

16 June 2021

Investor Strategy Update

The Gentrack Group Limited (NZX/ASX: GTK) Investor Strategy Event will be held today at 11.30 am (NZT). Due to the uncertainty regarding how COVID regulations might affect travel arrangements, the decision was made to move this event to a wholly virtual presentation.

Please find attached:

1. External Metrics (also found on page 17 of part 2 of the Investor Strategy presentation); and
2. Investor Strategy presentation – parts 1 & 2 (in full).

If you have registered or wish to be registered for the Investor Strategy Event, please click below to have full access to the virtual event.

[Register and Log In for the online webcast](#)

Following the event, a video of the presentation will be made available in the Gentrack Investor Centre (www.gentrack.com/investor-centre).

ENDS

Contact details regarding this announcement:

Jon Kershaw - Company Secretary
+64 9 966 6090

About Gentrack

The global pace of change is accelerating, and utilities need to rebuild for a more sustainable future. Gentrack provides leading utilities across the world with innovative cleantech solutions.

Working with some of the world's biggest energy and water companies, as well as innovative challenger brands, we are helping companies reshape what it means to be a utilities business.



We are driven by our passion to create positive impact. That is why utilities rely on us to drive innovation, deliver great customer experiences and secure profits.

Together, we are renewing utilities.

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External metrics

NZ\$m	FY21 guidance	FY24 Targets
ARR (=CMRR+TRR)	~\$80m ^{1,2,3}	>10% CAGR vs FY21
Total revenue	>\$100.5m ⁴	+~30% vs FY21
Strategic R&D spend	~10% ⁵	~15% x total revenue
Cash EBITDA	~10% ⁶	15-20% x total revenue

FY22 revenue impacts:

- A. FY22 Utilities revenue impacted by ~\$10m loss of ARR vs FY21 - UK SOLR's + UK customer migrating to own system
- B. Mitigated by growth in existing customer relationships, new logos, and new services - update to be provided at time of providing FY22 revenue guidance

1. CMRR - covers all contracted revenue both fixed (e.g. subscription, annual support) and variable (e.g. BMP variable revenue, Managed Service)
2. TRR - covers BAU service revenues which are contracted on an account by account basis on a collective degree of regularity.
3. ARR - 1H'21 ARR of \$40.4m annualised
4. Total revenue - per outlook provided on 27th May 2021
5. Strategic R&D definition (non-GAAP measure) - development of new strategic technology + enhancement of existing core
6. Cash EBITDA - EBITDA incl non-cash share scheme costs, incl all R&D spend, excl lease costs of property (corresponds to FY21 EBITDA outlook of ~\$10m (27th May 2021))

Gentrack Strategy

Gary Miles
CEO

June, 2021

Our agenda

Gentrack's Strategy



Gary Miles
CEO



Lacey Montague
CSO

Technology



Loukas Tzitzis
CTO

Delivery Capabilities



Zeev Berkowitz
COO

UK Business



Geoff Childs
CM - UK

APAC Business



Mark Humphreys
CM - Australia



Allan Sampson
CM - New Zealand

Veovo Business



James Williamson
CEO - Veovo

Financial Metrics



James Spence
CFO

Q&A

All participants

Gentrack

Purpose: *forever.*

To bring utilities into a sustainable era.

Vision: *one day.*

We see a world where people understand and are empowered to responsibly use precious energy and water resources. That's why we aim to be the go-to innovation partner to leading utilities and service providers globally.

Mission: *today.*

To relentlessly drive our customers' success by developing better cleantech solutions.

We are starting from a strong foundation...

50+

B2C and B2B
energy & water
utilities

20m+

Households
or businesses
managed

500+

Utility and
software
experts

30+

Years' experience
in utilities billing
& customer care

£350m+

In gross
margin leakage
recovered



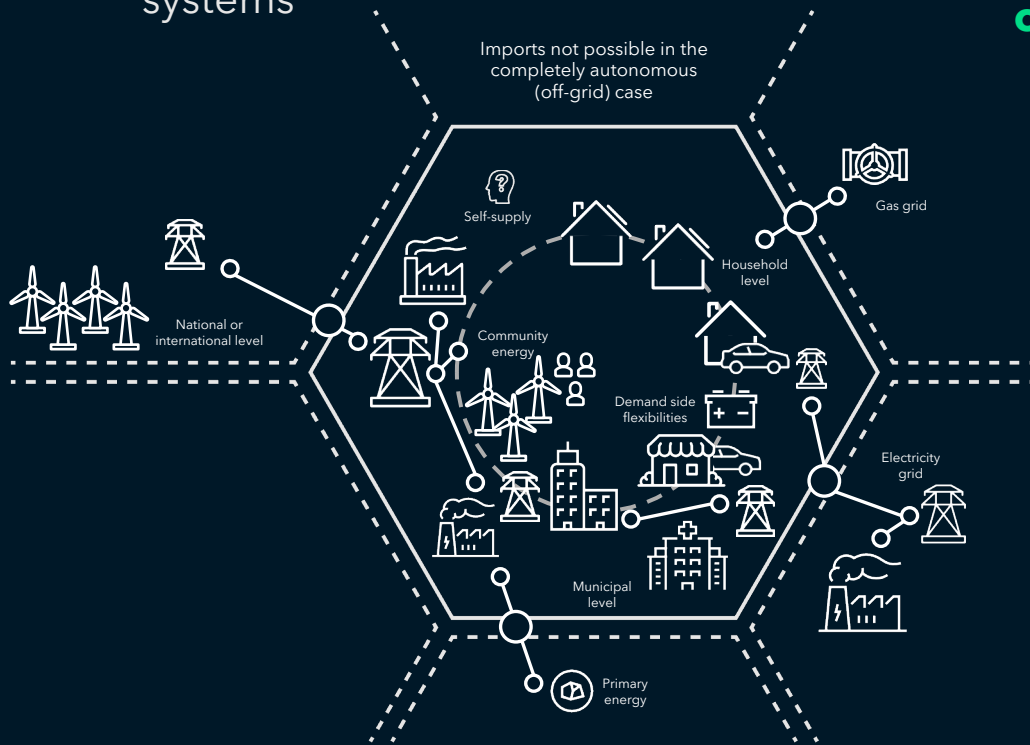
*Gentrack is unique in that we support multi-play for b2b and b2c
for both energy and water.*

We are the clear leader in b2b energy and contested water.

Three factors driving an unparalleled industry transformation

1

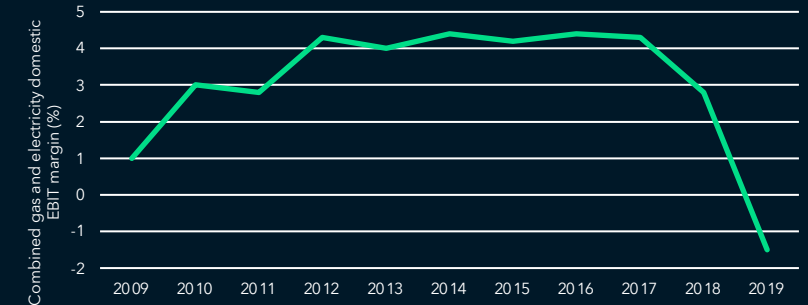
From centralised to **decentralised energy** systems



2

Deregulation is creating competition and **cost to serve** pressures

UK pre-tax domestic supply margins of large incumbent suppliers, combined gas and electricity

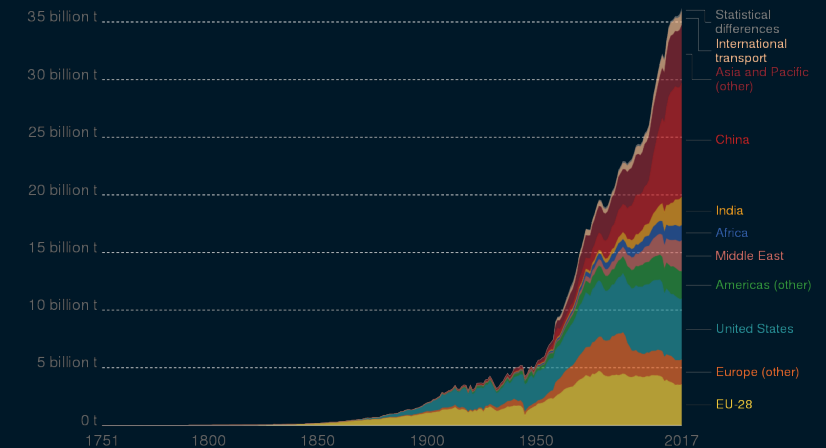


In 2020, GB energy utilities losses totalled circa £1b for prior year

3

Decarbonisation creating demand from customers, regulators and investors for **innovation in cleantech**

Global annual total CO2 emissions



Addressing (1) Decentralisation, (2) Cost to serve pressure and (3) Clean tech innovation...

**Demand
Forecasting**

**To survive and win, utilities are
modernising their core systems to
smart and agile solutions.**

**Cost Based
Pricing**

**Big Data
Analytics**

*E.g. T1 Utilities - 1/3 of legacy system
replacements in flight, 1/3 in tender, remaining
will follow*

**2-sided and
Multi Play
Services**

**Meter Data
Services**

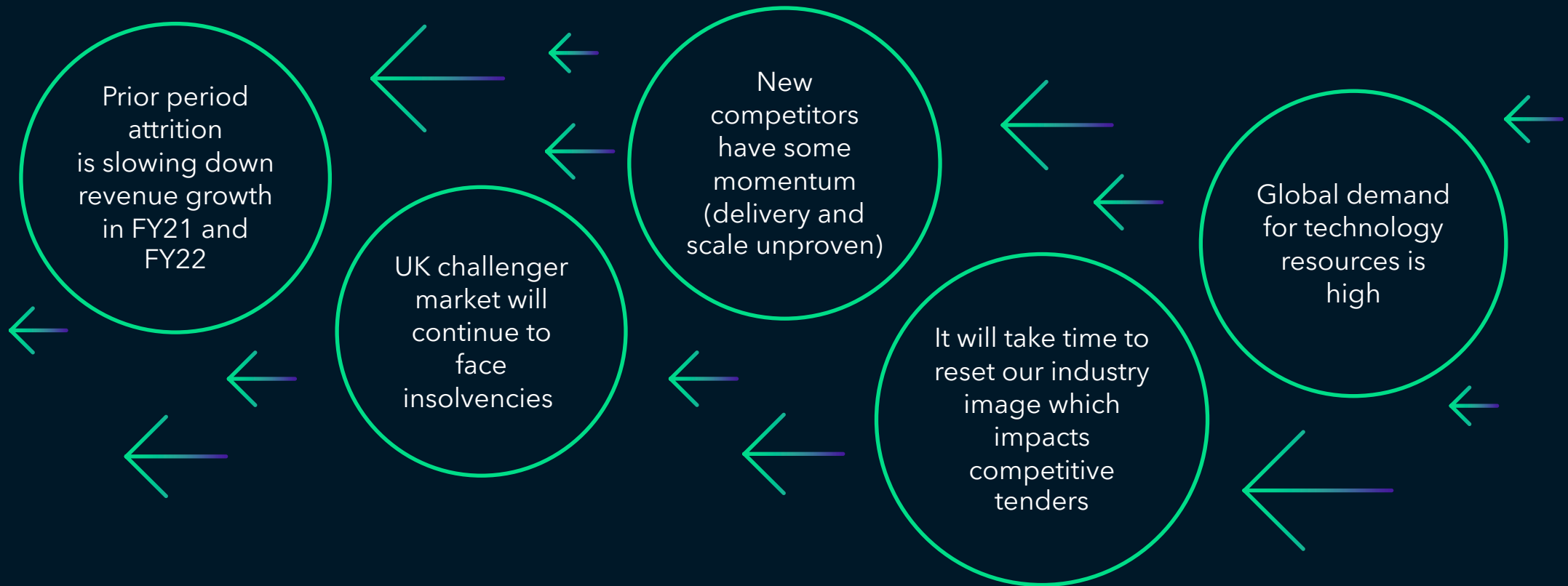
**Billing and customer care is a
controlling hill for follow-
on clean tech innovation**

**SMART
Digital Prepay**

Tailwinds driving momentum for the business



Headwinds creating a drag on the business



3 pillars for strategic growth

Strong base

Strategic and profitable customer relationships
Growth through continuous delivery of new innovations

New logos

Expand our footprint in water and energy in existing markets
Focus on winning Tier 1 utilities

Managed service

Long term, recurring revenues
Intimate customer relationships

Great technology



Delivery excellence

Gentrack Cleantech Leadership

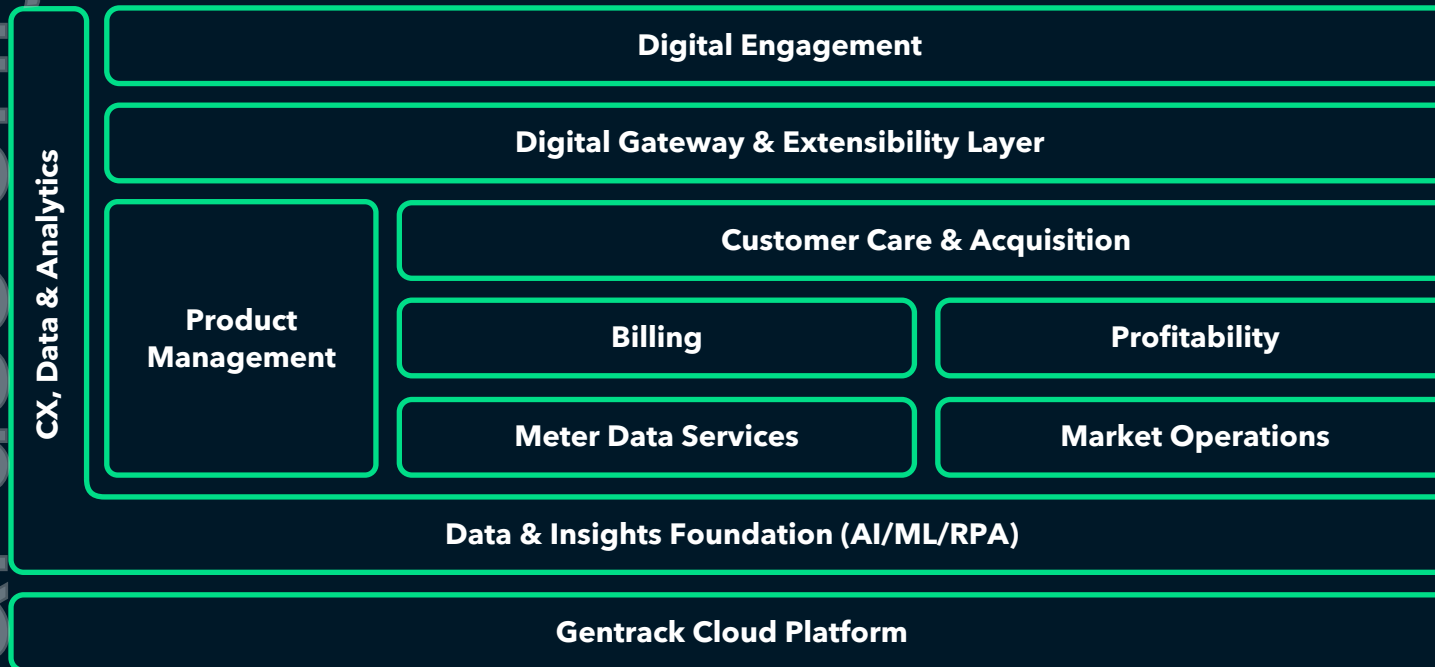
Loukas Tzitzis
CTO & CMO

June, 2021



Portfolio evolution

SaaS core with monetizable extensible microservices



Solid Technology Foundation



Cloud-native,
serverless



API-based open
architecture



DevOps
CI/CD



Security and Privacy
compliance

Key Market Strengths



Unique end to
end offering



Future proof, Bill
anything Platform



Data driven
decision making



Extensibility
Monetisation Layer

Some of our new innovations

Data Analytics & Insights

Meter Data Services

SMART Digital Prepay

2-Sided Business models

Demand Forecasting & Control

Gentrack for Networks



Thank you

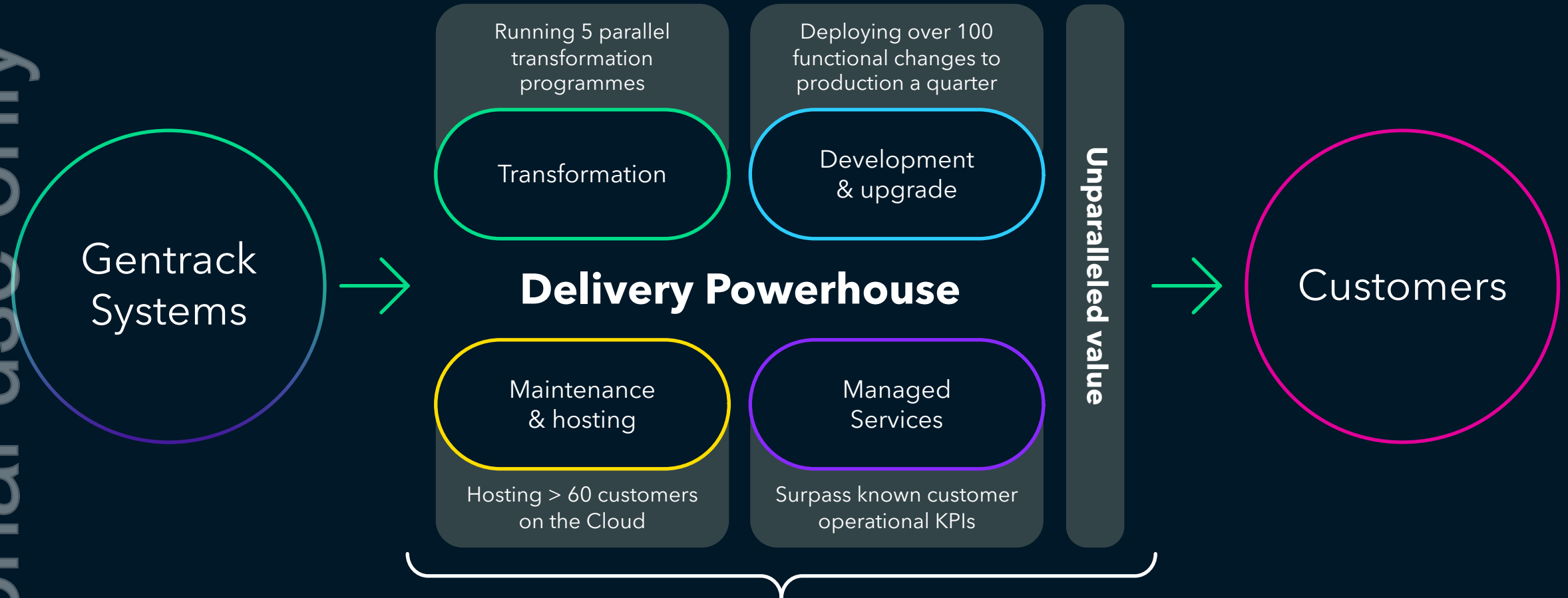
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Gentrack Delivery Powerhouse

Dr Zeev Berkowitz
Chief Operations Officer

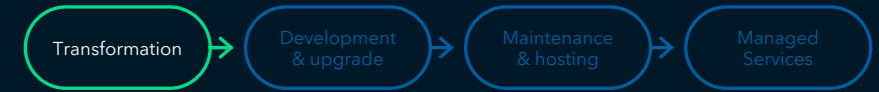
June, 2021

A driving force for growth



End-to-End delivery capabilities – a key differentiation point

Transformation



Proven capability:

- Complete 10 programmes over the last 2 years
- Methodology and tools to execute high complexity multi-play programmes
- Management team with accumulated experience of over 100 successful transformations

Elevation areas:

- Adjusted programme methodology
- Method and tools for agile transformation
- Develop 'continuous data migration' practice
- Risk management and performance management

“

"I'm pleased we've been able to deliver this new system in partnership with Gentrack. We want to ensure our customers can easily and efficiently do business with us, and this project has been an important part of helping us provide an even better experience for them."

**Darren Cleary,
Managing Director
of Hunter Water**

”

Development & upgrade



DevOps transformation: systematic and predictable development shop at scale

Scalability:

Open India Centre: 50 engineers now, growing to circa 30% of engineering work-force by the end of 2021

Lead time: reduce new engineers on-boarding time by half

Implement global delivery model to enable resource mobility and optimal utilisation

Cost structure: reduce average cost per employee YoY

Customer centricity: assign Customer Success Manager to each customer

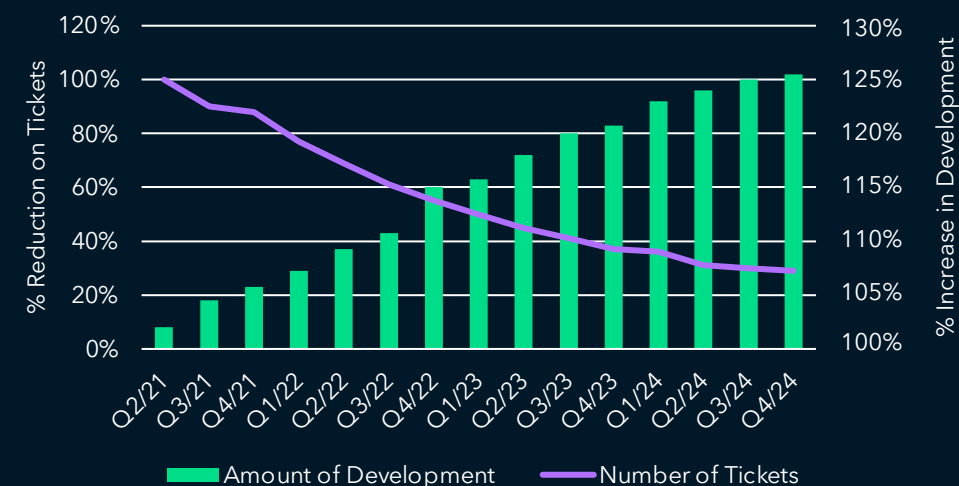
Data points:

Improve quality by **5-10%** QoQ

Increase throughput by **3-5%** QoQ

Reduce lead-time to on-board new engineer by **50%** (from about 6 to 3 months)

Improve customer satisfaction by **10-15%** YoY



Maintenance & hosting

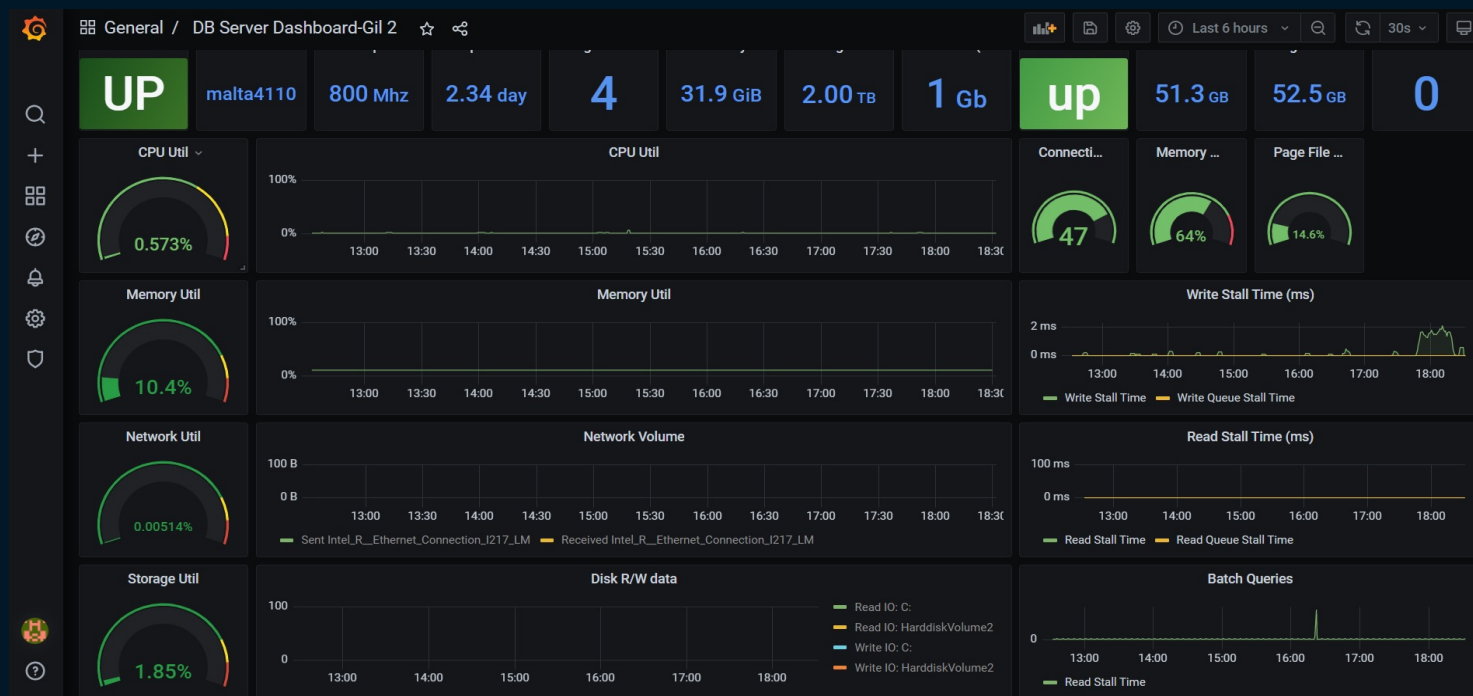


Systems reliability: secure availability performance (3 9s) through 24/7 monitoring and proactive maintenance

Performance transparency: system performance visibility to customers through monitoring console

Cloud migration: accelerate migration to the cloud by improved tools and processes

Security: maintain rigorous security measurements & compliance (ISO 27001, GDPR)



Managed Services



Complementary/synergetic offering: leverage domain and system deep knowledge to run Back Office operations for customers

Proven results: major KPI improvements in existing and new engagements; surpassing expectations and industry known performance

Continuous improvement: enhance best practices and robotic process automation (RPA); leverage India centre for continuous support and reduce TCO

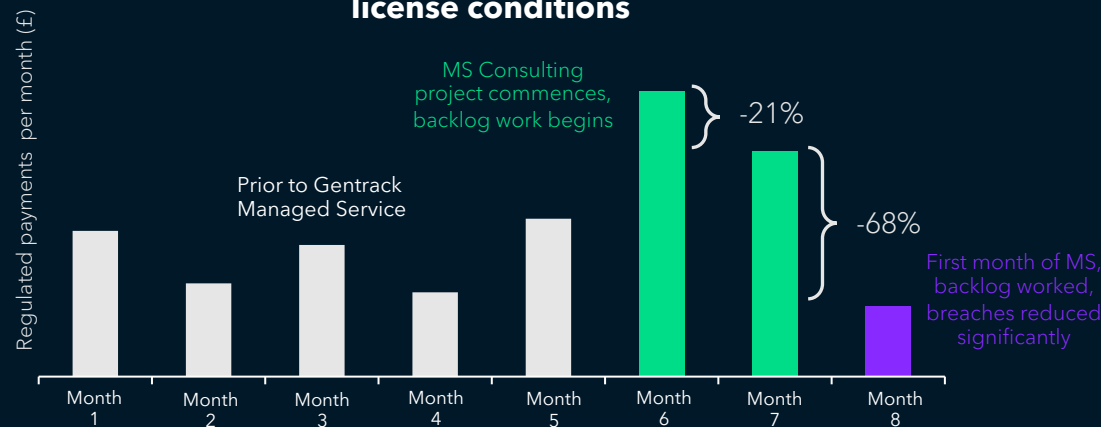
Growth engine: with sticky, profitable and multi-year revenue

Recent win and pipeline: win multi-year managed services contract with Orbit; discussion in progress with 10 customers

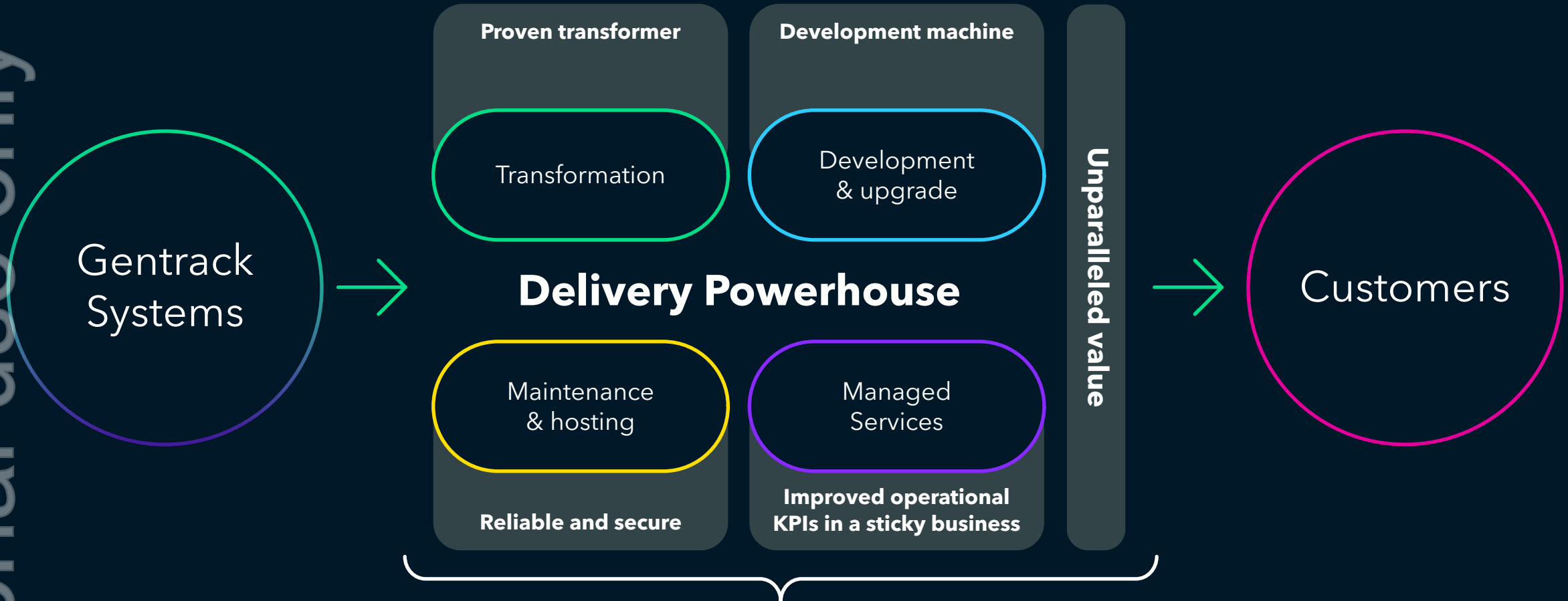
Data points of existing performance:

- Achieve 98.2% billing rate
- £10M recovered to our customers' revenue in the last 12 months
- Reduce regulatory customer service payment by 21% in first month (see chart below)
- 99.85% enrolment completion rate within 17 days

Payments made to customers due to breach of license conditions



A driving force for growth



End-to-End delivery capabilities – a key differentiation point



UK & Ireland

Geoff Childs

General Manager, UK & Ireland

June, 2021

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Growth in the UK

Market leader in B2B for the UK

Market leader in B2B water for the UK

Market leader in energy by number of suppliers

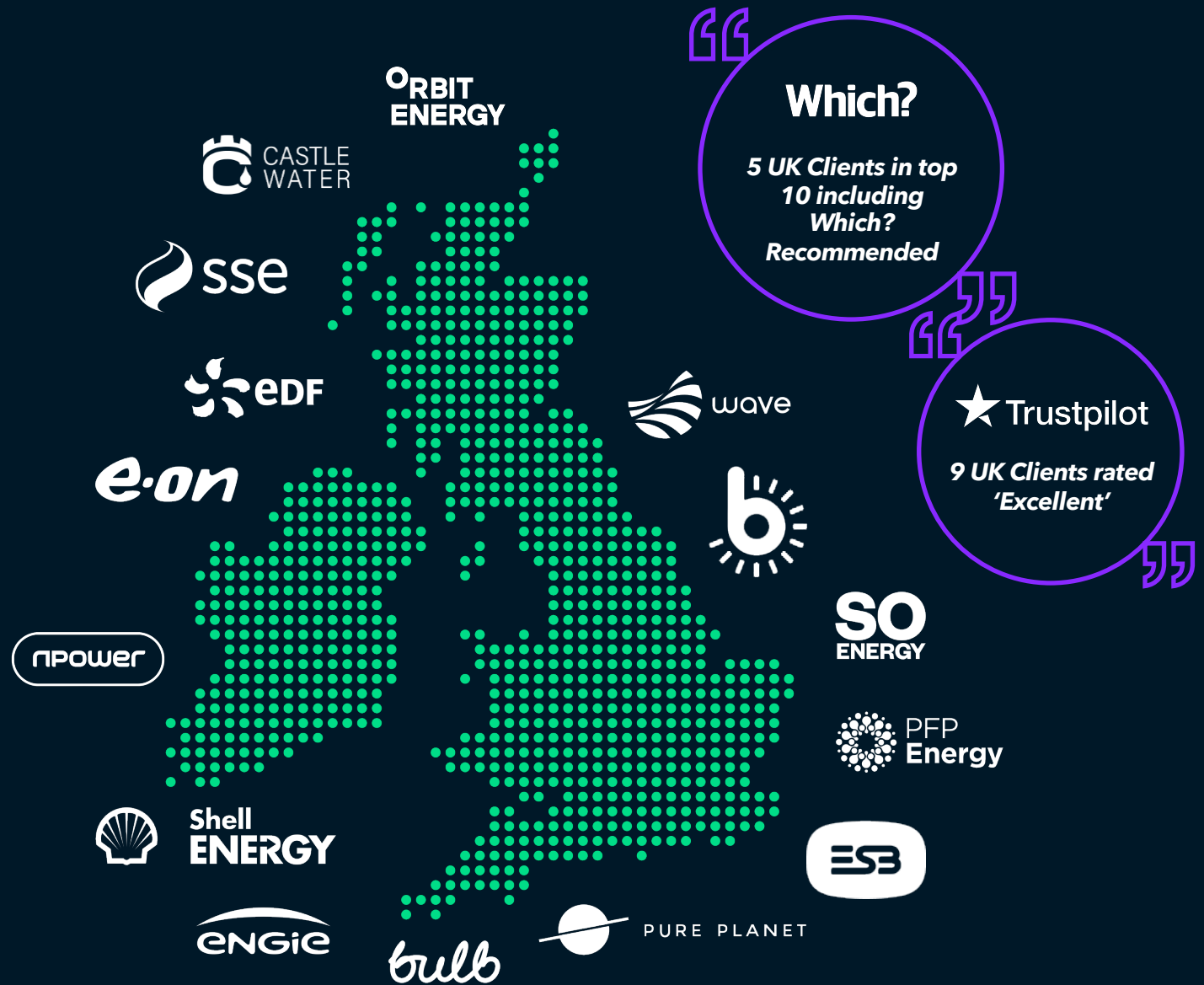
Innovative high-growth challenger brands

Strong tier one brands supported at scale

Customer satisfaction improving quickly

Choppy UK Waters - Drag

- Drag on our growth potential
- SOLRs will continue
- 2018 & 2019 customer losses still impacting 2021 and some of 2022



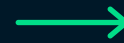
UK focus for growth

Growth vector 1

Growth through our existing clients

Reset unprofitable & low revenue contracts

Held Innovation sessions with key clients



TOU Tariffs
Smart Metering
Profit

Demand Forecasting & Control
Data Analytics

Growth vector 2

Upselling our managed services

CTS - range of our CTS

Helping a leading Tier one customer through tactical MS

Launched 3 months ago with one customer. Now have 2 tactical engagements and 2 additional long-term customers

MS great growth opportunity - talking to all clients

Growth vector 3

Securing new logos

We are engaged with some major tier one players as they are reviewing their tech stacks

We are looking to grow further into the Ireland market

Asia Pacific

Mark Humphreys

Country Manager, Australia

June, 2021

APAC growth drivers



Investing to differentiate in a competitive energy retail market



Increasing regulatory complexity in energy retail



Customer transformation in water

 PacificLight

 PowerWater
 SUNSEAP

ActewAGL

 **origin**  **red energy**

 **Unitywater**

HORIZON
POWER

 **Taswater**

 **BarwonWater**

 **TasGas**

A strong base: Australian capabilities

7/15

largest water
companies
in AU

\$7BN

billed p.a.
via largest 2
retailers

73

staff in
Australia

6

regulatory
changes in
next 12
months

**11 projects in
last 2 years**

6 new clients
2 major upgrades
3 digital
enablement

**AU Leadership
team expertise**

146 years
utilities
217 years
billing

260

market
interactions

Investing in growth

Leverage our strong customer base

Strong Energy B2B base with 30% leading market share

Strong regulatory model and 3yr pipeline

Upgrade paths / Journey to the Cloud

Growing our value

Positioning as Innovation Partner

Analytics & Data

Investment in Account Teams

Winning New Business

Australian Water

Australian Energy Retail B2B

Australian Energy Retail B2C



Veovo

James Williamson

CEO, Veovo

June, 2021

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Our Vision

Veovo imagines a world where people go brilliantly.

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

Our Mission

Enable the world's most intelligent airports and transport hubs.

Deliver technologies that enable brilliant travel experiences through smart decisions powered by real data and joined up thinking.

Veovo's global footprint

28

Countries

110

Airports Live

Traffic

- Sweden - Stockholm
- Denmark - 5 cities
- USA - NYC Airports - taxi management
- Canada - Toronto
- Switzerland - Zurich
- Thailand - 3 cities
- UK - 3 cities
- New Zealand - 6 cities

Train / Metro

- Amsterdam Centraal Station
- New York City Transit
- Grove Street Station
- 10 other stations

Airports

THE PORT AUTHORITY OF NEW YORK & NEW JERSEY

ORLANDO INTERNATIONAL AIRPORT MCO

CVG CINCINNATI/NORTHERN KENTUCKY INTERNATIONAL AIRPORT

AÉROPORTS DE MONTRÉAL

SANDIEGO INTERNATIONAL AIRPORT. LET'S GO.

Swedavia Airports

FINAVIA

AVINOR

DublinAirport

Edinburgh Airport

Birmingham Airport

London Luton Airport

manchester airport

brussels airport the heart of Europe

Schiphol Amsterdam Airport

GENÈVE AÉROPORT

HONG KONG INTERNATIONAL AIRPORT 香港國際機場

Auckland Airport

Sydney Airport

MELBOURNE AIRPORT

BRISBANE AIRPORT AUSTRALIA

Veovo intelligent platform

Airport Operations



Manage all aircraft, resources and co-ordinate all aviation partners

Better performance, optimal use of assets

Revenue Management (Billing)



Create flexible tariffs and discounts and accurately bill for any service

Win new carriers, expand routes, reduce leakage

Guest Engagement



Make tailored offers and communicate - to the right person at the right time

Improve experience, grow revenue

Passenger Predictability & Flow Management



Predict when people show up and how they move, dwell and shop

Proactively and efficiently manage crowds & queues

Machine-learning, Forecasting, Simulation, Decision-support

Real data from across the ecosystem

Helping airports and their customers

Go Brilliantly

In 2019 Veovo...

Helped smooth
the journeys of
890+
million
passengers
per year

Co-ordinated
4
million
flight
movements
per year

Managed
>\$4.2
billion
of aero revenue
per year

Both revenue
growth and
EBITDA
>20%

Veovo through the pandemic

Easing airports' path from volatility to predictability

A strong pre pandemic position

Solid growth > 20%

Sticky customer base

High recurring revenues – 56%

Great people in 5 global locations – low attrition

Business critical technology

Weathering the storm

Retain profitability

Steps to support customers – shared pain

Refine post pandemic strategy

Accelerate tech development

New customers:
Swedavia, Perth, 25M pax US and 45M pax European Airport

Veovo is emerging stronger

Trusted and respected by customers

Platform and story is aligned with airports' need to:

Do more with less

Improve agility to handle change

Positive signs. But regional variances

A travel market poised for recovery?

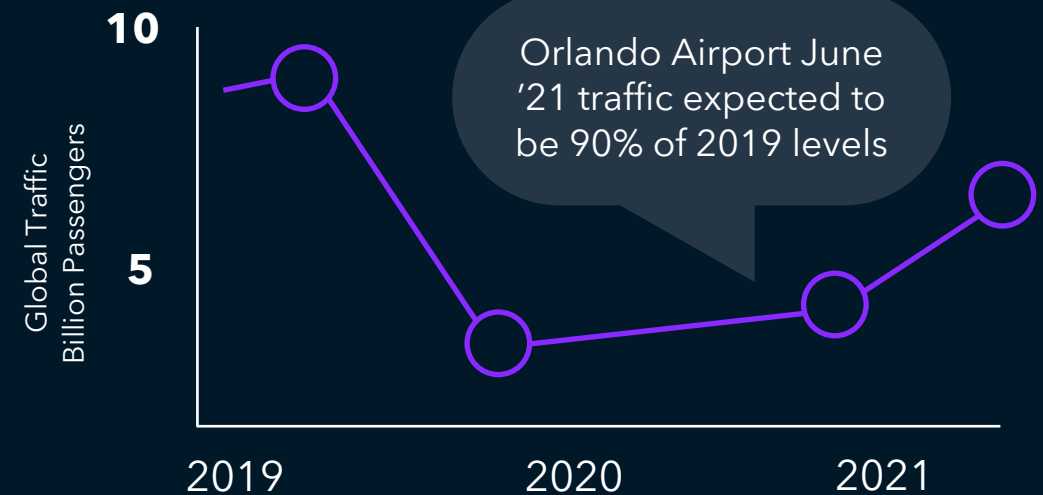
Covid impact on the industry is unprecedented.

Passenger traffic dropped from **9.5Bn** in 2019 to **3.3Bn** in 2020

Airport revenue in 2020 was down **66.3%**

46 million aviation-supported jobs lost - a **52%** drop

But growth is on horizon - some US airports are approaching pre-covid levels. And global scheduled capacity is gradually increasing.



Airport evolutionary journey

From reactive to prescriptive and automated



Veovo strategic pillars

Strategic Priorities	Best in class technologies	Customers as strategic partners	Scale for growth
Key initiatives to deliver	<p>Cloud technologies and capabilities that enable Airport 4.0</p> <p>Leverage our depth of data, AI and machine learning</p>	<p>Go to market strategy for higher tier airports</p> <p>Invest in sales resource and new partnership model</p> <p>Strengthen position with customers - joint innovation and Customer Success</p>	<p>Extend Managed Service provision - supported by cloud/SaaS</p> <p>Innovate at pace by reducing gap between concept and delivery</p>

Return to travel = Veovo's return to growth

Expect to return to **growth** as passengers return

Continue to invest in having the **best technology** and to **adapt** and **evolve** faster

Increase our provision of **Managed Services** and delivering our technology as **SaaS**

Enable **smarter**, more **efficient** and more **agile** airports





**Go Brilliantly
Go Veovo**

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External Metrics

James Spence

CFO

June, 2021

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External Metrics

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A message from our
Chair.....



Summary

The transformation of the business is well underway.



**World class
team
in place**



**Strong
technology
roadmap**



**Customer and
service culture
established**



**Positive
customer
response**

There is strong growth opportunity with some short term headwinds from prior period utilities and airports pandemic.

We are growing, have a healthy and improving cash balance and are well placed to take advantage of the cleantech revolution.

Gentrack is a great platform to create value for shareholders.

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Q & A

