



Ventia Services Group Limited
ABN 53 603 253 541

Level 8, 80 Pacific Highway
North Sydney NSW 2060
AUSTRALIA

ventia.com

ASX and NZX Release

23 May 2023

2023 Annual General Meeting

Ventia Services Group Limited (**Ventia**) is holding its Annual General Meeting (**2023 AGM**) today at 10.00am on Tuesday 23 May 2023 (Sydney time).

Please find **attached**:

- Chairman's address;
- Group Chief Executive Officer's address; and
- Accompanying presentation slides.

As previously advised, we are relying on technology to facilitate shareholder engagement and participation in the 2023 AGM.

Shareholders can view the 2023 AGM live, ask questions verbally or via a live text facility and cast votes at the appropriate times while the 2023 AGM is in progress by accessing the online meeting platform from a computer, tablet or smartphone by entering <https://meetnow.global/MHHUMLC>.

Shareholders will need to enter their SRN/HIN and postcode registered in their shareholding. If you are an overseas Shareholder, please select the country of the registered holding from the drop-down list. Appointed proxy holders will need to contact Computershare on +61 3 9415 4024 prior to the 2023 AGM to obtain login details.

Detailed instructions on how to join the 2023 AGM are set out in Ventia's 2023 Notice of Meeting which is available on Ventia's website at <https://www.ventia.com/investor-centre/annual-general-meetings>.

This announcement was authorised by the Board.

-Ends-

For further information, please contact:

Investors

Chantal Travers
General Manager Investor Relations
chantal.travers@ventia.com
+61 428 822 375

Media

Sarah McCarthy
General Manager Brand, Marketing & Communications
sarah.mccarthy@ventia.com
+61 400 993 542



Ventia Services Group Limited
ABN 53 603 253 541

Level 8, 80 Pacific Highway
North Sydney NSW 2060
AUSTRALIA

ventia.com

ASX and NZX Release

About Ventia

Ventia is a leading essential infrastructure services provider in Australia and New Zealand, proudly providing the services that keeps infrastructure working for our communities. Ventia has access to a combined workforce of more than 35,000 people, operating in over 400 sites across Australia and New Zealand. With a strategy to redefine service excellence by being client-focused, innovative and sustainable, Ventia operates across a broad range of industry segments, including defence, social infrastructure, water, electricity and gas, resources, telecommunications and transport.

Ventia Annual General Meeting

23 May 2023

Chairman & CEO Script

Formal addresses

Chairman's Address

Ventia continues its strong performance since listing and strict adherence to our purpose of providing the services that keep infrastructure working for the communities we serve.

We are a trusted and strategic partner to our clients with some relationships stretching back more than 30 years and many other very long-term relationships.

With redefining service excellence as our strategy and client focus as core driver, we see returning customers are the ultimate performance indicator. In 2022 our client renewal rate improved to 85%. We are never complacent about incumbency or renewal. By listening to the voice of the customer and continually redefining service excellence, in ways aligned to our customer needs we believe we can improve on that 85%.

Our business has real scale, on a daily basis, we mobilise up to 35,000 people across more than 400 worksites, serving more than 100 clients. Seventy-five percent of our business is with government and 40% of our projects and income are delivered regionally or rurally.

The broad spread of our workforce and resources gives us the best chance for stable growth and employment market resilience, while our scale ensures we have capacity to meet demand no matter where it arises across Australia or New Zealand.

Ventia's strong, stable and predictable growth, regardless of market conditions, is illustrated in our long term WIH, revenue, earnings and cash flow performance.

Whether it be COVID or challenging labour and inflationary conditions, Ventia's portfolio is resilient. The essential nature of our work as well as the limited concentration with any one client, geography or end market are the keys to that resilience.

Dean will talk more to the detail but, it is for me to reiterate, cash backed profits are the lifeblood of this Company and a primary focus for your Board and management team. In 2022, cash conversion was strong at nearly 89%.

As a result of a strong WIH position, a building revenue secured position and a large bid pipeline, we have a high degree of confidence for 2023 and beyond.

Market growth underpins our positive revenue opportunity.

Over the next five-year period, because of the macro tailwinds listed on the slide, we expect our addressable market will grow at greater than 6.0% CAGR, rising by approx. \$20 billion, to just under 90 billion, in FY26.

Our share of the market is currently sitting at around \$5 billion or approximately 7%. However we believe we have the strategy and execution ability to improve our share.

Digitisation and systems are a key board focus, last year I talked about the stability, security and scalability of our newly integrated single enterprise platform, something unique in our sector.

In 2022, this system facilitated 30,000 users, issued 40 million work orders, captured data inputs from our 35,000 strong workforce, 40,000 IoT devices and 60+ drone pilots, providing data on over 5 million assets.

Importantly, as we relentlessly standardise our system, we can facilitate innovation at scale. That means we “test & learn” or “trial” innovations. When proven we can uptake that innovation and swiftly make it available for contract teams across the entire enterprise.

This is no small achievement for a company of our size. That we are large and nimble is a clear market differentiator.

Our contemporary platform provides technological and operational resilience, for ourselves and our clients and we are increasingly seeing demand for our systems as a service. As demand for our systems, IT and OT advisory and data increases, we believe there will be new revenue streams from value-add analytics over and above our Operations and maintenance opportunity.

Over the next 5 years, we will seek to capitalise on the advantage of our leading capability in digitisation and automation. And we will regularly report on the raft of initiatives underway currently, which include

- installing an Operational Data Store or ODS to maximise our capacity for analysis of big data in real time.
- improving our subcontractor recommendation engine to automatically assess subcontractor past performance and rank

order them. This gives our people confidence we are sending out the best performers for the job at hand.

- trialling an Australian purpose-designed asset management software platform, Asseti. Bringing together full 3D renders of assets and facilities with IoT data and historical and compliance and technical data, our trial of this platform is placing us in reach of powerful game changing technology. Dean will talk more about this.

There are, of course, further standardisation opportunities to accommodate organic growth, value accretive acquisitions, and to future-proof our business. Ongoing upgrades of our software and hardware, to take advantage of relevant innovations, will help underpin our “low cost to serve” approach.

A good example of how we think about these market and strategic opportunities, at the Board level, is through our annual board skills matrix review. As a result, in April, we announced Damon Rees would join the Board on 1 July.

Damon has extensive executive and non-executive experience in client service delivery, leadership and culture, digital enablement, and technology innovation.

Damon has also led complex, multi-year transformational change, organisational performance improvement, and improved client outcomes. This unique set of skills will add both practical and strategic perspectives to Ventia, as we pursue our differentiated strategy of Redefining Service Excellence, and as we harness data and digital technology to aid our clients in their service delivery and productivity.

I look forward to introducing Damon when he stands for election at our 2023 AGM.

On the important matter of cyber security.

A low-risk cyber security counterparty is critical for many of our clients because they own critical infrastructure, and we work with sensitive data.

We have embedded security controls and protections for client data and our system is serviced by Australians in Australia. Importantly we continue to invest in protective measures while also training our people continuously to remain vigilant, a vital barrier to cyber risk mitigation.

Sustainability remains a key focus for your board and leadership, our previously communicated targets remain unchanged.

Looking at our progress, in 2022, we reduced total Scope 1 and 2 emissions by 10.6% and emissions intensity by 21.2%. We achieved this primarily through energy reduction initiatives in plant and vehicles and improved emissions factors from grid-sourced electricity.

Having embraced Science-Based Targets (SBTs) we are now working towards receiving validated interim and net-zero targets. To achieve this, we are continuing the rigorous process of implementing a consistent system for measuring Scope 3 emissions. We remain on target to submit to the SBT initiative in 2023.

At Ventia, we are passionate about meaningful social value and impact in society.

We do this through our work across three social pillars: diversity and inclusion, First Nations engagement and social procurement, and community programs.

In terms of employment, Ventia has committed to a target of 6% First Nations representation across the business. This responsibility is carried broadly at all levels of our business. However, we also have a First Nations engagement team, TRECCA who are specialist professionals. They lean into this effort, understanding the requirements of First Nations communities within and outside the business.

Recognizing the value of gender balance to good leadership and business performance, throughout 2022, we continued our journey toward the HESTA 40:40 Vision. We are targeting gender balance for our Executive team by 2030 with interim targets of 30% and 35% in 2023 and 2027 respectively. Pleasingly, we have already exceeded our 2023 target with the Executive team currently sitting at 33% female.

Building and sustaining gender balance in our broader workforce offers up some challenges, particularly because of the regional and heavy industrial nature of some of the work we perform. In 2022, we saw a 1.2% decline across our female participation, which led to a renewed strategy to retain, develop and attract more women across all levels of the business.

Our 2022 Sustainability Report provides detailed commentary and examples of the initiatives that we are undertaking to create value for all our stakeholders.

Looking to the future, strong industry tailwinds across our four sectors give us confidence that over the next five-year period, our addressable market will grow in both Australia and New Zealand - the two geographies in which we operate.

Given our compelling value proposition, dedicated focus on client outcomes, quality leadership and our best in class integrated standard

operating systems, we feel confident we can increase our market share in the foreseeable future.

With a relentless focus on risk management and cash backed profits, we aim to convert 80-95% EBITDA to cash, and deliver 75% net profit after tax and amortisation in dividends, while delivering on our commitment to sustainable value creation for all stakeholders.

I want to take the opportunity to thank the entire Ventia team from our frontline to our supervisors, sub-contractors, leadership team and our board for making it possible for me to deliver such a positive outlook for our business.

CEO Address

Our first year as a listed company was a rewarding and successful one for Ventia.

We delivered on the prospectus forecast with disciplined management, never losing sight of the importance of cash backed profits which have yielded sustainable dividend growth.

Our people are at the heart of our business and proudly, a key market differentiator. As Team Ventia, we have delivered outstanding safety performance in our pursuit to re-define service excellence.

As we look forward to 2023, the future is exciting. A positive market outlook, strong tailwinds together with unwavering commitment to robust governance and a prudent risk culture, provides confidence in the future of the business.

In this discussion, I am going to explain why we have conviction in that confidence, and how we are well positioned to continue to provide long term sustainable value to you, our shareholders.

Our Full Year 2022 results were excellent – the results are not only consistent with, but in many instances, exceed our forecasts.

We achieved full year revenue of \$5.2 billion, growing 13.4% on last year.

EBITDA was \$420 million, an increase of 10.5 per cent and margin was 8.1 per cent.

NPATA was particularly pleasing at \$179.6m - up 22 per cent on 2021.

Our operating cash flow conversion remained high at 88.9%, up 4 percentage points.

Our work-in-hand reached \$18 billion, growing 7.1 per cent compared to this time last year.

This was underpinned by our strong client renewal rate of 85 per cent.

The effectiveness of our emerging growth strategies is evidenced in the \$2.1 billion of new work or secured with new clients.

It is that confidence that underpins our ability to reaffirm guidance in the range of 7 to 10 per cent NPATA growth.

Our results both for 2022 and those that we are forecasting for next year, are reflective of the strength and resilience of the Ventia portfolio and the passion for excellence of our people.

Our business is organised into four units, Defence & Social Infrastructure, Infrastructure Services, Telecommunications and Transport.

Defence and Social infrastructure is our largest sector by revenue. We support 70% of the Australia's Defence force bases, 55% of NSW's social housing and millions of additional assets for state and local governments.

Infrastructure Services is where we offer the widest range of services across the mining, energy, water and the oil and gas industries. Our scope

of capability spans from environmental remediation projects like Ranger mine in Kakadu to rig & well maintenance services in the Perth Basin.

In telecommunications, Ventia is the number one telecommunications infrastructure services provider in Australia and New Zealand.

We house end-to-end capability that includes planning, design, minor construction, commissioning, and maintenance. We have installed and commissioned 50,000 kms of fibre – greater than the circumference of the Earth² and connected 6 million premises. We manage more than 1.5 million assets on behalf of Telstra, NBN, Optus, and Chorus among other clients.

In Transport, Ventia is the largest private motorway and tunnel operator in Australia. We have 9,500 km of road under maintenance including 55,000 traffic lights, intelligent signage systems and devices. We provide maintenance, asset management and incident response and recovery services. If you were to break down in any number of places, for example in the Sydney Harbour Tunnel, it will be Ventia that comes to your rescue.

These brief examples underscore the immense scale and technical diversity of our business.

Turning to our strategy.

Since I joined the business, one of my objectives has been to galvanise Ventia's uniquely differentiated position in the marketplace.

Throughout 2022, we embedded our strategy to Redefine Service Excellence by being client focussed, innovative and sustainable.

The strategy – which is elegant in its simplicity - represents an inspiring and unifying focus for the business.

I am proud to say that as we travel around the business to any of the 400-plus field locations, corporate headquarters or satellite offices, my

executive leadership team and I are buoyed by the passion and dedication we are seeing amongst our people and the many ways in which they are working to deliver on the strategy.

Pleasingly, the results began to show in 2022 not only on the balance sheet, but through industry recognition.

While there are too many awards to list now, I will touch on a few:

- We won 4 major awards for sustainability achievements
- We achieved ISCA certification and an excellent rating from Infrastructure Sustainability Council
- We received the Australian Defence Industry Award and Australian Business Award.
- We received the Customer Service Project of the Year from the Customer Service Institute of Australia and the NBN Supplier of the Year Award - both in our telecommunications business.

Now I want to bring to life some of the real examples of our strategy in action.

Attaining true client centricity lies at the center of our success. This year we have been working hard to better understand our clients' needs and better structure our service provision to meet those needs.

In addition to our single enterprise-wide systems and processes, the other backbone of Ventia's client focus is our Operations Centre (the 'VOC'). The VOC supports the whole of Ventia's operations, last year they took over 1.2 million calls, managed 26 major incidents and created over 500,000 work orders. It is a key service offering for our clients and differentiator for Ventia.

In the last year the team transitioned-in 10 additional contracts, achieved a customer satisfaction score above 90%, and recorded the lowest number of complaints and escalations.

Today our VOC is doing more business better for our clients.

That is why the Ventia Operations Centre or VOC received the 2022 Group CEO Annual Award for redefining service excellence through client focus.

In 2023, with a new menu of services and single operating system, the VOC will scale up resources to introduce 18 additional projects.

Today we have a staff complement of 320+ operating from our hub in Paramatta and across 5 satellite centers strategically spread across ANZ. I am very pleased to announce we are set to open an all-new state of the art VOC facility in Cremorne. We will be inviting stakeholders to come and visit this innovative facility and gain a better appreciation of our scale and the expert capability we can deploy to support our customers.

Innovation is a key value driver within the business and is a necessary complement to true client centricity.

In the Defence business, the asset management team is deploying IT tools to digitise and automate their approach to asset management. We built an interactive dashboard to bring together IoT sensor data, historical work order information, and compliance and technical data.

This “Metabase” has become a single source of truth for Defence assets and their management. This platform is enabling us to increasingly deliver proactive and predictive maintenance, rather than reacting to service disruption.

The Metabase is one part of a wider Asset Management Optimisation Program that has provided significant financial outcomes for our client. To

date, the Asset Management team delivered substantial savings including \$1.9 million to Defence as a function of permanent removal of tasks from our fixed fee.

The Metabase and its underlying IT platforms have massive potential to deliver a leap forward in digitisation and automation, enhancing the delivery of service excellence in our core business for Defence but importantly this platform can and is being deployed across our entire enterprise.

Moving now to our last strategy pillar – sustainable.

As a people business, one of the most powerful ways we can create a lasting and positive legacy is through employment opportunities.

I am focused on creating a diverse, inclusive, and cohesive culture where everyone can flourish. A culture that respects and gives opportunity to every person.

Our efforts to create a cohesive culture – one with flexibility, diversity, inclusion, and sustainability at its core, is yielding positive results.

Last year 4.8% of our work force identified as a first nations person, today we employed more than 250 people with a disability.

We and are working with groups like career seekers and career trackers to provide opportunity and support for refugees, asylum seekers and First Nations students.

The image on the slide features Daniel (who gave us permission to tell his story).

Daniel is on the Autism spectrum. Previously, his ability to find suitable and meaningful work has been challenging.

His first attempt at entering the workforce was an application for a warehouse assistant role. Offered only \$12 an hour due to his disability, Daniel decided he would find an employer who understands his value and needs.

After a zoom interview with Ventia, Daniel was offered a job as a school cleaner. Daniel has successfully navigated his probationary period and loves the new possibilities that are now available to him.

We have paired Daniel with our Disability Support Coordinator, who will stay with Daniel through his employment journey with Ventia. He currently works at a school for children with a disability and truly enjoys it. Daniel is a much-valued member of staff.

As I have described previously, people are at the heart of our business. We have circa 15,000 employees and 20,000 or more contractors. To these people our number one promise is their safety.

Maintaining the conditions that keep our people safe and well at work is an unrelenting effort which is the responsibility of every person in the business. In 2022, as David mentioned, we achieved a material reduction in our key safety stats. This is the outcome of a clear focus from senior management, a positive leadership shadow and numerous impactful initiatives.

For example, 1,300 frontline leaders undertook our Safe for Life Initiative, and 26,000 people engaged in our safety, health, and environment training.

One hundred and eighty people stepped up to be healthy minds champions making themselves available to support their colleagues' mental health.

We continued designing and running awareness campaigns including our industry leading What's Up campaign comprising a raft of high-quality materials that our contract teams pull down into every site office and toolbox talk to raise awareness and enhance safe practices.

Representing 29% of our employed workforce, women are high priority for us, and we are working very hard to attract women with the right skills and credentials for managerial and leadership roles, and across our workforce more broadly.

In other initiatives, we proudly achieved the Rainbow Tick for LGBTQI+ inclusivity in New Zealand; partnered with organisations including Soldier On Australia to support the employment of Veterans and attracted more of the best and brightest graduates in our increased 2023 intake.

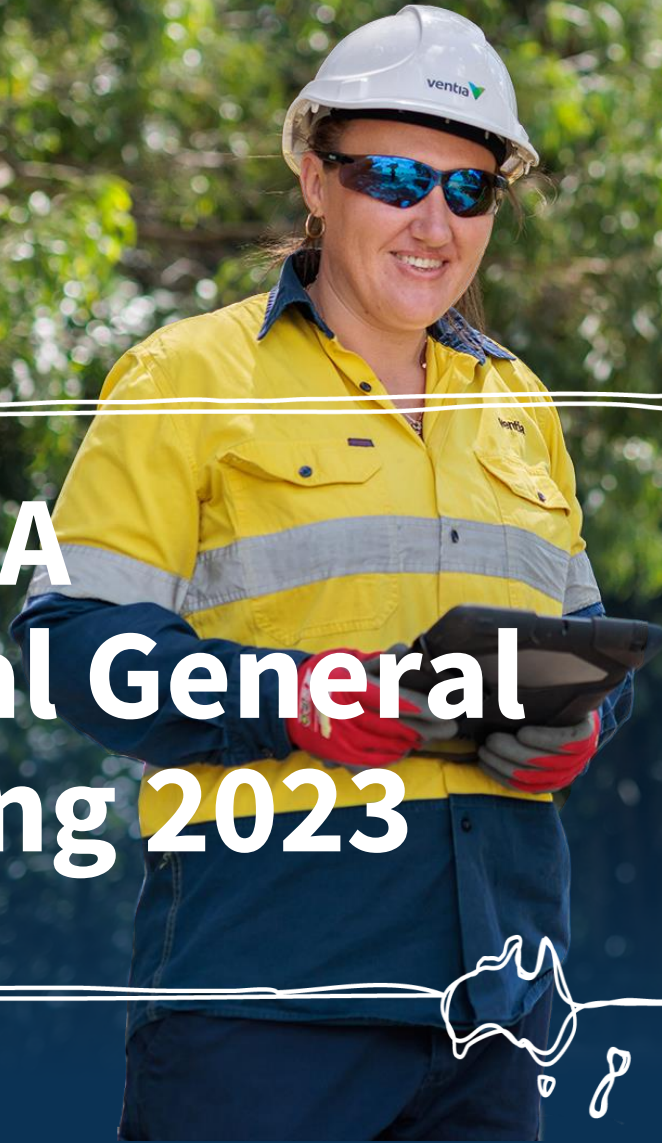
To conclude, I am extremely encouraged by our positive start to listed life. I trust we have demonstrated to date that we have a clear strategy to create value. Our addressable market is growing, and I think we are well positioned to take advantage. Strong financial discipline is in our DNA, and we'll continue our relentless focus on delivering cash backed profits.

Our liquidity position is enviable, our gearing prudent and our costs tightly managed.

We have a robust platform in place with an excellent track record of performance and long-term strategic relationships.

Beyond the numbers, we are purpose led: it's our job to make infrastructure work for our communities. We understand we play a critical role in the lives of millions of people who rely on the essential infrastructure we service 24 hours a day, 7 days a week, 365 days of the year.

VENTIA Annual General Meeting 2023



Acknowledgement of Country and Mihi

Ventia would like to respectfully acknowledge the Traditional Owners and Custodians of country throughout Australia and their connection to land, sea and community. We pay our respect to them, their cultures and to their Elders past and present.

He tautoko te ahurea i ngā kawa me ngā tikanga o ngā Iwi whānui o Aotearoa, me ka kawa me ka tikaka o ka Iwi whānui o Te Waipounamu. We recognise and celebrate the culture of manawhenua in Aotearoa and Te Waipounamu where our teams respect local Iwi and communities across the country.



ventra



www.ventra.com

Procedural items



Safety & health is our #1 promise

It is our licence to operate

“



**Healthy
Minds**

I have learned through my experiences that mental health is not biased. It can affect the most confident and experienced person, all the way through to reserved and introverted personalities. The triggers can be minor in my view, but to the person dealing with the situation it seems insurmountable. Just listening to the person becomes very important.

- Edward Djundja, Ventia Contract Manager and Healthy Minds Champion

”

3.71

**TOTAL RECORDABLE INJURY
FREQUENCY RATE IN 2022 (TRIFR)¹**

14%

TRIFR REDUCTION
In the 12 months to 31 December 22

1. Total number of recordable injuries, divided by hours worked in millions





Our Board of Directors



DAVID MOFFATT
Chairman



DEAN BANKS
Managing Director and Group
Chief Executive Officer



ANNE URLWIN
Independent Non-Executive
Director



JEFF FORBES
Lead Independent Non-
Executive Director



KEVIN CROWE
Non-Executive Director



LYNNE SAINT
Independent Non-Executive
Director



SIBYLLE KRIEGER
Independent Non-Executive
Director

Chairman's address



A leading infrastructure services provider

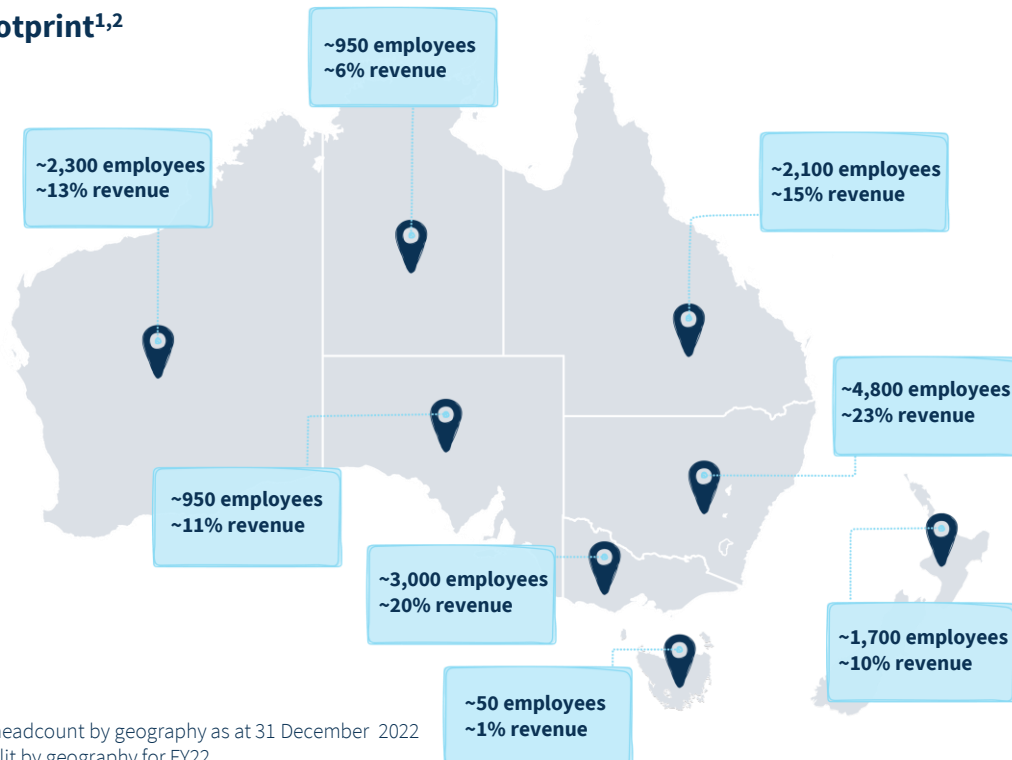
A trusted partner to our clients across Australia and New Zealand

\$5.2b TOTAL REVENUE
FY22

400+ PROJECT SITES ACROSS
AUSTRALIA & NEW ZEALAND

40%+ OF REVENUE FROM
REGIONAL & RURAL AREAS

Our footprint^{1,2}



Client relationships



100+
clients



10+
client relationships of
more than 15 years



7+ years
average maximum
contract tenure³

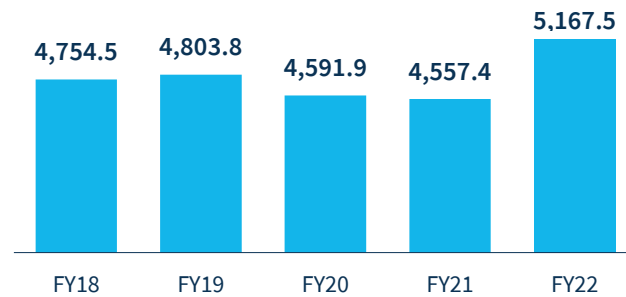
1. Employee headcount by geography as at 31 December 2022

2. Revenue split by geography for FY22

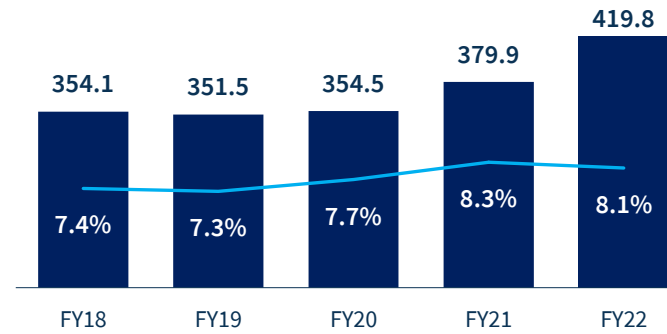
3. Includes extension options

Track record of financial performance

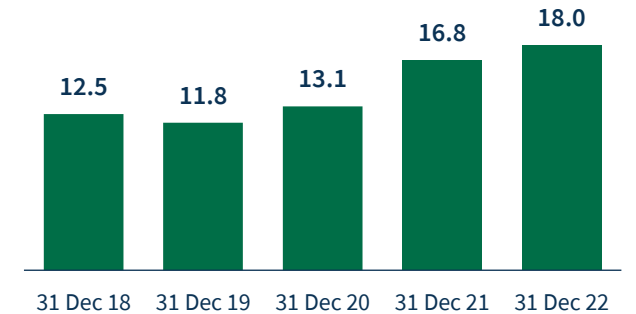
Pro forma Total Revenue (\$m)



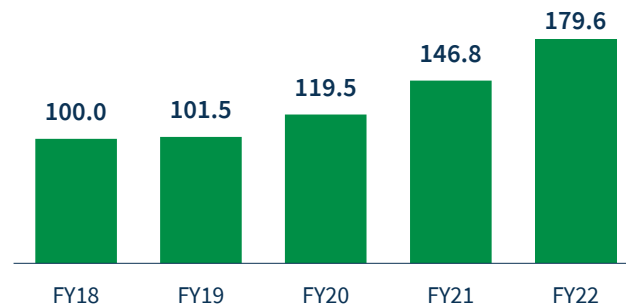
Pro forma EBITDA and Margin (\$m/%)



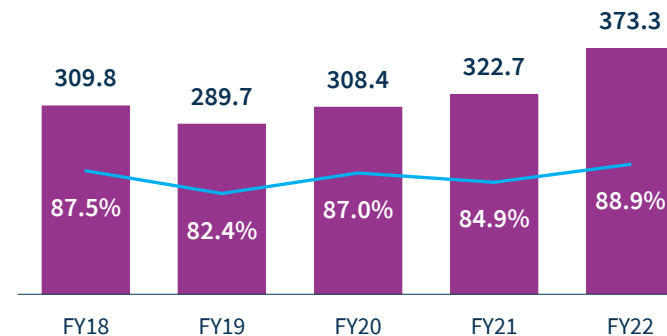
Work in hand (\$b)



Pro forma NPATA (\$m)



Pro forma Operating Cash Flow and Cash Flow Conversion (\$m/%)



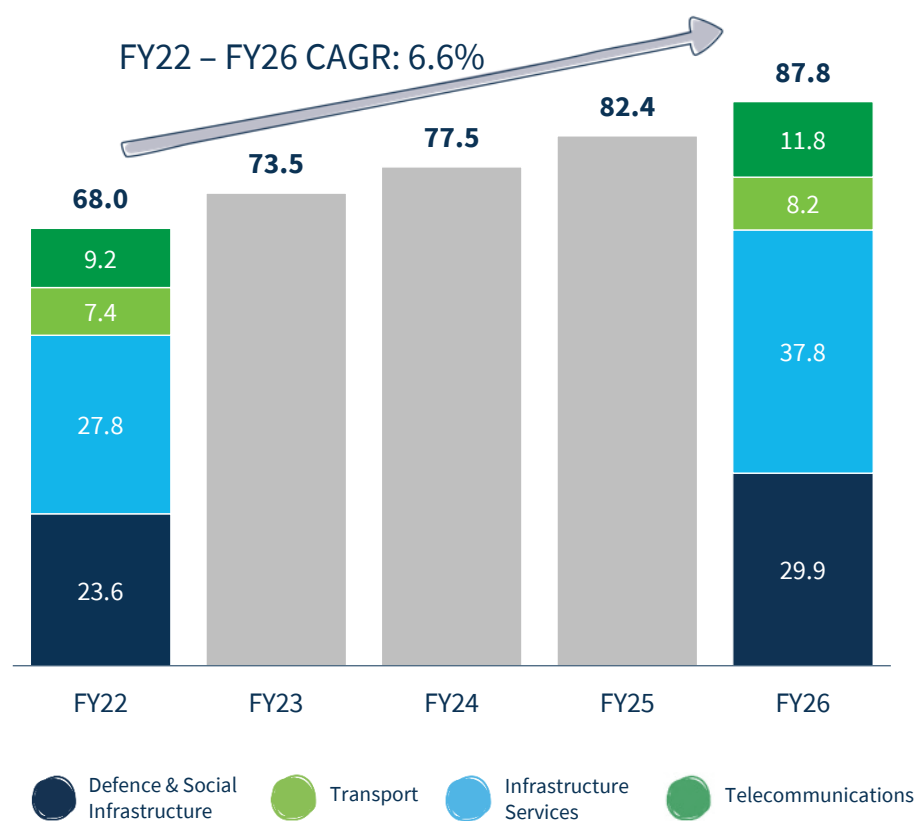


Our Market

Market growth supported by industry tailwinds

Outsourced Maintenance Services addressable market size

Australia & New Zealand (AU\$b)¹



Market Drivers



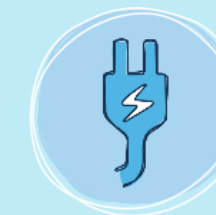
Size and growth of the asset base



Population growth



Increasing outsourcing rates



Exposure to mega trends, including energy transition

1. BIS Oxford Economics (2022) Refers to the financial years ended 30 June. Numbers presented in current prices (nominal value).

Ventia's Board is planning for the digital future

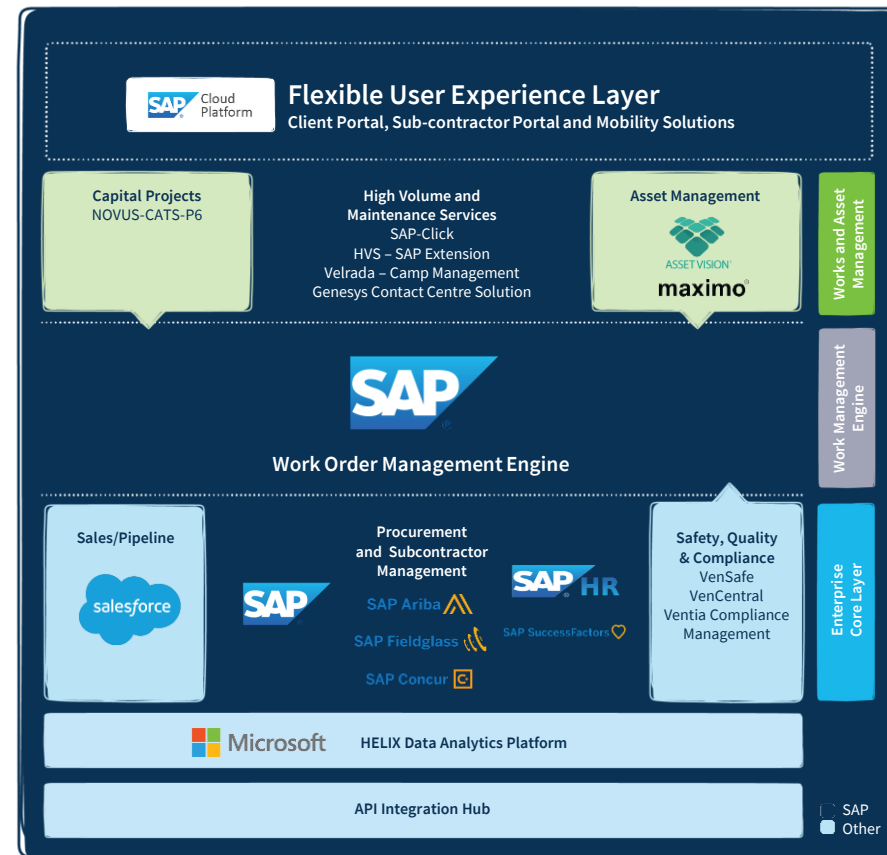
Today Ventia has a strong integrated cloud based platform from which to develop the future state

Current state



Single enterprise-wide platform

- Cloud based
- Automated and scalable
- Built-in intelligence
- Onshore support
- Client data protection
- Embedded security controls



Easy to use and flexible front end

- Ease of use for clients, subcontractors and employees
- Adaptable to client needs



Data and analytics platform

- Insights for real-time decision making
- Internal and external data collation
- Provision of analytics tools and training academy



Sustainability

Our commitment

Environment

Creating a healthier planet.



Social

People and community focused.



Governance

Ethical and accountable
In everything we do.



Objectives

Achieve net zero emissions and reduce our clients' emissions.

Managing climate risk and resilience for us and our clients.

Leading in environmental protection and enhancement solutions.

Our people are safe and healthy and are as diverse as our communities.

We engage and respect the communities we work in.

We create value through our local and diverse supply chain.

Sustainability is embedded in our decision making.

Trusted for our sustainable business practices.

Advancing sustainable and ethical procurement.

Measures

Pathway to net zero emissions defined with visible progress demonstrated.

Continuous improvement in diversity and inclusion.

Exceed industry and society's expectations of our corporate behaviour.

Our targets

Committed to the Science Based Targets initiative (SBTi) to set emission reduction and net zero targets.

100% renewable energy by 2030 (internal electricity usage).

100% EV & hybrid fleet by 2030.

Hesta 40:40 vision commitment.
40% Women In Senior Management (WISM).
40% female participation – all employees.

Retain Reconciliation Australia's Elevate RAP status.

Compliance with the ASX Corporate Governance principles and recommendation.

All significant suppliers complying with the Ventia Supplier Code of Conduct.

Financial outlook



**Strong forecast
market growth**

6.6%

Market CAGR



**Revenue targeted
to grow faster
than market**

7-10%

Average revenue
growth



**Diligent focus on
cash backed
profits**

80-95%

Cash flow
conversion



**High conversion of
profits into
dividends**

75%

Target NPATA
payout ratio



**Growing
shareholder
dividends**

Annual distribution
aligned with earnings
growth

Chief Executive Officer address





Successful first year as a listed company



Delivered on prospectus forecasts and growth expectations



Differentiated through our people who bring our strategy to Redefine Service Excellence to life



An attractive market outlook underpinned by our bid success



Focus on cash backed profits to yield sustainable dividend growth



Outstanding performance in 2022

Pro forma financials



TOTAL REVENUE
\$5,167.5m

▲ 13.4% ON FY21



EBITDA MARGIN
8.1%

▼ 0.2 PP ON FY21



EBITDA
\$419.8m

▲ 10.5% ON FY21



CASH CONVERSION
RATIO
88.9%

▲ 4.0 PP ON FY21



NPATA
\$179.6m

▲ 22.4% ON FY21



WORK IN HAND
\$18.0b

▲ 7.1% ON FY21



Our Sectors

We are focused on the delivery of essential infrastructure services across the following sectors:

Defence and Social Infrastructure



Infrastructure Services



Telecommunications



Transport



Ventia.
For when it's essential.

Redefining Service Excellence

Redefining Service Excellence is our approach to delivering service excellence to our stakeholders.

We will differentiate ourselves by being client focused, innovative and sustainable. This is our blueprint for success, brought to life by the pride and passion of our people.



Client Focused



Repeat clients are the ultimate performance indicator

We differentiate by developing long-term and strategic relationships, that build trust and deliver service excellence.

The Ventia operations centre is an excellent example of our clear client focused approach. It provides invaluable and specialised support for over 30 Ventia projects. The round the clock service ensures infrastructure is able to operate smoothly regardless of the conditions.

VENTIA OPERATIONS

CENTRE

ACHIEVEMENTS 2022



1.2 million

calls handled in 2022

**Our people
are at the
heart of
our
success**

Exceeding

90%

customer satisfaction
score for 2022



**Complaints &
escalations at a
record low**



500,000

work orders
created

70,000

journeys
managed

1.5 M

alarms
managed



Winner of the
**NBN Supplier
of the Year**
award for
Customer
Excellence

30 +
Projects



Operating
across
5 time zones
and
**6 geographical
regions**



10 projects successfully
transitioned into the VOC



26

Major incidents managed
including storms, the
federal election, and a
Defence base evacuation

16 Team member
promotions
within the VOC



8 Team member
promotions into
project roles

Innovative

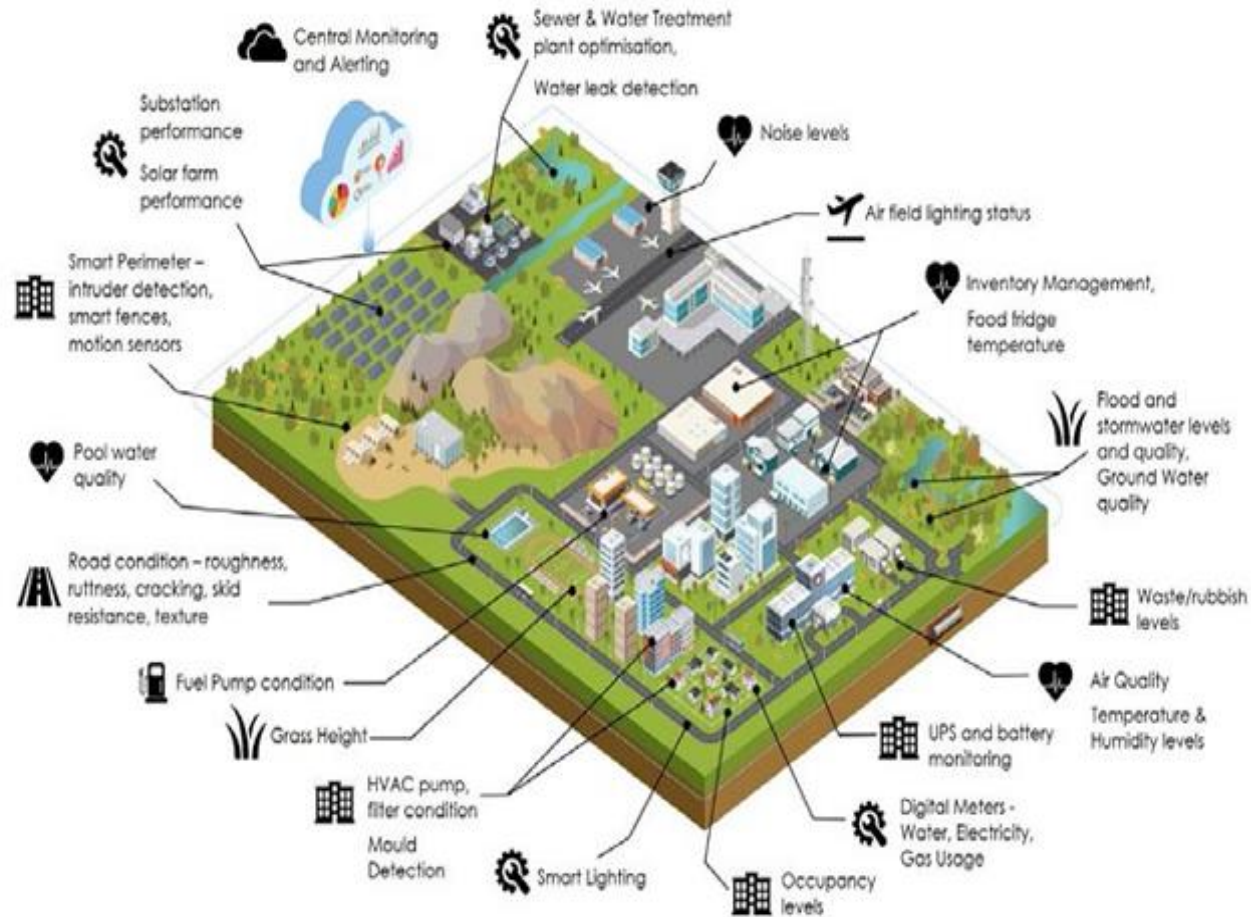


We are obsessed with doing things better than we have ever done them before

We work closely with our clients and partners to solve problems and create opportunities - this might be evolution or revolution.

Our enterprise technology platform and data and analytics capabilities enhance transparency, deliver insights and improve productivity.

The Metabase is an example of this practical innovation at work. The Metabase is a



Sustainable



We recognise that every decision and action we take is an opportunity to make a positive impact on the people and world around us

As a people organisation, one of the most powerful way we can make a lasting and positive legacy is through employment opportunities

Daniel is on the Autism spectrum, his ability to work in particular roles can be challenging and when trying to find a position, he was knocked back or deemed not the right fit.

The support from Ventia and their willingness to better understand Daniel's needs are what make the company a stand-out employer and the key reason for him to thrive.



“Ventia is an amazing company to work for. They even paired me with a Disability Support Coordinator whose name is also Daniel, and he’s helped me so much since day one.” said Daniel.



Our People

People are at the heart of our success



Safety performance
improved over FY22

14%



Highly motivated
employees with
engagement at

78%



Healthy Minds
ambassadors

180



Female
participation

29%



Flexible workforce
(employees and
subcontractors)

+35,000



Indigenous
participation

4.8%



Outlook



Strategy to deliver Service Excellence driving superior results



Our markets remain strong and growing



Resilient and diversified business



Guidance reaffirmed: Growth in NPATA of 7-10% compared to FY22 pro forma NPATA

Items of business





Proxies received

Total number of ASX-listed Ventia shares is 855,484,445

Ventia Services Group Limited	Valid proxies received	For		Against		Abstain
Resolution 2	313	482,007,081	97.52%	11,734,614	2.37%	13,769,399
Resolution 3a	313	514,768,729	99.72%	963,637	0.18%	188,708
Resolution 3b	313	512,455,777	99.26%	3,271,418	0.64%	187,879
Resolution 4	313	457,524,326	90.19%	49,237,509	9.70%	9,139,350



2022 Annual Report

2022 Annual Report



To receive and consider the financial report, the directors' report and the auditor's report for the financial year ended 31 December 2022.

There is no vote on this item.

Resolution 2

Adoption of the 2022 Remuneration Report

To consider and, if thought fit, to pass the following resolution as a non-binding ordinary resolution:

To adopt the 2022 Remuneration Report for the financial year ended 31 December 2022.



Resolution 3

Election of Directors



To consider and, if thought fit, to pass the following resolutions as ordinary resolutions:

3a: That Sibylle Krieger, who retires in accordance with Rule 8.1 of the Company's Constitution and, being eligible, be elected as a Director of the Company.

3b: That Jeffery Forbes, who retires in accordance with Rule 8.1 of the Company's Constitution and, being eligible, be elected as a Director of the Company.



Resolution 4

Issue of securities to the Managing Director and Group Chief Executive Officer under Ventia's Long Term Incentive Plan



To consider and, if thought fit, to pass the following resolution as a non-binding ordinary resolution:

That approval is given, for the purposes of ASX Listing Rule 10.14 and for all other purposes, for the Company to issue to the Managing Director and Group Chief Executive Officer, Dean Banks, Share Appreciation Rights and Dividend Equivalent Rights pursuant to Ventia's Long Term Incentive Plan (Plan) on the terms outlined in the Explanatory Notes.

Questions?



Thank you





Disclaimer

This presentation is in summary form and is not necessarily complete. It should be read together with the Company's audited consolidated financial statements lodged with the ASX on 24 February 2023.

This presentation contains information that is based on projected and/or estimated expectations, assumptions or outcomes. Forward looking statements are subject to a range of risk factors. Ventia cautions against reliance on any forward-looking statements, particularly in light of the current economic climate and the significant volatility associated with large scale tender projects.

While Ventia has prepared this information based on its current knowledge and understanding and in good faith, there are risks and uncertainties involved which could cause results to differ from projections. Ventia will not be liable for the correctness and/or accuracy of the information, nor any differences between the information provided and actual outcomes and reserves the right to change its projections from time to time. Ventia undertakes no obligation to update any forward-looking statement to reflect events or circumstances after the date of this presentation, subject to disclosure obligations under the applicable law and ASX listing rules.

