

**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](http://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.

# External metrics

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

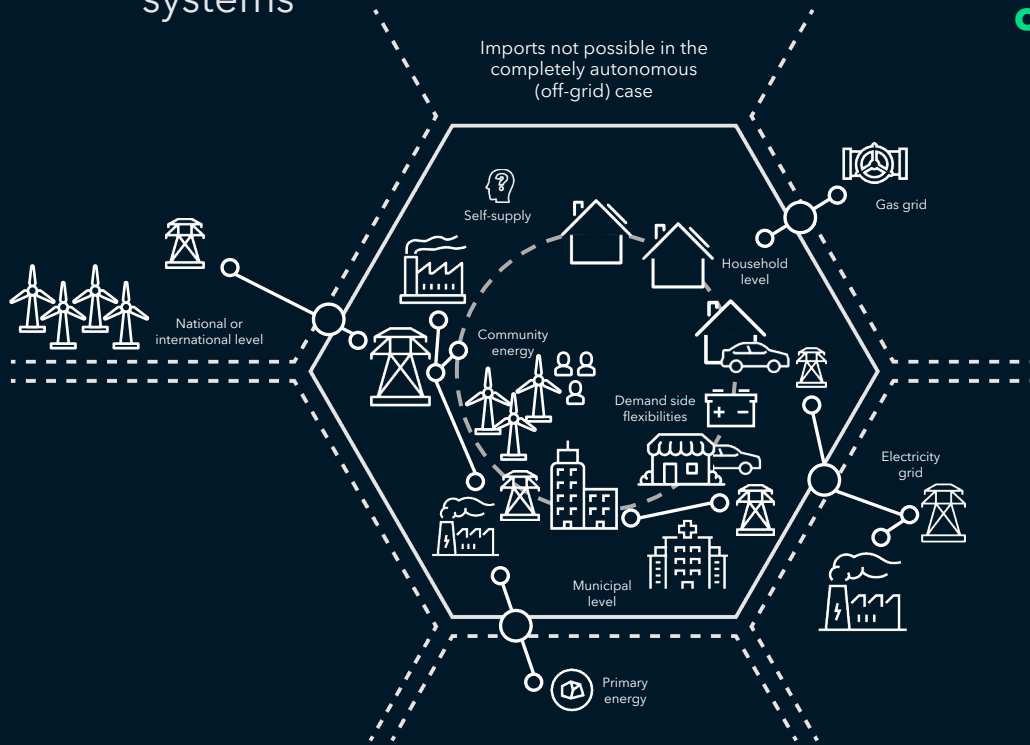


*Gentrack is unique in that we support multi-play for b2b and b2c for both energy and water.*

*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



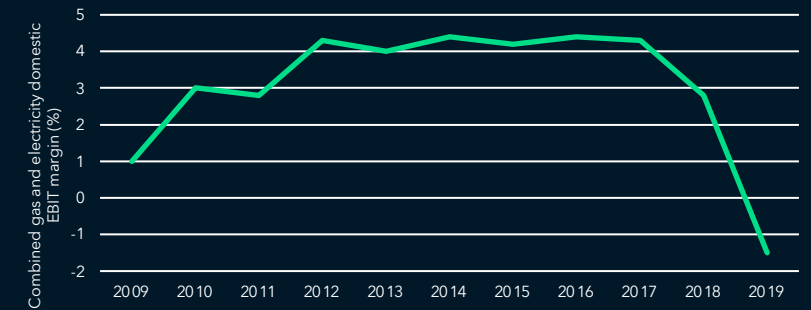
**2**

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

**3**

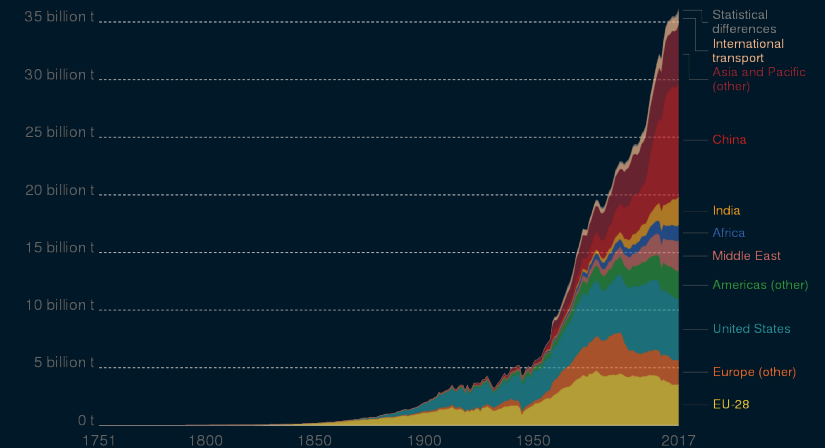
Decarbonisation creating demand from customers, regulators and investors for **innovation in cleantech**

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

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**

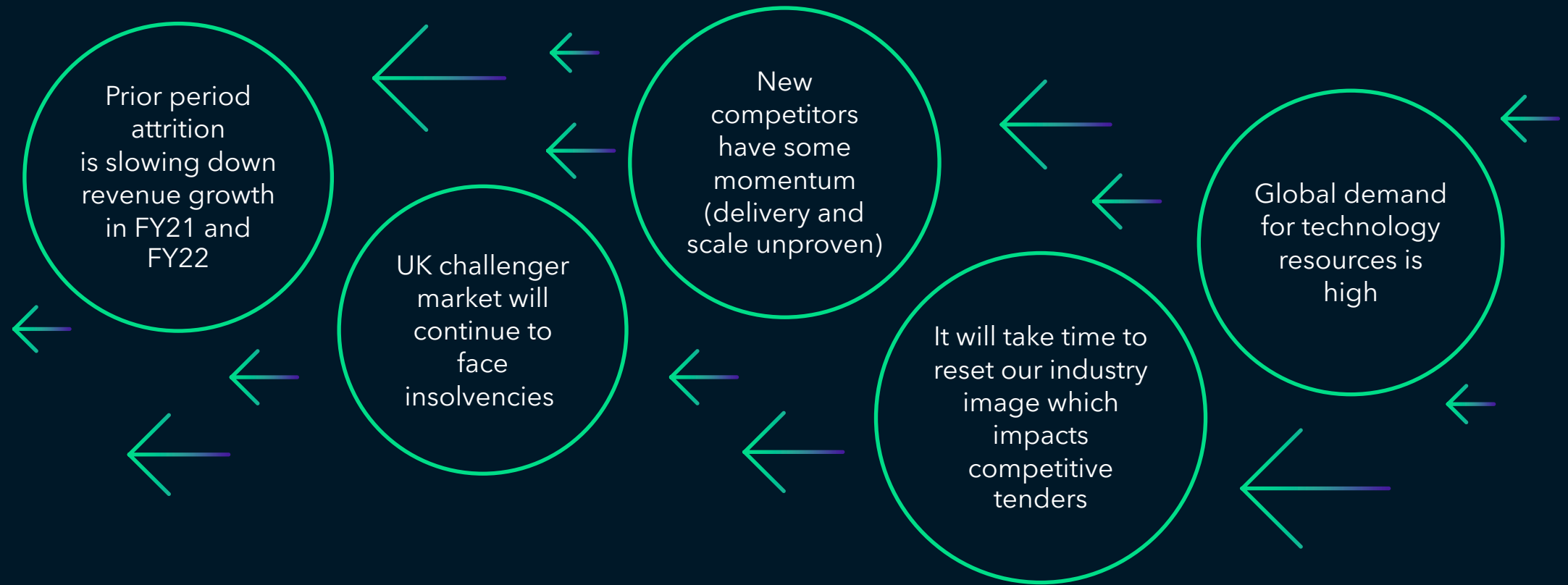
**Billing and customer care is a controlling hill for follow-on clean tech innovation**

**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**



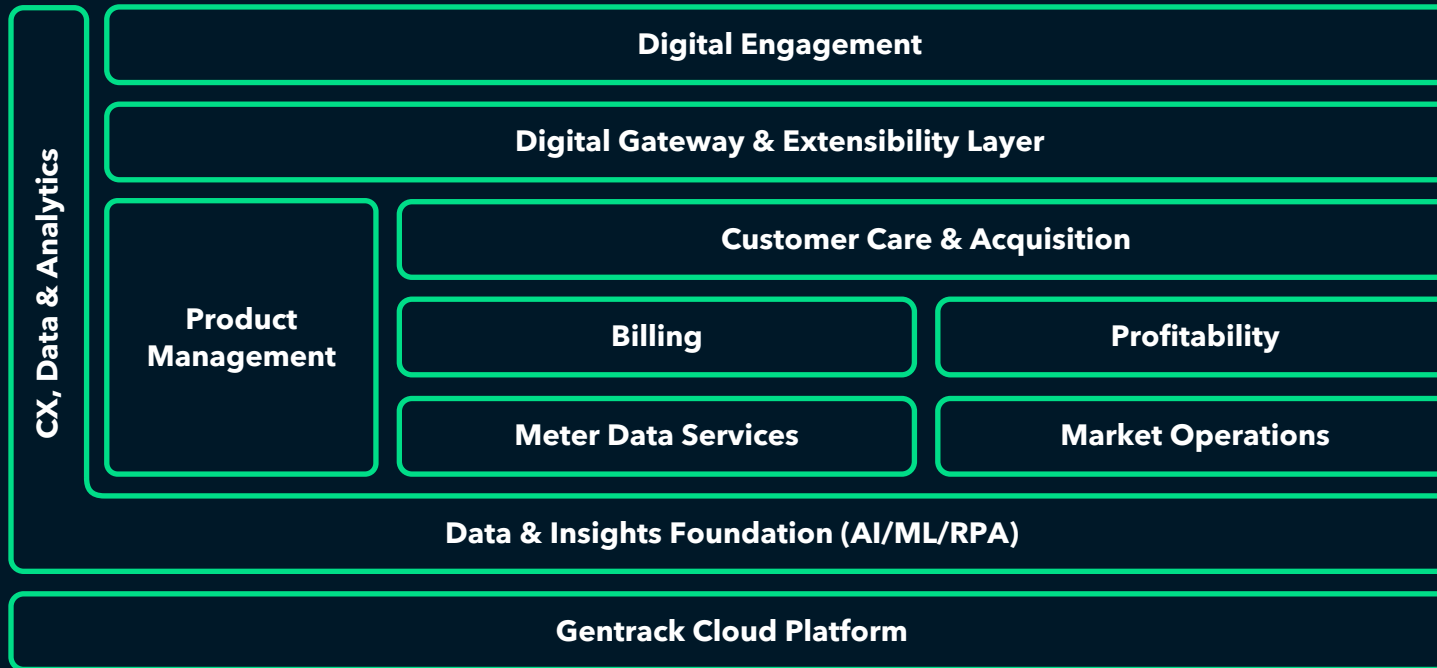
# Gentrack Cleantech Leadership

**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**

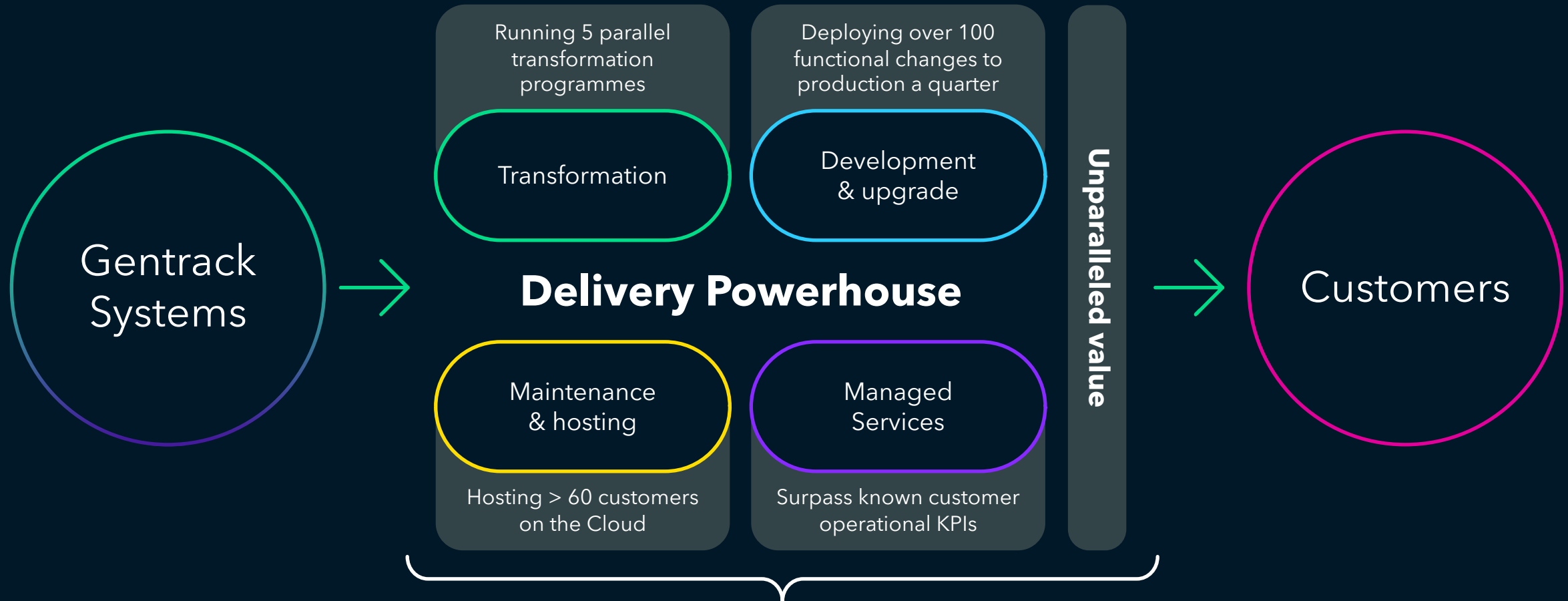


# Gentrack Delivery Powerhouse

**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

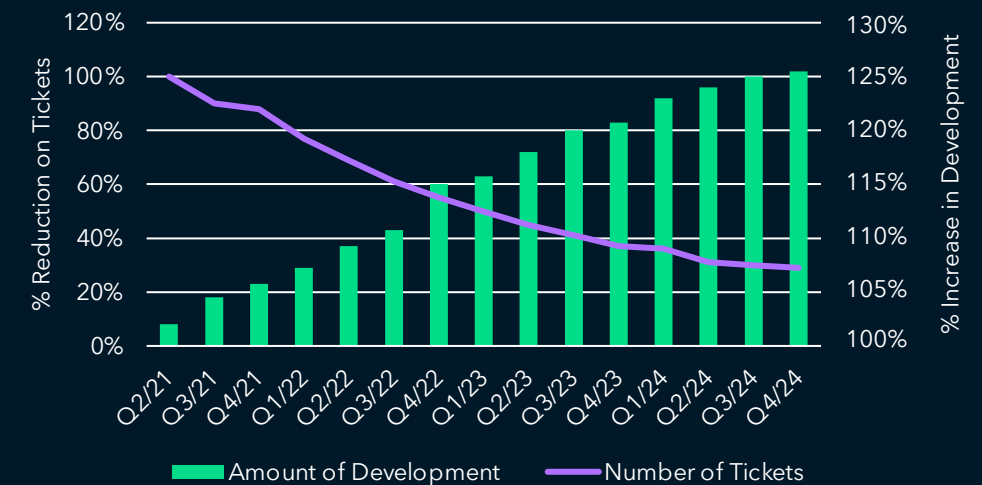
## Data points:

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

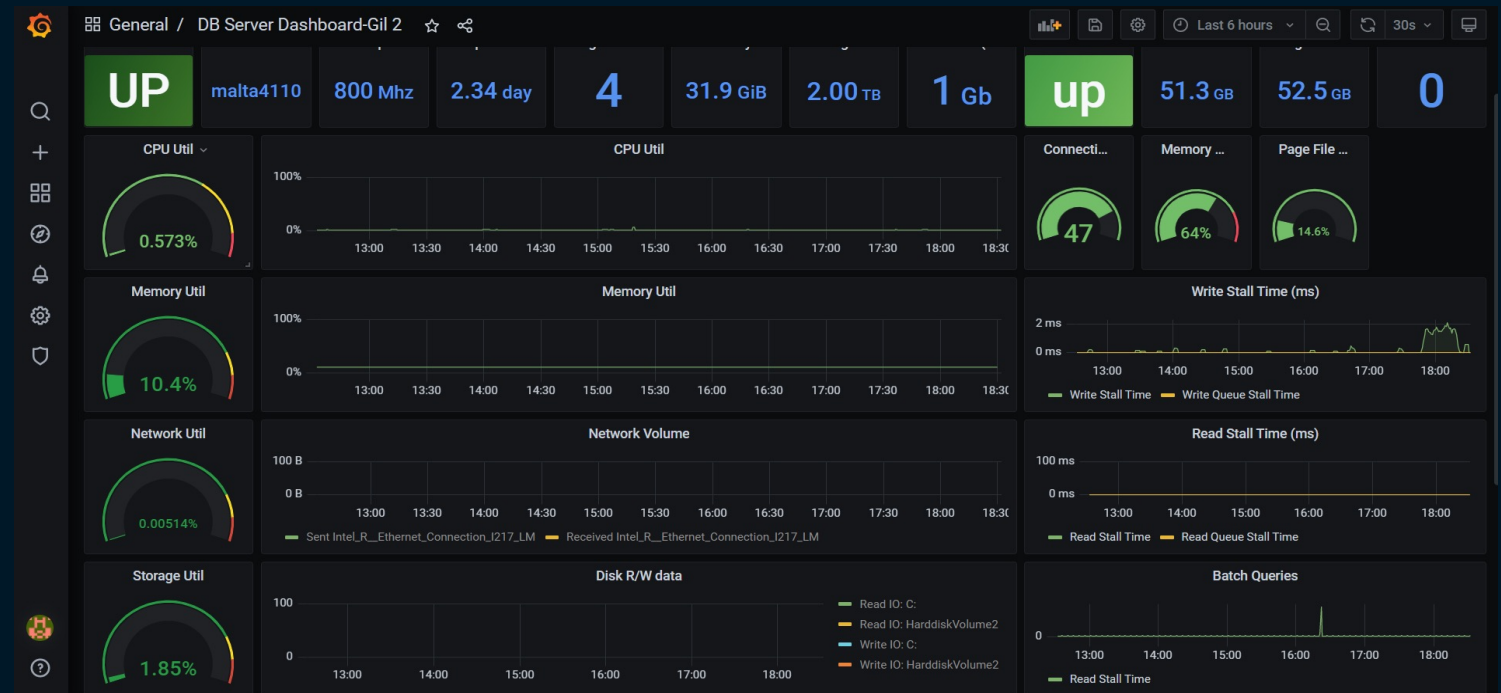


**Systems reliability:** secure availability performance (3 9s) through 24/7 monitoring and proactive maintenance

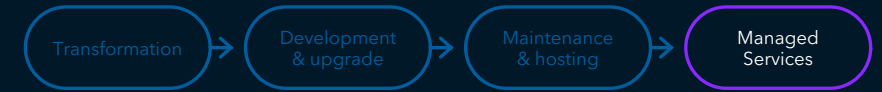
**Performance transparency:** system performance visibility to customers through monitoring console

**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

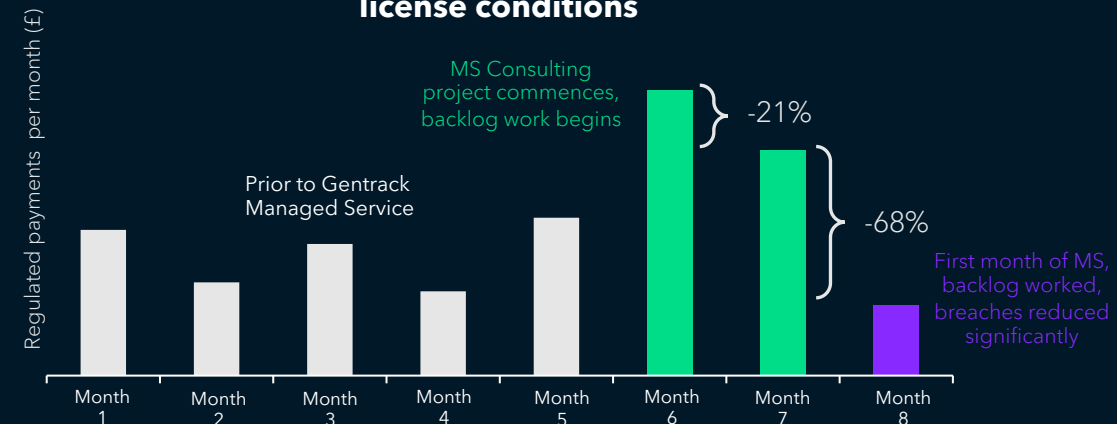
**Growth engine:** with sticky, profitable and multi-year revenue

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

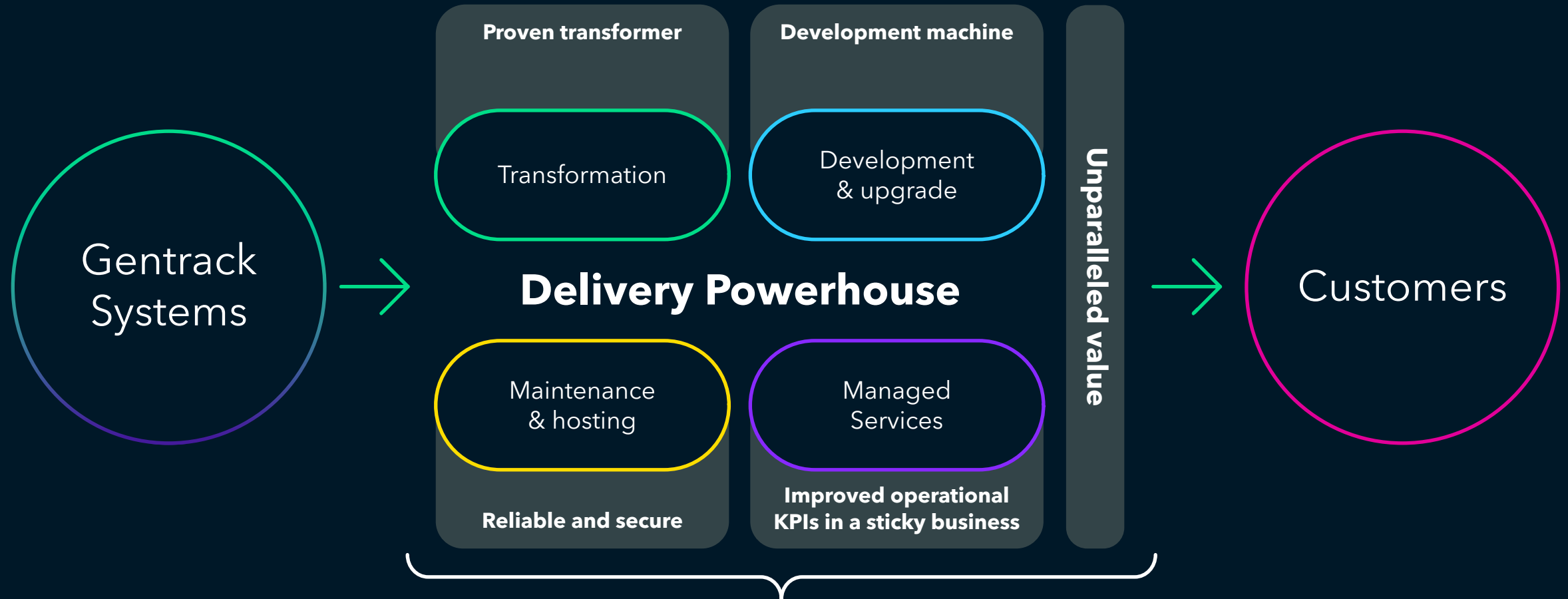
## Data points of existing performance:

- 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





# 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

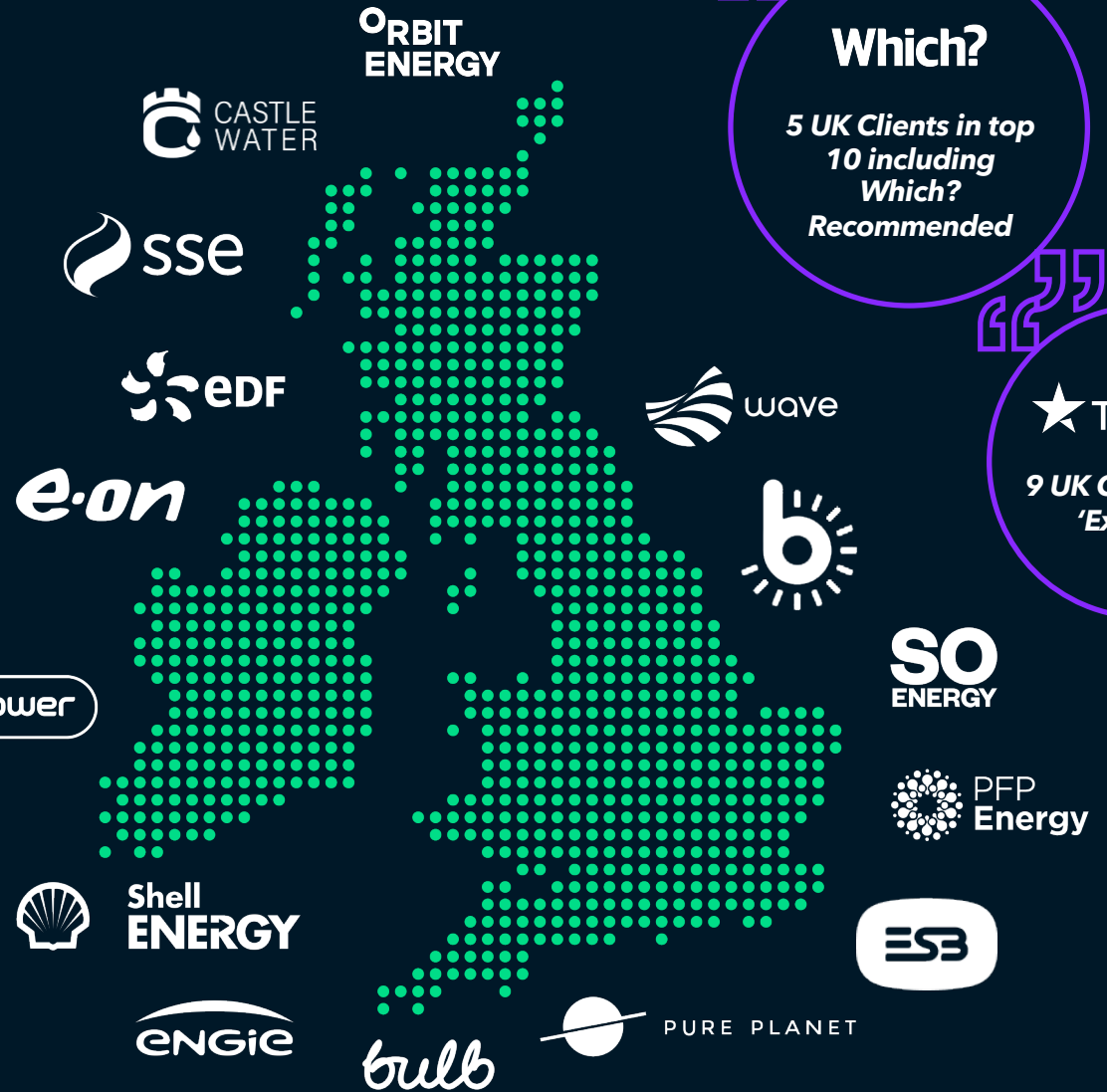
Innovative high-growth challenger brands

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 loses still impacting 2021 and some of 2022



# UK focus for growth





# 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



PowerWater



ActewAGL



red energy



Unitywater

BarwonWater

HORIZON POWER

Taswater

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



# 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
- SAN DIEGO INTERNATIONAL AIRPORT. LET'S GO.
- Swedavia Airports
- FINAVIA
- AVINOR
- Dublin Airport
- Edinburgh Airport
- Birmingham Airport
- London Luton Airport
- manchester airport
- brussels airport the heart of Europe
- Schiphol Amsterdam Airport
- GENÈVE AÉROPORT
- HONG KONG INTERNATIONAL AIRPORT
- 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

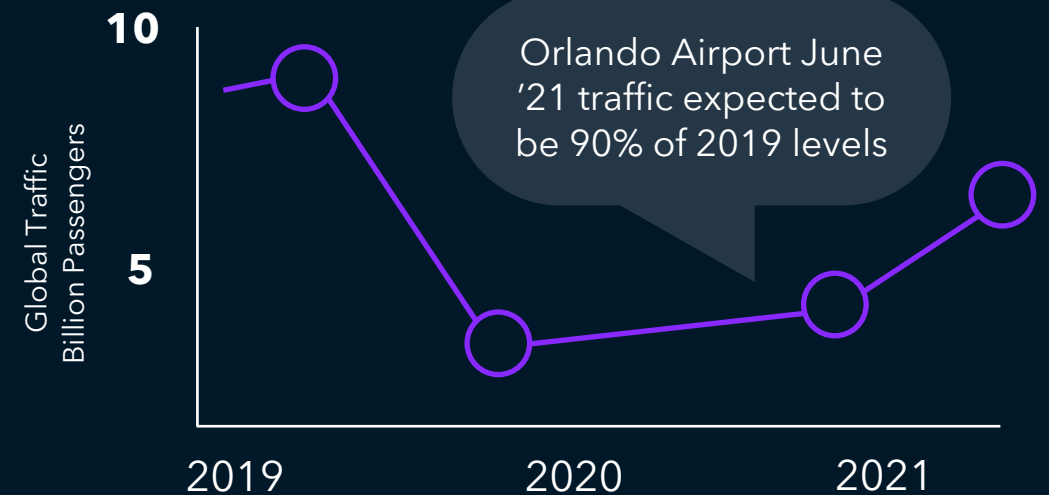
## A travel market poised for recovery?

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





# 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**





# External Metrics

**James Spence**

CFO

June, 2021

# External Metrics

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A message from our  
Chair.....

# Summary

The transformation of the business is well underway.



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.



# Q & A

