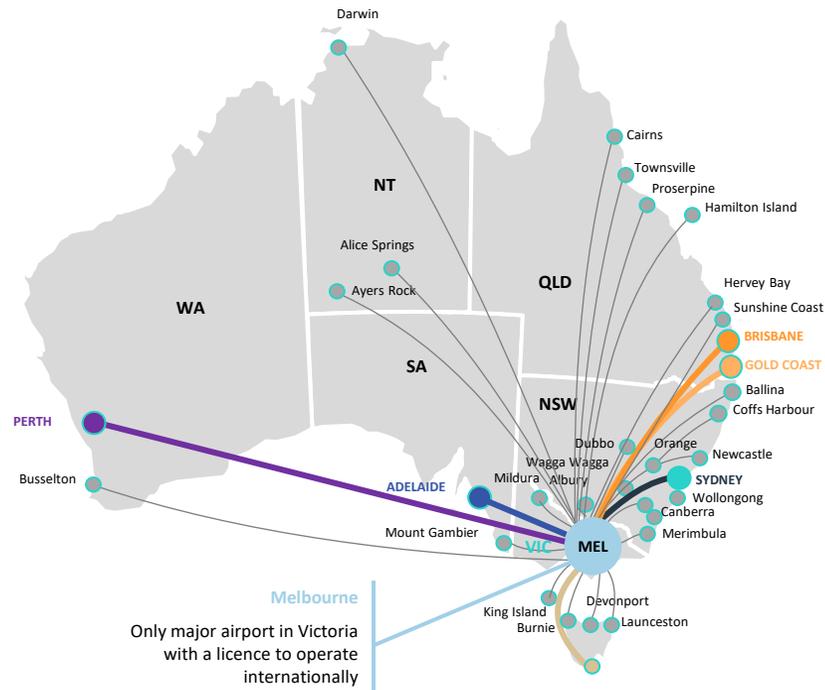New market segment. **Long term contract. Strategic partnership**

Melbourne Airport snapshot

Gateway to Victoria and southeast Australia, 25km from CBD on one of the world's largest airport land holdings

73 destinations across Australia & internatioanlly[1]

Darwin
Cairns
Townsville
Proserpine
Hamilton Island
NT
Alice Springs
QLD
Ayers Rock
Hervey Bay
WA
Sunshine Coast
BRISBANE
SA
GOLD COAST
NSW
Ballina
Coffs Harbour
PERTH
Dubbo
Orange
Newcastle
Wagga Wagga
Busselton
Mildura
Albury
SYDNEY
ADELAIDE
Wollongong
Canberra
Mount Gambier
Merimbula
VIC
MEL

Melbourne
Only major airport in Victoria with a licence to operate internationally

Devonport
King Island
Launceston
Burnie

Largest capital city hub for Virgin Australia

Home base for Jetstar Airways

Globally significant asset

✓ Single terminal precinct with **two runways and four terminals in operation**

✓ **Largest, curfew-free international and domestic airport in Australia**

✓ Gateway to Victoria and southeast Australia **operating an average of ~645 flights daily[2]**

✓ **28% market share[3]** of all international pax to Australia, serving **40 international destinations[1]**

✓ **20% market share[3]** of all domestic traffic, **connecting 6 of 10 busiest routes in Australia[3]**

✓ **One of the world's largest airport land holdings**, supporting long-term development opportunity

✓ **Diversified revenue** from retail, ground transport and property portfolio

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Recap

Trajectory set. Ready for our next ascent...

1.
Strong growth record

- **5 years of strong growth**
- Growing **Tier 1 & 2 airport base**
- NAV CANADA opens new sector

2.
Industry in change driving transformation

- Passenger growth, and capacity constraints driving **Digital Transformation**

3.
Focused vision Leading tech

- Well positioned for market opportunity with **Airport 4.0 capabilities** and ML/AI references

4.
World Class Team and Partners

- World class team of **experts**
- Turbocharging delivery
- **Regional expansion** ME, NA and APAC

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CEO Q&A

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