



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

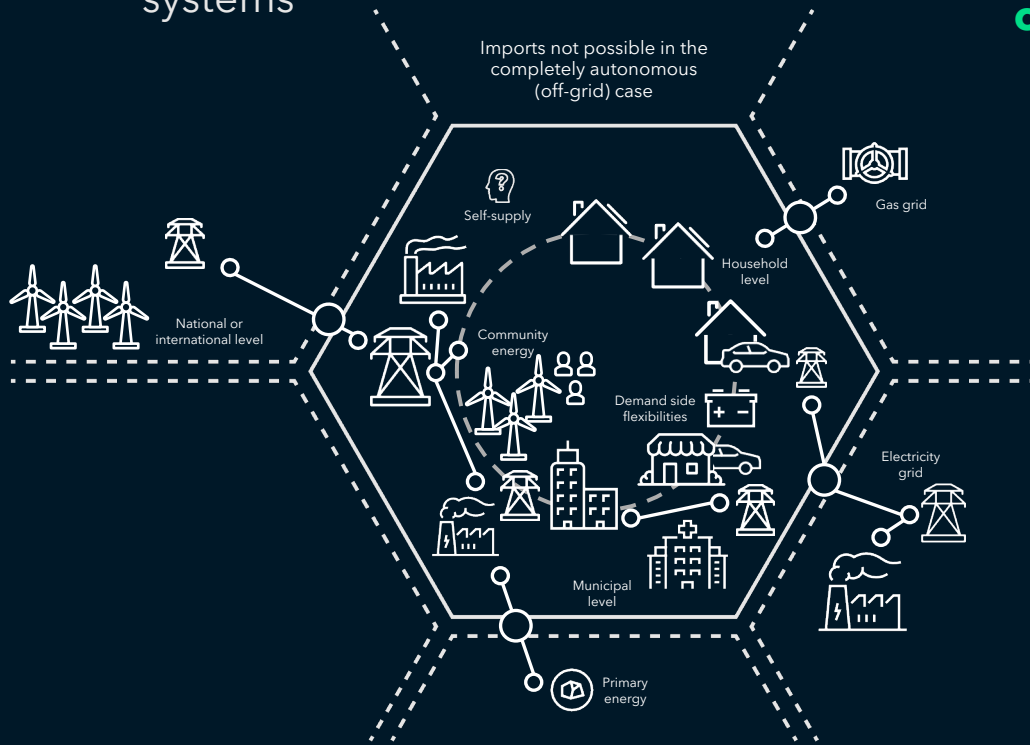


Gentrack is unique in that we support multi-play for b2b and b2c for both energy and water.

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

Three factors driving an unparalleled industry transformation

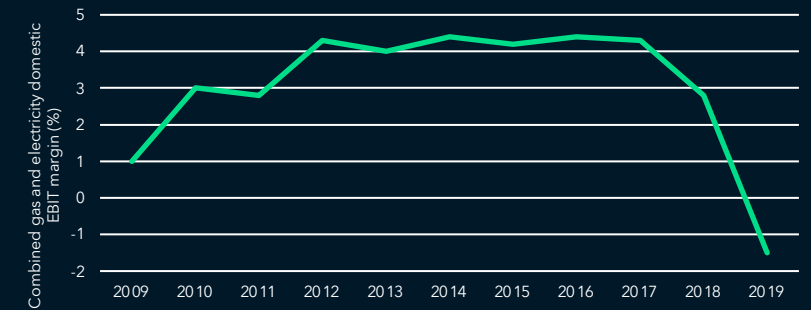
1 From centralised to **decentralised energy** systems



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

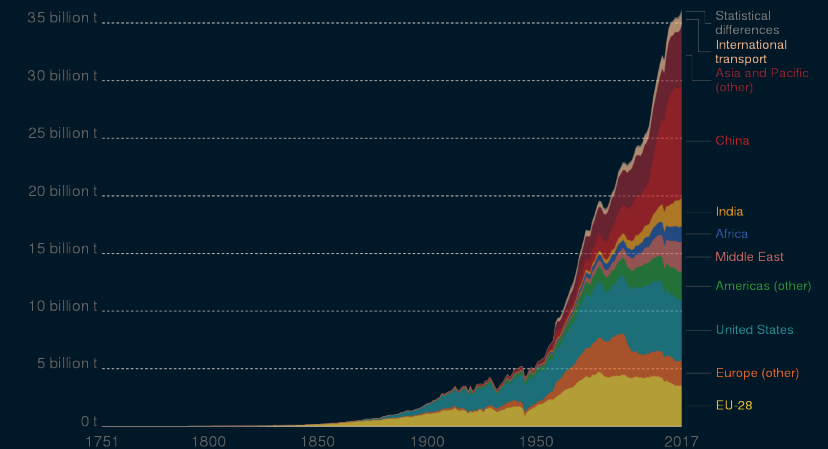
3 Decarbonisation creating demand from customers, regulators and investors for **innovation in cleantech**

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**

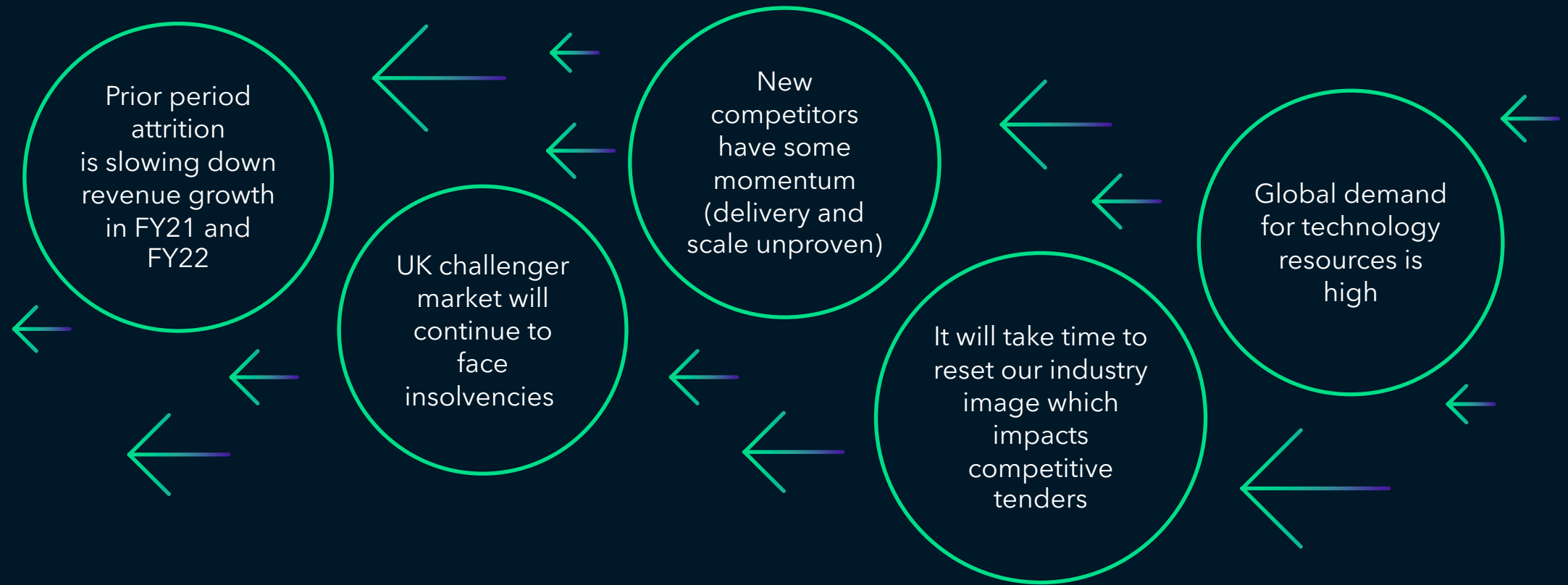
Billing and customer care is a controlling hill for follow-on clean tech innovation

**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



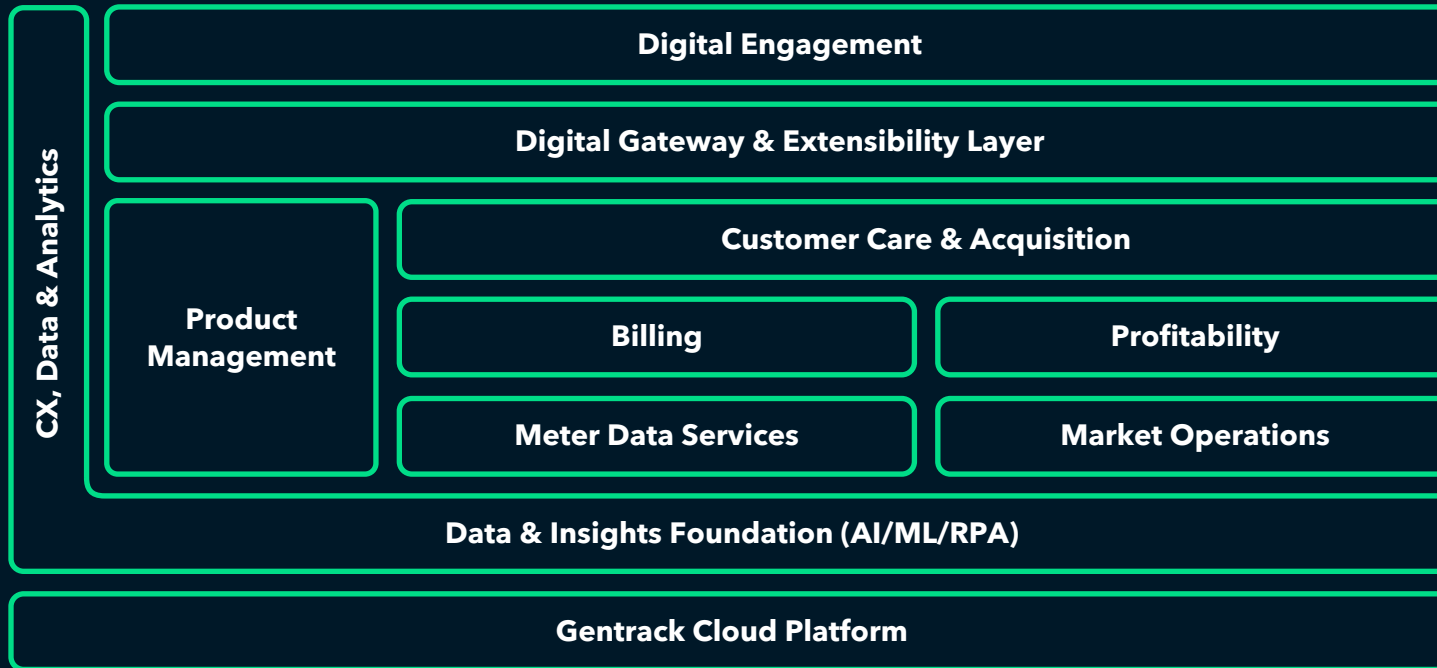
Gentrack Cleantech Leadership

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



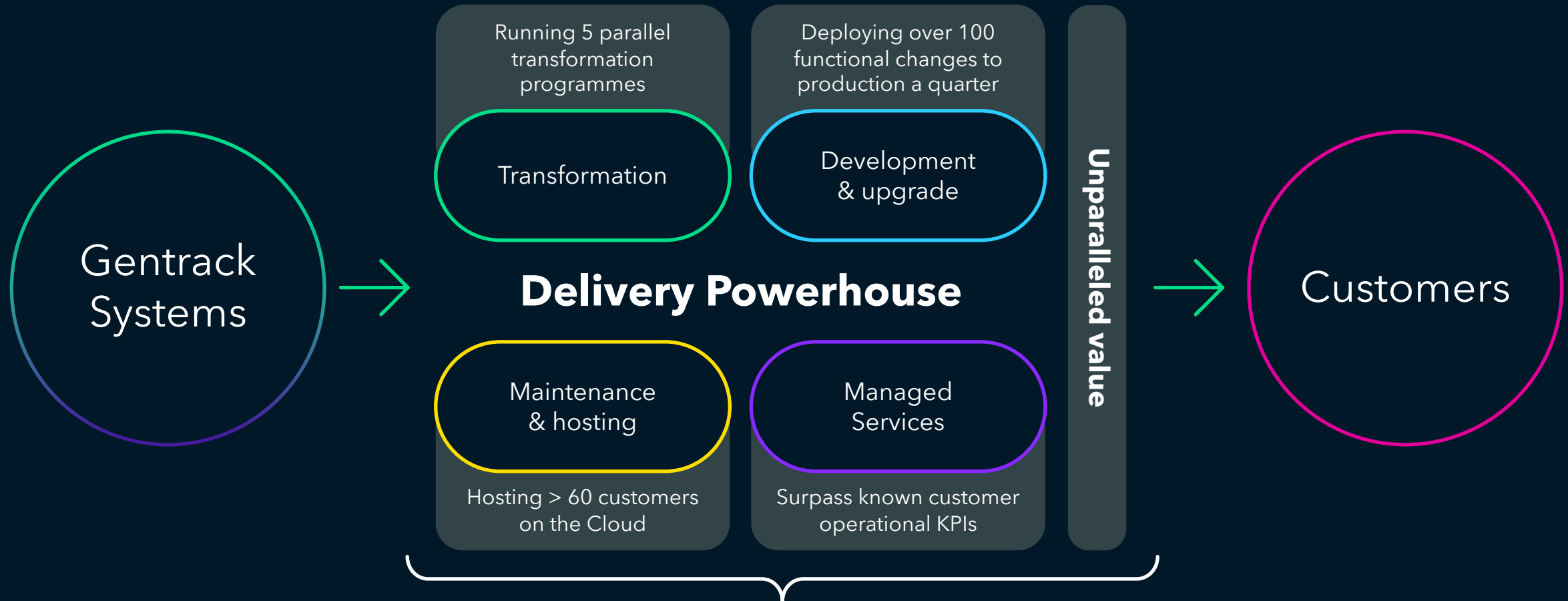
Thank you

Gentrack Delivery Powerhouse

Dr Zeev Berkowitz
Chief Operations Officer

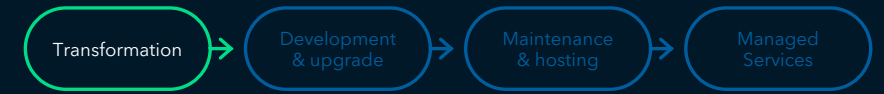
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A driving force for growth



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

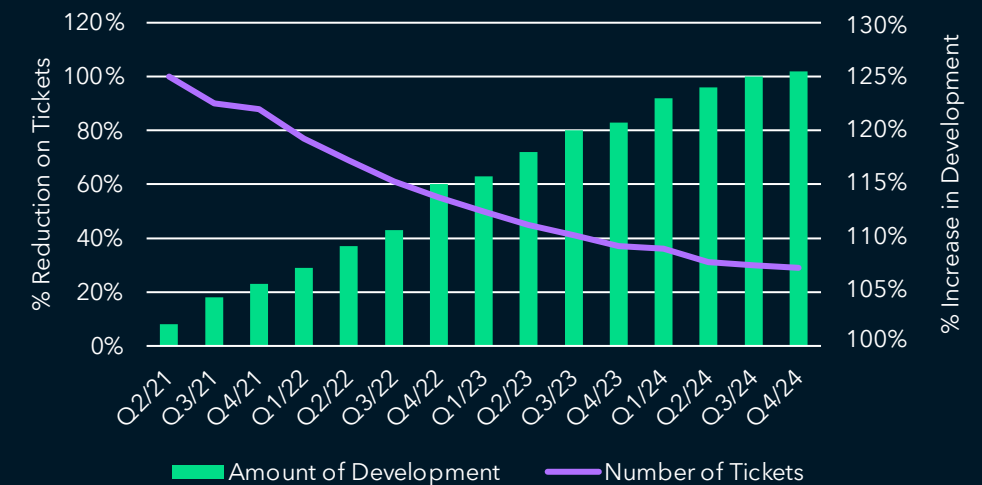
Data points:

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

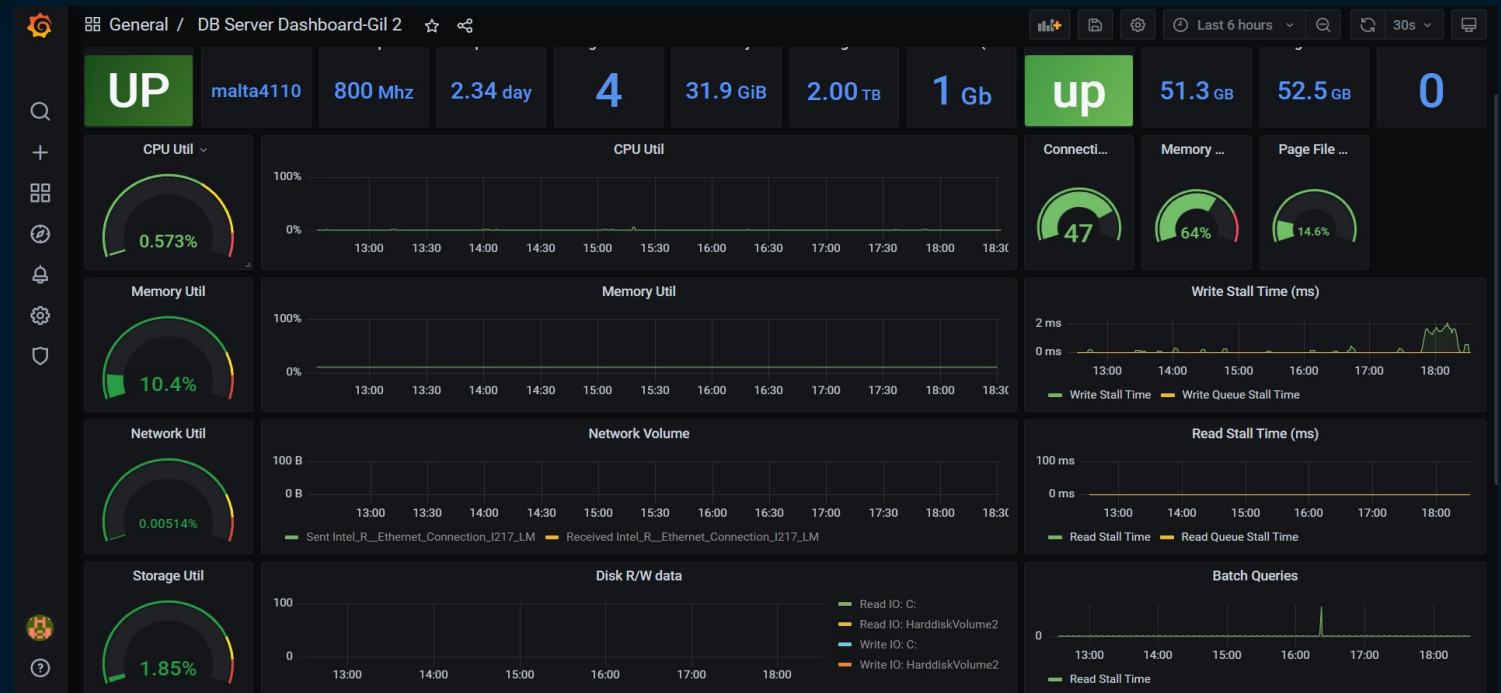


Systems reliability: secure availability performance (3 9s) through 24/7 monitoring and proactive maintenance

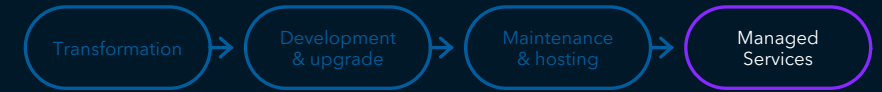
Performance transparency: system performance visibility to customers through monitoring console

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

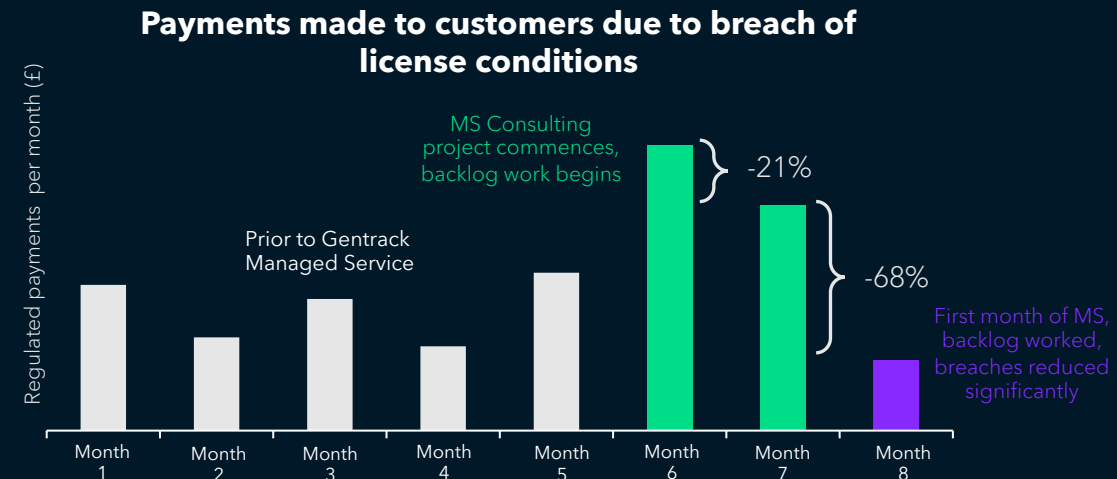
Continuous improvement: enhance best practices and robotic process automation (RPA); leverage India centre for continuous support and reduce TCO

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

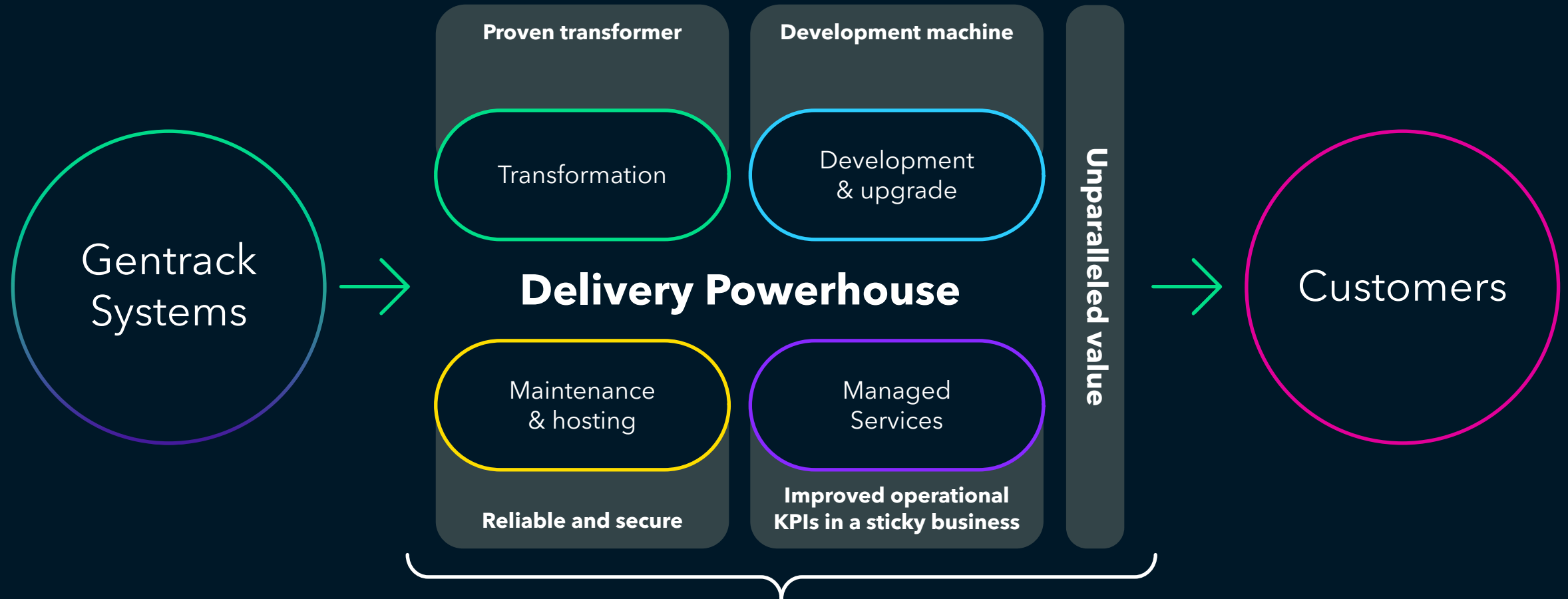
Recent win and pipeline: win multi-year managed services contract with Orbit; discussion in progress with 10 customers

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



A driving force for growth



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



UK & Ireland

Geoff Childs

General Manager, UK & Ireland

June, 2021

Utilities UK & Ireland



Growth in the UK

<p>Market leader in B2B for the UK</p>	<p>Market leader in B2B water for the UK</p>	<p>Market leader in energy by number of suppliers</p>
<p>Innovative high-growth challenger brands</p>	<p>Strong tier one brands supported at scale</p>	<p>Customer satisfaction improving quickly</p>

Choppy UK Waters - Drag

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

Which?
5 UK Clients in top 10 including Which? Recommended

★ Trustpilot
9 UK Clients rated 'Excellent'

UK focus for growth

