

# Origin Energy

## Our strategy



**Frank Calabria**, CEO & **Lawrie Tremaine**, CFO

9 March 2022

# Acknowledgement of Country

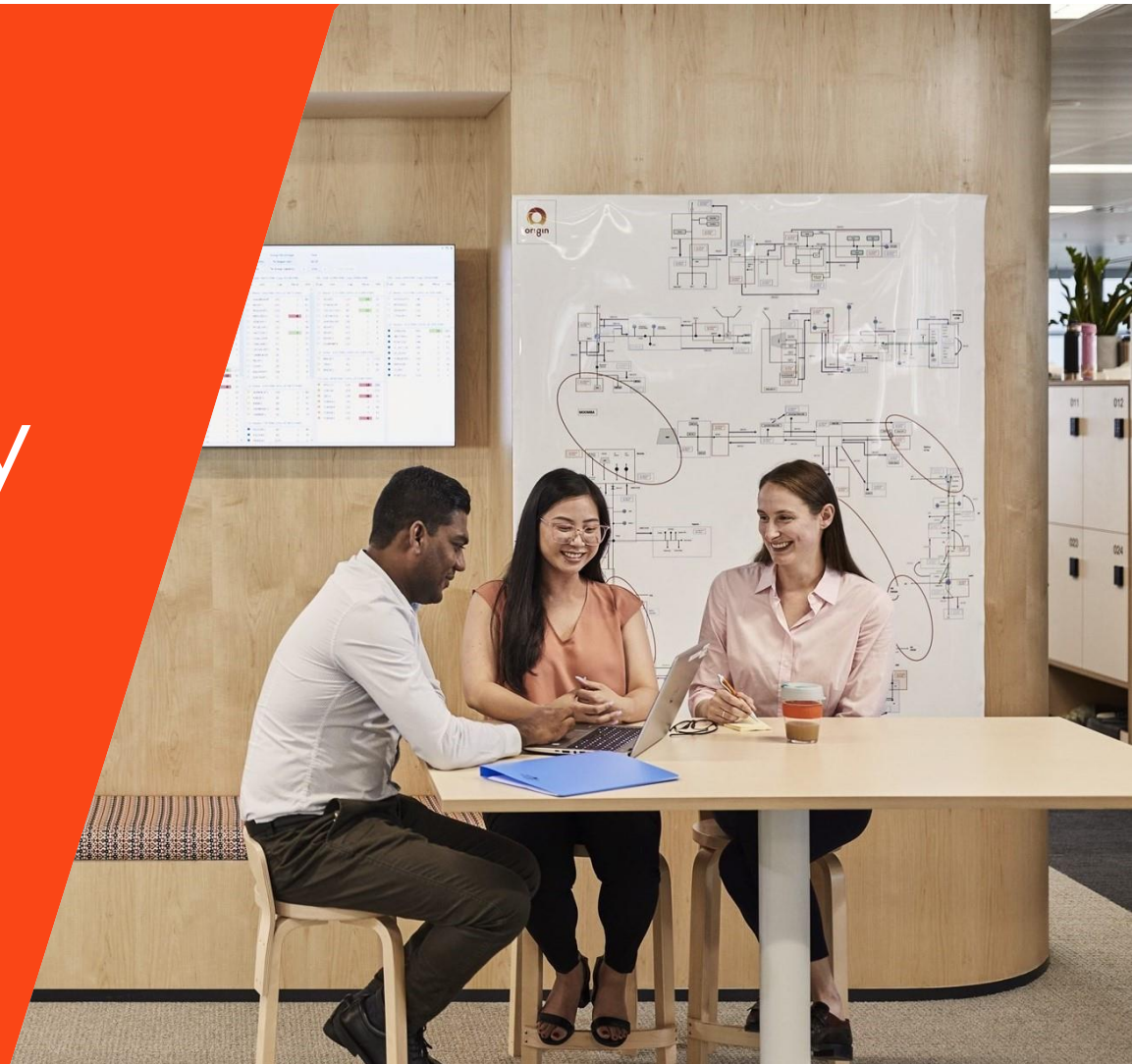
We acknowledge the Gadigal People of the Eora Nation as the traditional custodians of the land on which we gather today, and pay our respects to their Elders - past, present and emerging



# Outline

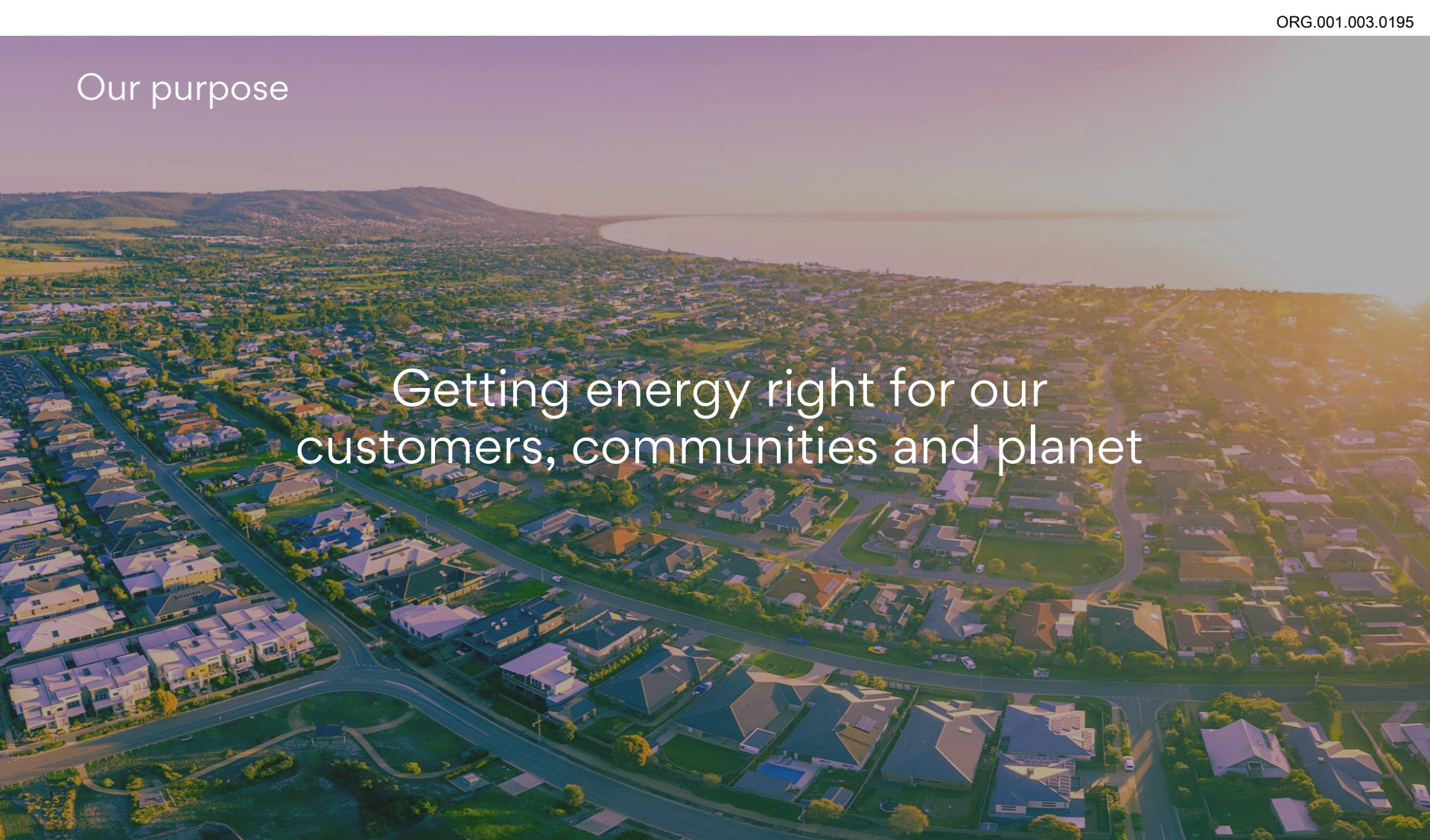
- 1. Our strategy**
  - Unrivalled customer solutions
  - Accelerate renewables and cleaner energy
  - Maximise cash flow and value
- 2. Disciplined capital allocation**
  - \$250 million share buyback
- 3. Summary**

# Our strategy



# Our purpose

Getting energy right for our  
customers, communities and planet



# Our strategic framework



## Belief in decarbonisation

Good for the environment, customers and shareholders



## Growth in a decarbonising world

The energy transition creates significant growth opportunities



## Assets and capabilities

Our assets and capabilities provide a strong foundation to grow



## Disciplined capital allocation framework

Strong balance sheet, ability to invest in growth and increase shareholder returns

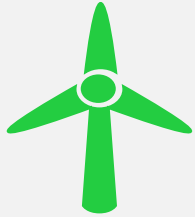
# Sustainable value creation

# Belief in decarbonisation

- The energy system is undergoing significant transformation as the economy decarbonises
- **Origin is positioned to meet customer demand for low carbon products and services**
- **Our strategy is aligned to our ambition to achieve net zero emissions by 2050**
  - We will update our emissions reduction target to a 1.5°C pathway in our Climate Transition Action Plan
- Our strategy is designed to deliver low carbon energy to our customers and create value for our shareholders



# Tailwinds from the energy transition create significant growth opportunities



**73%**  
of NEM to be  
renewables by  
2030



**8x**  
growth in  
storage in NEM  
by 2030



**15%**  
growth in  
electricity demand<sup>1</sup>  
in NEM by 2030



**US\$120tn**  
investment to reach Net  
Zero globally by 2050



**40%**  
growth in  
electricity demand  
globally by 2030



**6x**  
growth in  
hydrogen globally  
by 2050

## Sources

Domestic: AEMO draft ISP2022, Step change scenario

Global: IEA NZE scenario

Numbers are rounded

1) Electricity demand is gross of solar PV



# Our assets and capabilities



## Customers and leading technology

- Large scale
- Strong brand
- Advanced products and platform



## Competitive cost of energy

- Large peaking generation fleet
- Risk management capabilities
- Positioned to grow in a low carbon future



## Privileged assets

- High quality gas resource
- Strong gas supply portfolio
- Low cost asset operator

**Strong foundations for growth and creating shareholder value**

# Our ambition and strategy

## Our ambition

**Lead the transition to net zero through cleaner energy and customer solutions**

## Our strategic pillars



### Unrivalled customer solutions

- Leading brand providing lowest cost and superior customer experience
- Smart, connected and low carbon solutions to enable customers' transition to net zero
- Significantly grow customer scale and breadth of offering



### Accelerate renewable and cleaner energy

- Accelerate growth in renewable energy supported by peaking generation
- Invest in storage to support growth of renewable energy
- Grow in-house Virtual Power Plant
- Develop scalable domestic and export hydrogen business



### Maximise cash flow and value

- Provide the energy customers require today while funding the energy transition
- Decarbonise portfolio consistent with 1.5°C pathway
- New gas supply to be consistent with our decarbonisation commitments

## Our value creation

Lower cost, greater product and service innovation, increased loyalty and customer value

Lower cost of energy and growth in cleaner and flexible energy supply

Maximise cash flow and value crystallisation

# Origin is strategically positioned to benefit from the energy transition

- **Energy retailing** – leading customer scale and technology will create improved margins and grow value through low cost, superior customer experience and new products.
- **Energy supply** – diverse portfolio and proven risk management expertise in a low carbon post Earing world provides Origin with the opportunity to:
  - Replace ‘capacity’ with batteries, Virtual Power Plant and third party contracts, complementing largest thermal peaking fleet;
  - Grow ‘energy’ supply through renewables, partnering with others and using third party capital
- **Gas production and wholesaling** – ownership of APLNG and access to strategic gas provides strong cash flows
- **Octopus** – investment in a fast-growing global energy retailer and technology company, which has also provided us with access to the world’s leading energy technology platform
- **Capital discipline** – strong balance sheet, enabling choice and providing flexibility to make the right decisions over time while investing for growth

# Unrivalled customer solutions



# Unrivalled customer solutions

## Retail Growth



- Superior customer experience: targeting +20 strategic NPS by FY2026
- Be the lowest cost retailer: targeting \$200 - \$250 million cash cost reduction from FY2018 baseline by FY2024<sup>1</sup>
- Personalisation and segmentation: targeting additional customer value
- Multi-product retailer: targeting 600K Broadband customer accounts by FY2026

## Octopus



- 18.7%<sup>2</sup> interest in ~US\$5 billion global Energy-Technology company
- World class scalable Kraken platform delivering superior customer experience at lowest cost
- Reinvesting into growth in global deregulated markets

## Origin Zero



- Tailored low carbon solutions for corporate customers
- Targeting more than one third of corporate customers on broader offerings than energy supply by FY2026
- Strengthen customer relationships and accelerate cleaner energy

## E-mobility



- Exposure to growing electrification demand and mobility service
- Capture energy value through smart charging
- Targeting 5K EVs under management by FY2026

**Connected Solutions – improve customer engagement and reduce their and our energy costs**



1) \$110 million cash cost reduction achieved to FY2021

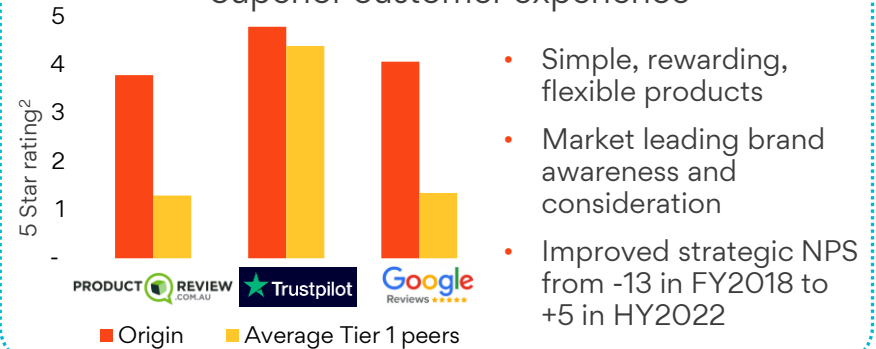
2) The GIM and CPPIB transactions in December 2021 have resulted in a small dilution of Origin's interest from 20 per cent to 18.7 per cent. Origin has the right to top-up its interest in Octopus back to 20 per cent subject to certain conditions

# We have a leading retail business today

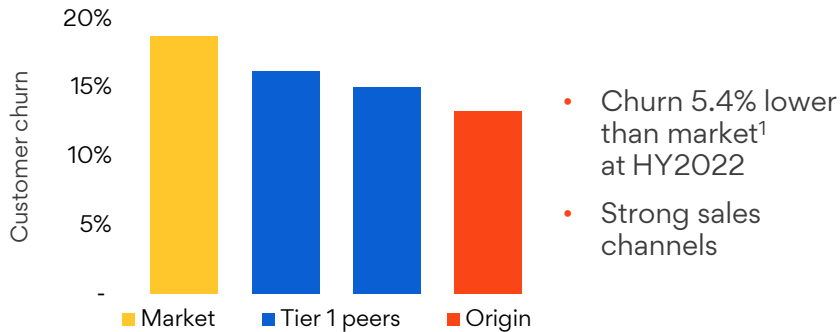
## Large and growing customer base



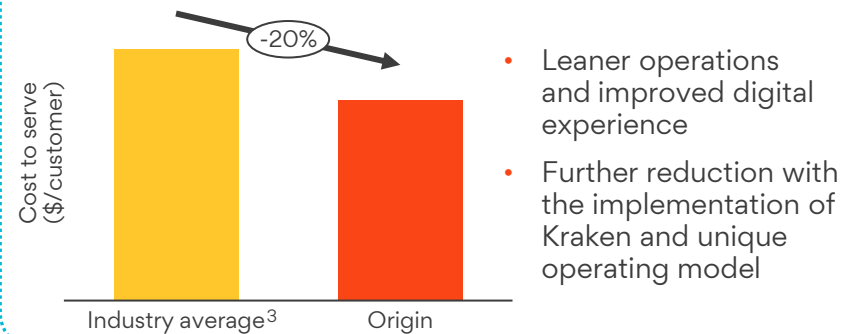
## Superior customer experience



## Lower churn with loyal customer base



## Low cost operator



1) Electricity and gas in the NEM and WA as at December 2021

2) As at 3 March 2022

3) Source: AER's draft Default Market Offer (DMO) FY23 determination ACCC retail cost inputs, weighted to Origin's customer distribution

# Our proven capabilities will continue to drive engagement and growth

## Technology enhancements



VPP: 205 MW assets connected – target 2GW



Cloud-based applications



Data analytics capability

## New products and services



Gamified demand response



Electric vehicles



Broadband



Connected Home



Low carbon



Usage insights and control

## Partnerships and alliances



octopusenergy

18.7%<sup>1</sup> interest in global Energy-Technology company



everyday rewards



## Origin's platform-based model



**KRAKEN**  
Technologies

Customer first, data driven proven technology



Unique operating model



Orchestration optimising customer and wholesale value

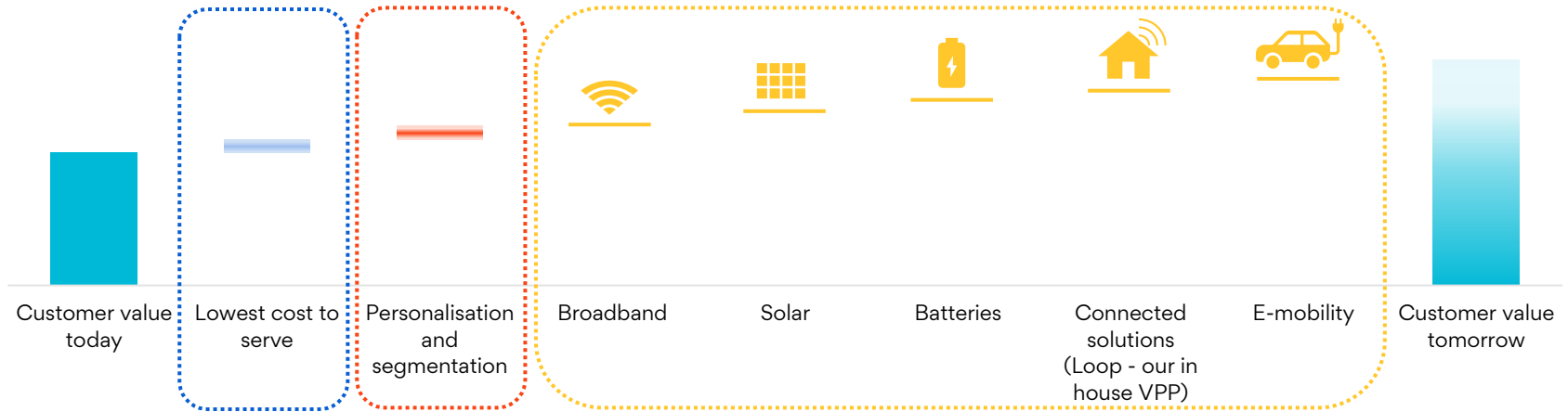


Empowered digital engagement

1) The GIM and CPPIB transactions in December 2021 have resulted in a small dilution of Origin's interest from 20 per cent to 18.7 per cent. Origin has the right to top-up its interest in Octopus back to 20 per cent subject to certain conditions.

# Retail engagement and growth are delivering higher customer value

## Underpinned by superior customer experience



### Be the lowest cost retailer

- Migrating all customer accounts to Kraken platform by CY2022
- New operating model based on Octopus
- Leaner operations and lower churn

### Personalisation & segmentation

- Strong data analytics capability enabling personalised and segmented offers and experience
- \$29 million benefit delivered in HY2022 with further growth expected

### Multi-product offering

- Bundling reduces churn
- ~ 83% of Broadband customers are dual fuel, with an ambition to grow to 600K customer accounts by FY2026
- Leading position in the Solar market
- E-mobility market growing



# In-house VPP underpins connected home experience and reduces costs

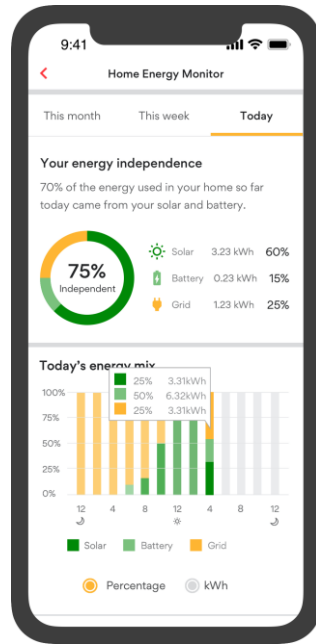
## Orchestration of distributed energy assets and IoT devices

Batteries

Solar

Spike

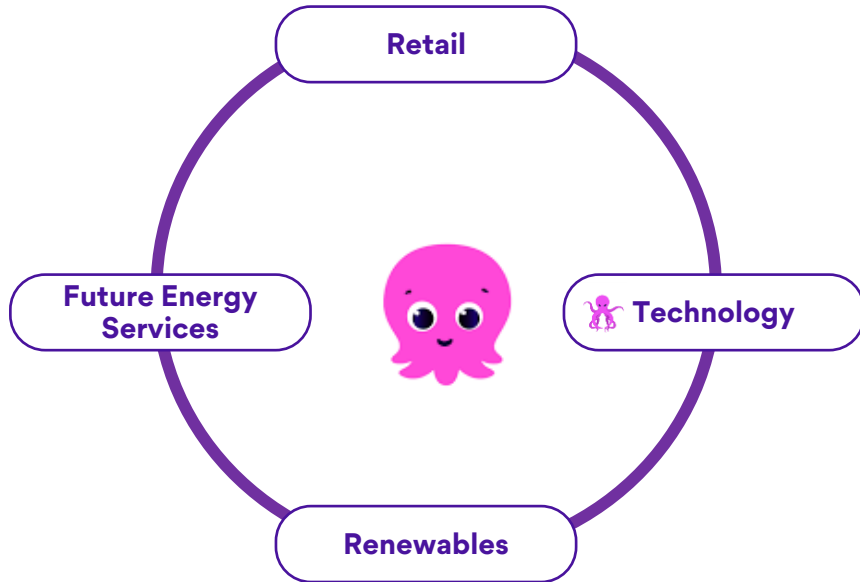
EV chargers



205 MW from >100k connected services

- Creates lower churn, **deeper engagement** and seeks to fulfill customers' expectations for **lower costs, decarbonisation** and **energy autonomy**
  - In-app digital experiences and insights
  - Path to increased battery penetration
  - Spike gamified behavioural demand response 50% energy reduction, NPS 19
- Loop (in house VPP) unlocks **cost of energy benefits** by shifting demand intra-day
- Targeting **significant growth** - ~ **2GW** assets connected to Loop

# Octopus Energy is at the forefront of the future energy value chain



## Energy-Technology company of the future delivering high growth

- A global major energy company in 7 years – presence in the largest 7 deregulated markets globally
- Distinctive technology platform delivering superior customer experience at lowest cost and speed to market with new products
- Kraken licensing business, high margin and growing – £500 million licensing revenue expected over the next 3 years

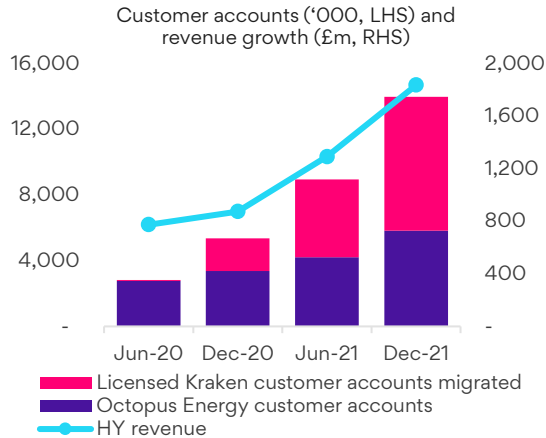
## Significant value to Origin

- Distinctive Kraken platform and unique operating model enabling delivery of superior experience at low cost
- Strategic partnership bringing global perspective and capability to innovation and customer solutions
- Equity investment value appreciated more than 3 times since our initial investment in May 2020

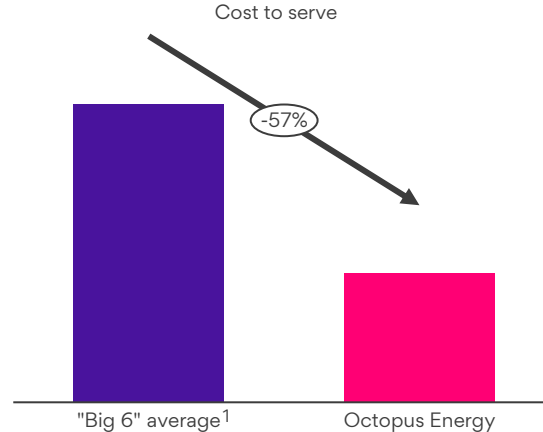
# Octopus Energy's UK experience demonstrates capabilities and potential

## Technology ingrained culture presents distinctive advantage to compete

### Exponential growth



### Cost efficiency



### Industry leading customer experience<sup>2</sup>

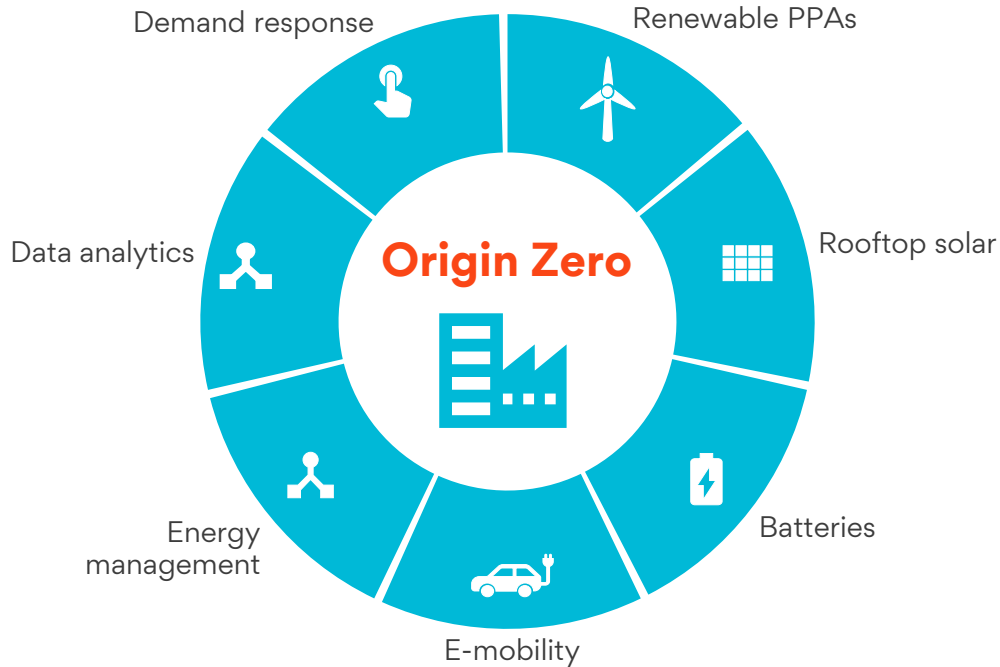


- Captured 11% of UK energy retail market share – ranked #5
- ~ 50% of UK customers will be on the Kraken platform post licensing deals with EDF and E.ON
- With the UK energy crisis, the electricity market is consolidating, creating higher barriers to entry and providing unique opportunities
- Challenging UK energy market conditions partially offset by trading gains and licensing revenue growth

1) UK's traditional biggest energy suppliers: British Gas, EDF Energy, EON, Npower, Scottish Power and SSE

2) As at 3 March 2022

# Origin Zero – simplifying the energy transition for corporate customers



- **Supply of low carbon energy** tailored to customer needs
- **Behind the meter** solutions including access to VPP
- Full end-to-end **EV fleet management solution**
- **Orchestration and data analytics** optimising energy efficiency and building customers' engagement

# Accelerate renewables and cleaner energy



# Accelerate renewables and cleaner energy

## Renewables



- Multi GW renewable growth opportunity exists for Origin this decade
- Targeting a staged and disciplined investment or contracting approach
- Returns anticipated to be enhanced via development margin, partnering and leverage
- Backed by customer demand
- Partner with 3<sup>rd</sup> party capital

## Firming capacity



- Proposed 460MW stage 1 battery at Eraring
- Proposed +240 MW (700 MW total) stage 2 battery at Eraring
- Additional battery storage growth opportunities
- Largest thermal peaking capacity in the NEM (~3GW)
- Virtual Power Plant (VPP) expected to grow materially and deliver additional firming capacity - targeting 2GW
- All expenditure subject to strict investment hurdles

## Future fuels

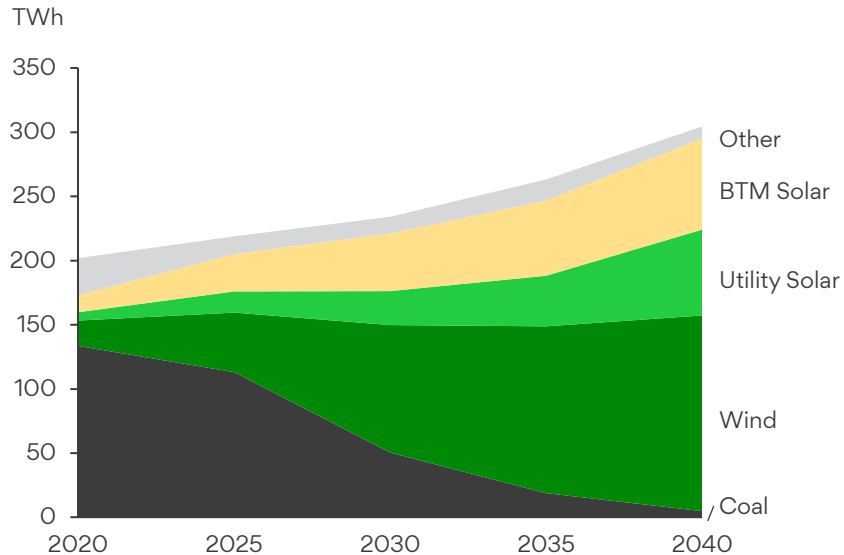


- Longer term horizon to target hard to abate sectors
- Targeting domestic green hydrogen supply from mid 2020s and export supply from late 2020s
- Industry activation through leveraging Origin's core strengths and partnering with government and industry
- Partner with 3<sup>rd</sup> party capital where appropriate

# The transition to a cleaner-energy NEM is underway

## Forecast NEM Generation Mix

AEMO ISP22 Draft: Step-Change Scenario

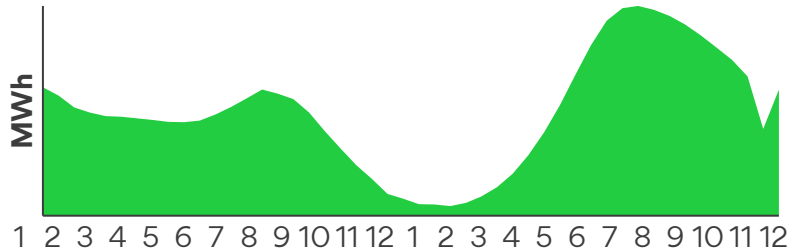


- Growth in renewables is being underwritten by State Governments and corporates with decarbonisation objectives
  - Every State Government in the NEM has a renewable energy policy targeting 50% or more renewable energy by 2030
  - Corporates are entering renewable PPAs to meet their emission targets and decarbonisation goals

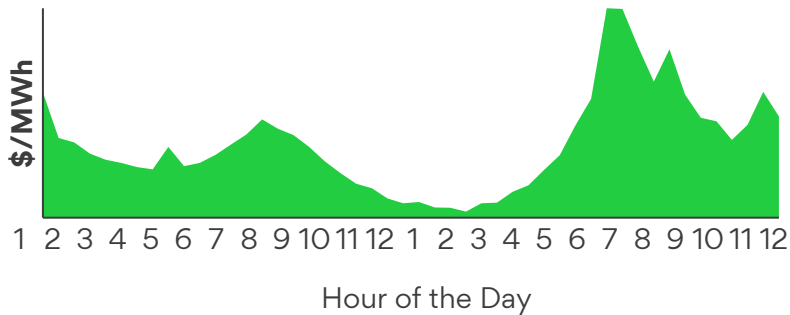
State	Renewable Ambition
<b>NSW</b>	Equivalent to 70-80% renewables by 2030
<b>VIC</b>	50% renewable by 2030
<b>QLD</b>	50% renewable by 2030
<b>SA</b>	Net 100% renewable by 2030
<b>Tas.</b>	200% renewable by 2040

# The transition is already changing our customers' energy needs

## FY2021 Origin Retail Electricity Demand – South Australia



## FY2021 Wholesale Electricity Prices – South Australia

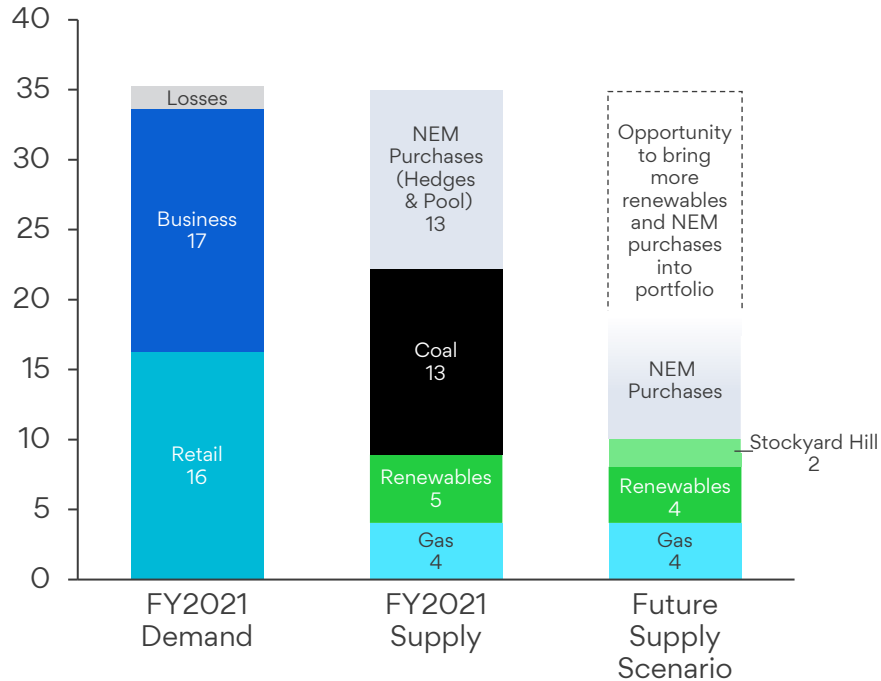


- Customers are increasingly installing rooftop solar and purchasing less grid energy in the middle of the day
- Grid scale renewable energy is also increasing, further reducing the need for baseload power
- 'Must run' base-load coal-fired power is becoming uneconomic



# The potential closure of Eraring allows us to grow low cost renewable energy supply

## Origin Energy Position (TWh)



- In the future we will generate and source the **energy** we sell to our customers from a range of low cost and low carbon sources
- If the market does not transition as expected, the timing of Eraring's exit can be managed
- NEM purchases (hedge contracts and purchases from the pool) will continue to play a strong role

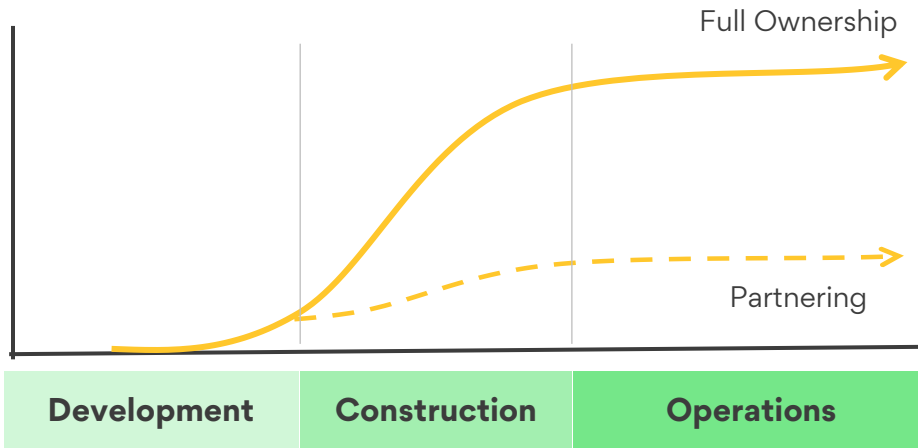
Note: Renewables includes existing renewable PPAs and Solar FiT purchases. ~1TWh of older legacy PPAs expire in FY2022

# Investment in renewables is underpinned by customer demand

## Reduced capital requirements

## Enhanced Return

### Capital requirements

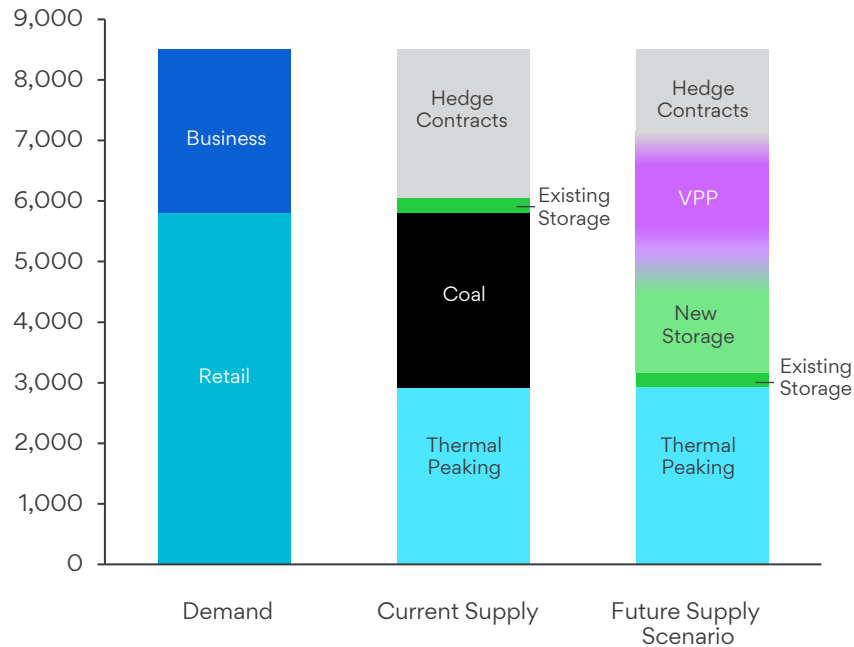


### Enhanced returns may be accessed through:

- Developing portfolio of attractive projects
- Using projects to offer renewable products to customer-base
- Underpinning development of projects through customer and portfolio off-take
- Partnering with others and using third party capital
- Exiting or reducing stake, where appropriate, and redeploying capital
- Ongoing management of construction, operations and dispatch

# Eraring's capacity to be replaced with investments in storage and VPP

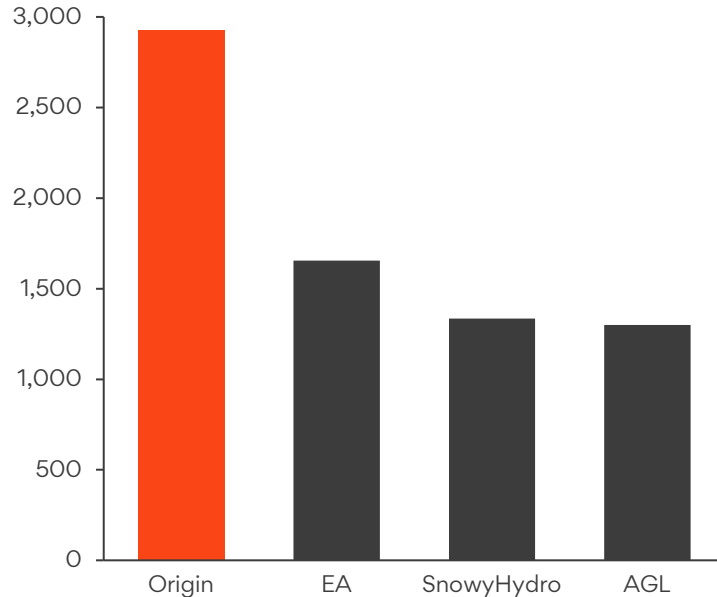
## Origin Capacity Position (MW)



- **Capacity** represents the ability to generate or procure energy at high demand periods
  - Eraring provides capacity by ramping up output during high demand periods
- In the future we expect our capacity needs to be met by:
  - **Growing in-house VPP (Virtual Power Plant) to ~2GW.**
  - **Proposed 700 MW battery** at the Eraring site
  - Our **thermal peaking fleet**
  - Options to develop Shoalhaven, further battery storage and / or capacity contracts from third parties
- A VPP requires a large customer base with a large diverse energy load to move energy load from high demand periods to low demand periods.
  - VPP assets tend to have very low or even zero upfront capital cost to establish and low ongoing operational costs (see appendix)

# Largest thermal peaking fleet will become more valuable

## Thermal peaking capacity (MW)



Source: AEMO data and Origin analysis

- Thermal peaking generation will play a critical role in providing **capacity** - managing evening peak demand periods, extreme weather and outage events
- Largest thermal peaking generation fleet in the NEM of ~3 GW
  - requires minimal ongoing capex
  - is expected to be called on more during high demand periods as coal generation retires
  - underpinned by our competitive gas supply portfolio
- With the largest thermal peaking fleet in the NEM, we are well placed to provide reliable, firming energy and support the increase in renewable supply

# Battery investment value proposition

## Key Value Drivers

- Origin holds sites with strong grid connection across all mainland NEM regions
- Multiple revenue streams
  - Intra-day energy arbitrage
  - FCAS, other ancillary services
  - As a retailer, batteries reduce capacity hedging costs
- Investment in storage enables
  - Greater levels of renewables into portfolio
  - Flexible expansion options to meet market opportunities

## Eraring Battery Stage 1 Key Metrics

Capacity	460 MW
Storage Duration	2 hrs
Indicative FID timing	CY2022
Revenue Streams	Energy Arbitrage Capacity Hedging FCAS

# Future fuels – targeting decarbonisation of hard to abate sectors

Leveraging core Origin advantages

Planning green hydrogen supply

Hydrogen ecosystem for customers

## Hunter Valley Hydrogen Hub



Access to multiple domestic renewable energy opportunities



Energy trading capability to optimise power cost



Wholesale gas portfolio supports hydrogen supply & demand growth



Existing fuel distribution capability



Collaborating with customers to transition gas to hydrogen



Planning hydrogen mobility for customer and public transport fleets



Collaborating with local manufacturing for hydrogen fuel & bus solutions



# Maximise cash flow and value



# Maximise cash flow and value

## APLNG



- Maximise cash flow
- Continue to reduce scope 1 emissions intensity
- Maintain production at 675-710 PJ/a on average, FY2023-25
- Maintain low cost <\$3.5/GJ on average, FY2023-25

## Wholesale gas portfolio



- Cash flow underpinned by significant fixed price<sup>1</sup> supply contracts in a tightening market
- Flexible gas transport and storage portfolio – ability to optimise to market conditions

## Beetaloo and Growth Assets



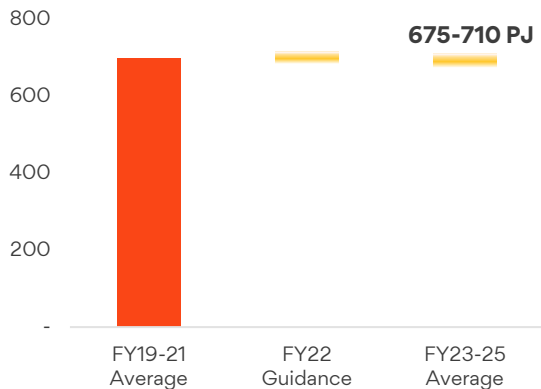
- Focused exploration and appraisal
- Crystallise value via farm down, which will reduce Origin's capital spend
- Learnings from adjacent exploration and appraisal activity may inform future value
- Secure routes to market
- Develop consistent with our decarbonisation commitments



# Maximise APLNG's cash flow via reliable and low-cost operations

## Optimise production

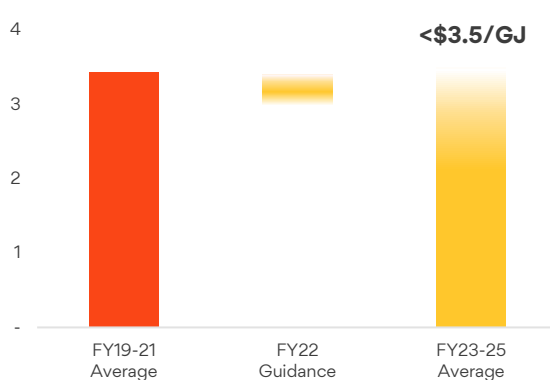
APLNG production (PJ)



- Focused programs to optimise base production and improve well reliability

## Maintain low cost of supply

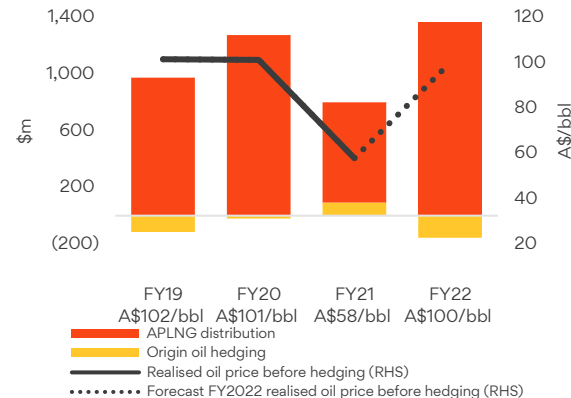
Unit capex & opex<sup>1</sup> (\$/GJ)



- Focused programs to lower lifecycle cost of supply
- Drilling activity expected to increase to sustain production as fields decline

## Maximise cash flow

APLNG estimated distribution to Origin and Origin oil hedging



- Cash flow linked to oil prices and spot LNG
- > \$1.1 billion<sup>2</sup> cash distributions** estimated to Origin in FY2022, net of Origin oil hedging

1) Opex excludes purchases and reflects royalties at the breakeven oil price.

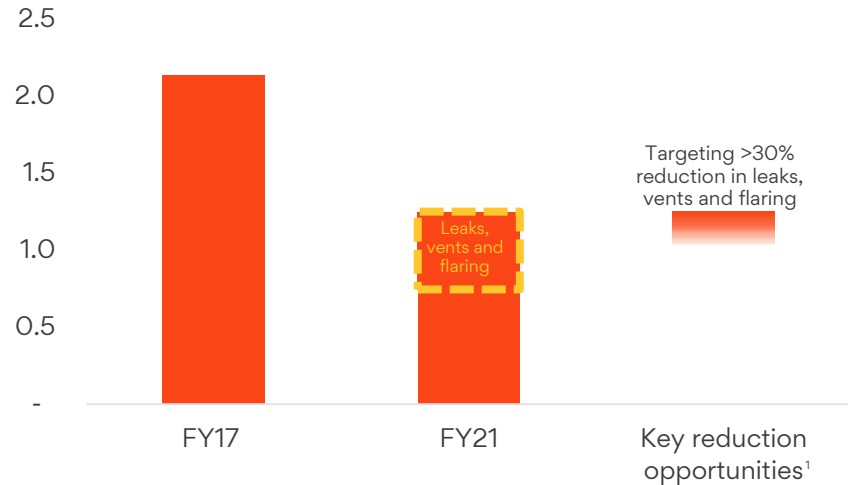
2) Assuming realised JCC oil price of US\$73/bbl before hedging, an average AUD/USD rate of 0.73 and assuming all APLNG debt serviceability tests are met. Origin hedges losses estimated to be \$155 million.

# Driving down APLNG Scope 1 emissions intensity, focused on further decarbonisation

## Decarbonisation

- Current focus on driving down emissions related to leaks, vents and flaring over the medium term:
  - **Dehydration process:** trialling alternate to methane for stripping gas
  - **Instrument Gas:** electrification of valve control on wellhead separators
  - **Reduced Flaring:** use of digital tools, and infrastructure to direct gas between fields during disruptions

APLNG Scope 1 Emissions Intensity (tCO<sub>2</sub>-e/TJ) - Origin operational control basis



1) Key reduction opportunities percentage based on FY21 sales gas production

# Adding value through focused exploration and appraisal and crystallising value through strategic partnerships

## Add value to existing assets

### Beetaloo Basin – follow up encouraging well results

- Velkerri dry gas play:
  - Amungee well normalised gas flow rate<sup>1</sup> comparable with best US shale
  - CY2022 plan: drill and production test two further horizontal wells
- Velkerri liquids rich play:
  - CY2022 plan: complete core analysis

### Canning Basin – continue to explore and appraise

- Wet gas discovery at Rafael

### Progress lower carbon development concepts aligned with our decarbonisation commitments

### Secure routes to market

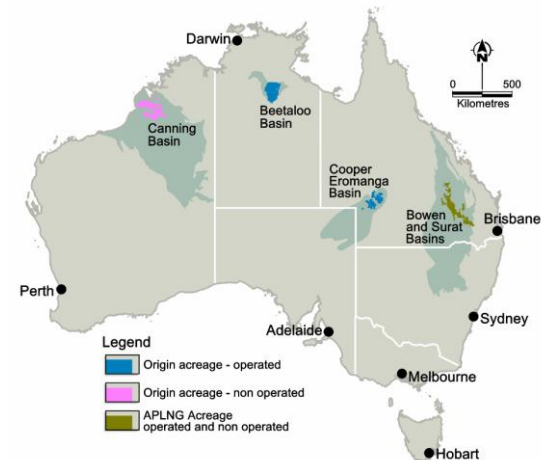
## Crystallise value

### Review ownership levels across assets

- Progressing farm down of Beetaloo from current 77.5% ownership

### Collaborate with other operators

- Accelerate lower cost learnings

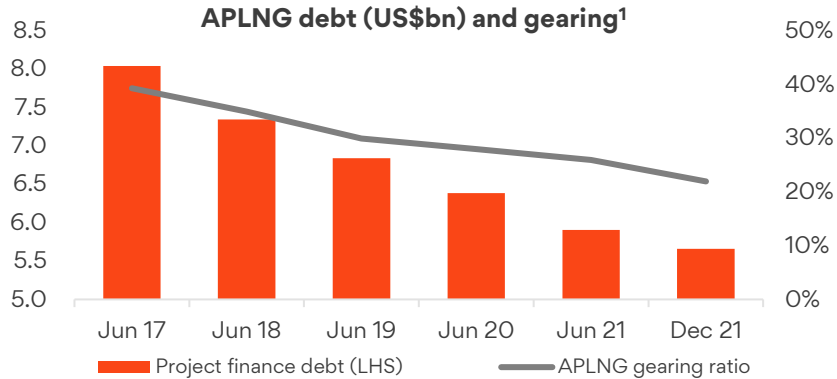
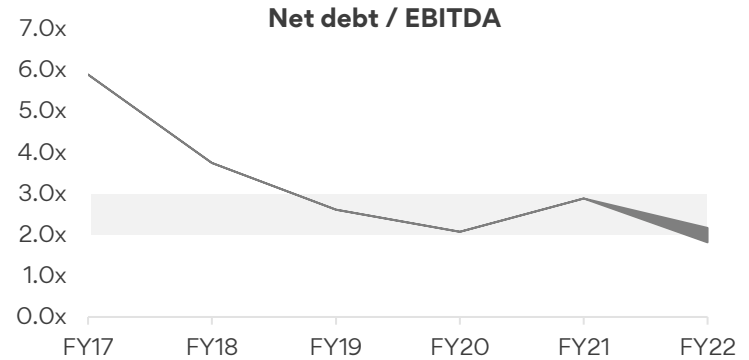
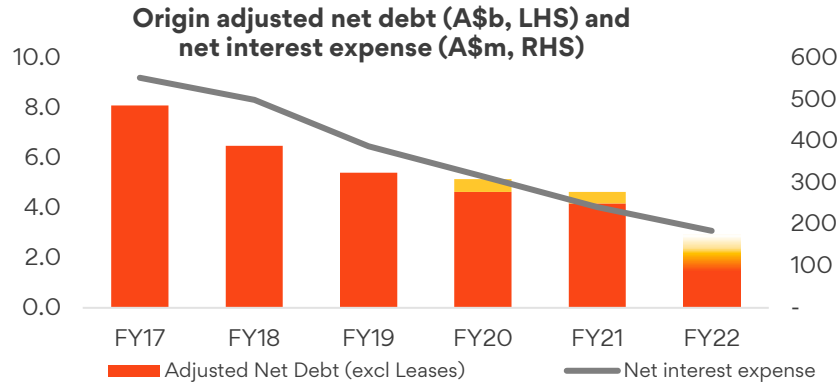


1) 5.2-5.8 MMscf/d per 1km  
35 9 March 2022

# Capital allocation



# Target capital structure achieved

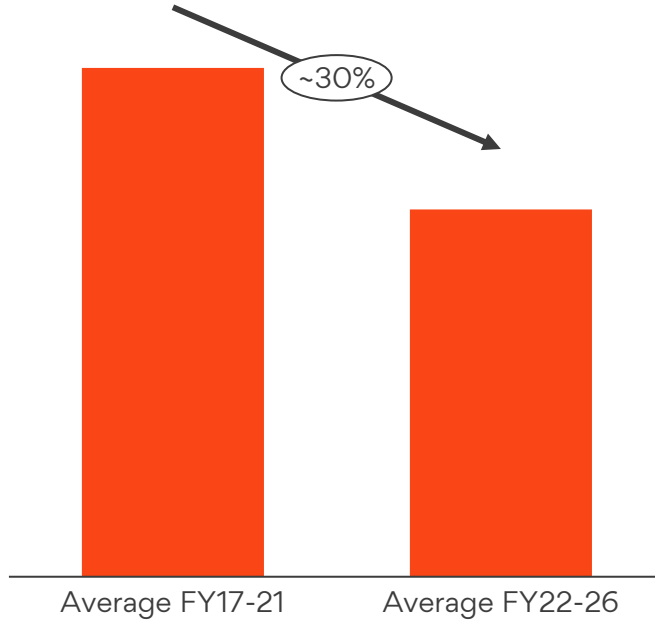


- Deleveraging complete
- Disciplined approach to:
  - Improving operating performance and spend
  - Capital allocation
  - Managing the portfolio (strategic asset sales and targeted acquisitions)
  - Sustained focus on debt reduction

1) Gearing is defined as project finance debt less cash, divided by project finance debt less cash plus equity.

# Lower sustaining capital spend targeted

Capex & investments excl major growth (A\$m)



- Eraring exit from 2025 (~\$95m per annum)
- Lower regulatory and system investment

# Disciplined investment criteria ensures ongoing focus on shareholder returns

## Principles

### Investment evaluation criteria

Investments tested against a low carbon future  
Build a pipeline of strategically aligned customer-led opportunities  
Independent validation of economics

### Managing risk

Target positive NPV under downside sensitivities  
Utilise equity partners to reduce capital at risk  
Asset sell downs/sales where appropriate

### Investment returns

Strict investment return hurdles for capital allocation  
Investment returns tested against additional distributions to shareholders  
Partner with 3<sup>rd</sup> party capital to optimise returns

## Examples

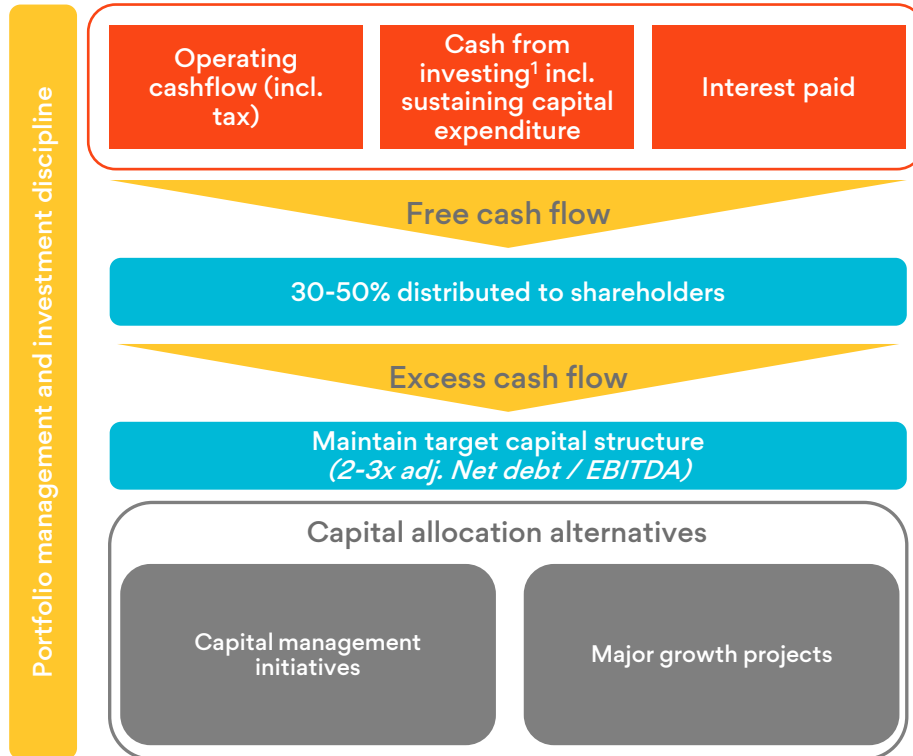
**Octopus investment and platform licensing** leading to positive returns and great strategic fit

**Beetaloo** appraisal and development requires **higher hurdle in decarbonising environment**

**Battery investment** is a key risk management initiative and subject to strict return hurdles

**Strategy to partner with 3<sup>rd</sup> parties** on renewable assets

# Increased capital allocation flexibility



1) Excluding major growth

- Target capital structure attained
- Lower debt service obligations
- Lower sustaining capital expenditure projected
- Investment in the energy transition:
  - Phased investment
  - Prioritise capital light options
    - Brownfields
    - VPP
    - Partner with 3<sup>rd</sup> party capital to optimise returns and balance sheet
- Business conditions create potential for further shareholder distributions, balanced with growth investments



# Intention to undertake an initial market share buyback of \$250 million

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- Strong financial position now supports additional shareholder distributions
  - Origin intends to undertake **an initial on-market buy-back of \$250 million, commencing in April 2022**
  - Further capital management initiatives may be considered over time subject to operating conditions and capital allocation alternatives

# Summary



# Origin is strategically positioned to benefit from the energy transition

- **Energy retailing** – leading customer scale and technology will create improved margins and grow value through low cost, superior customer experience and new products.
- **Energy supply** – diverse portfolio and proven risk management expertise in a low carbon post Earing world provides Origin with the opportunity to:
  - Replace ‘capacity’ with batteries, Virtual Power Plant and third party contracts, complementing largest thermal peaking fleet;
  - Grow ‘energy’ supply through renewables, partnering with others and using third party capital
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- **Octopus** – investment in a fast-growing global energy retailer and technology company, which has also provided us with access to the world’s leading energy technology platform
- **Capital discipline** – strong balance sheet, enabling choice and providing flexibility to make the right decisions over time while investing for growth

# Scorecard Targets



## Unrivalled customer solutions

### Superior customer experience

- Targeting +20 strategic NPS by FY2026

### Lowest cost retailer

- \$200 - \$250 million cash cost reduction from FY2018 baseline by FY2024

### Multi-product retailer

- Grow to 600K Broadband customer accounts by FY2026
- More than one third of corporate customers on broader offerings than energy supply by FY2026
- 5K EVs under management by FY2026



## Accelerate renewables and cleaner energy

### Renewables

- Multi GW renewable growth opportunity exists for Origin this decade
- Targeting a staged and disciplined investment or contracting approach

### Battery

- 460MW stage 1 (700 MW total) battery

### VPP

- Grow in-house VPP to ~2GW

### Hydrogen

- Domestic green hydrogen supply from mid 2020s and export supply from late 2020s



## Maximise cash flow and value

### APLNG

- Maintain production at 675-710 PJ/a on average, FY2023-25
- Maintain low cost <\$3.5/GJ on average, FY2023-25

### Beetaloo and growth assets

- Crystallise value via farm down and carry, which will reduce Origin's capital spend

# Questions

# Appendix



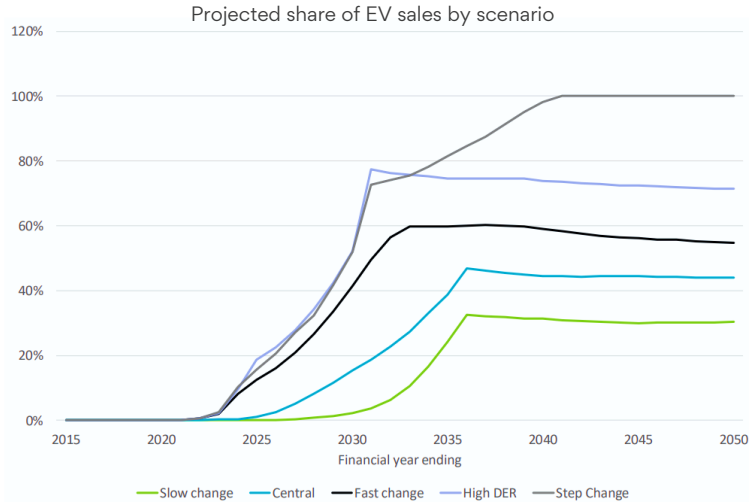
# Virtual Power Plant (VPP) – very low-cost capacity to partially replace Eraring

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- Our retail and business customers have a material amount of distributed energy assets such as batteries, hot water systems, air conditioning units, pool pumps and, in the future, electric vehicles. These assets are expected to grow significantly over the next 10 years
- Origin has developed a VPP and currently has ~ 200MW of assets under control, and we believe we can grow this to 2GW over time
- Creating a VPP requires a large customer base with a diverse, distributed asset base, and a large energy load that can be moved from high demand periods to low demand periods.
  - A VPP is capital and cost-efficient tool to create capacity
  - VPP assets tend to have very low or even zero upfront capital cost to establish
- VPP assets are like a peaking power plant, where value is generally described with reference to value of ‘cap hedge’ contracts.
- At scale, a very large number of distributed assets can be controlled in a similar nature to a battery, either by moving energy or reducing peak energy
- Ultimately, the orchestration of distributed assets helps Origin to replace part of the capacity provided by Eraring and firm renewable assets at a very low cost

# E-mobility – end-to-end customer solutions to accelerate EV adoption

## Growth in EV uptake in Australia



- Strong EV growth expected over the next 5-10 years
- Forecast increase in flexible demand and storage capacity
- Potential for new E-mobility business models

## 36<sup>EV</sup> Full suite of EV solutions

### Charging solutions



Charging infrastructure design and installation for commercial and residential premises

### Smart charging



Enrolling EV chargers onto VPP to capture wholesale energy and network value

### Fleet



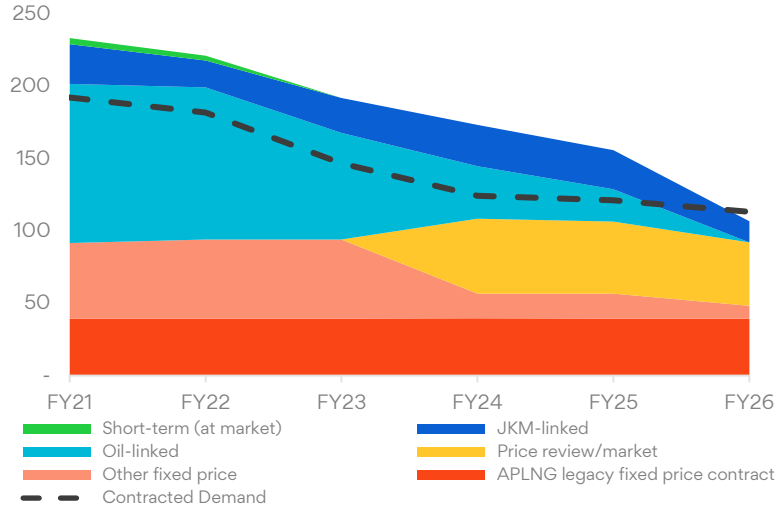
All inclusive EV fleet management solution to help business customers transition fleets to EVs

- Strong demand on electrifying corporate fleets
- Currently generating revenue from the charging and fleet solutions
- Scaling existing solutions to capture market share and developing new solutions to accelerate EV adoption

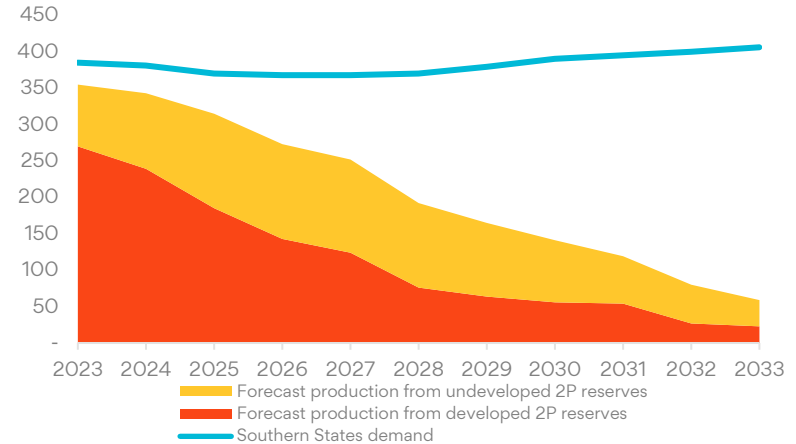


# Gas supply underpinned by a favourable long term fixed price<sup>1</sup> contract in a tightening domestic gas market

## Energy Markets Contracted Gas (PJ)



## Forecast supply and demand in the southern states (PJ)

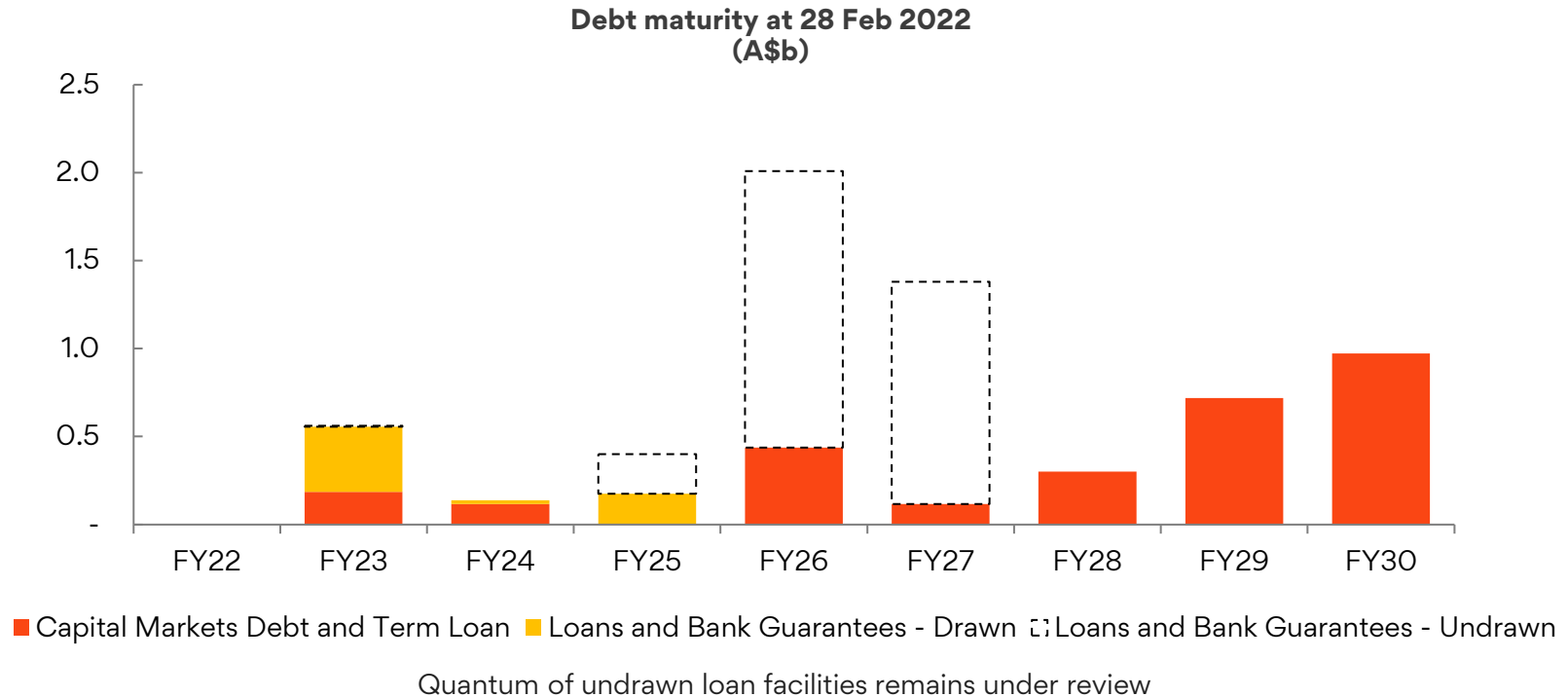


Source: ACCC Gas Inquiry January 2022 Interim Report

- Domestic gas market expected to be tighter from mid-2020s as existing supply rolls off
- Our gas supply portfolio, underpinned by a significant proportion of fixed price<sup>1</sup> supply contracts, is positively exposed
- Transport, storage and trading capabilities enable us to move gas where it is needed, including from northern to southern States
- Options to incorporate new supply and capacity from Queensland, Victoria or LNG imports

1) Subject to CPI adjustments

# No significant debt maturities until FY2026



# Kraken platform enables delivery of superior experience at lowest cost



## Leading technology platform

### End-to-end platform

Spanning billing, CRM<sup>1</sup>, forecasting, and integrating market interactions and metering

### Data centrality

Cloud based system providing real-time analytics and machine learning, enabling data based decision making with high degree of automation

### Robust data architecture

High data security with easy access. All interactions tracked for analysing customer and operational needs



## Customer centric operating model

### Single view of customer

Agents can easily access all customer data through one interface

### Small autonomous teams

Accountable for managing their own specific group of ~ 50K customers and looking after the end-to-end customer lifecycle

### Customer-oriented innovation

Customer happiness (per customer ratings) and productivity (per number of customers supported) are set as objectives



## Designed for future energy world

### Agile billing system

Customised future energy solutions with ability to implement product changes in hours

### Rapid innovations

Industry leading time to market for development of new features, typical deployment cycle of only 30 minutes

### Quickly and easily scalable

Proven improvement in efficiency as scale increases

1) Customer Relationship Management

# Octopus Energy's global growth potential

## International growth potential

Present in world's 7 largest deregulated energy markets

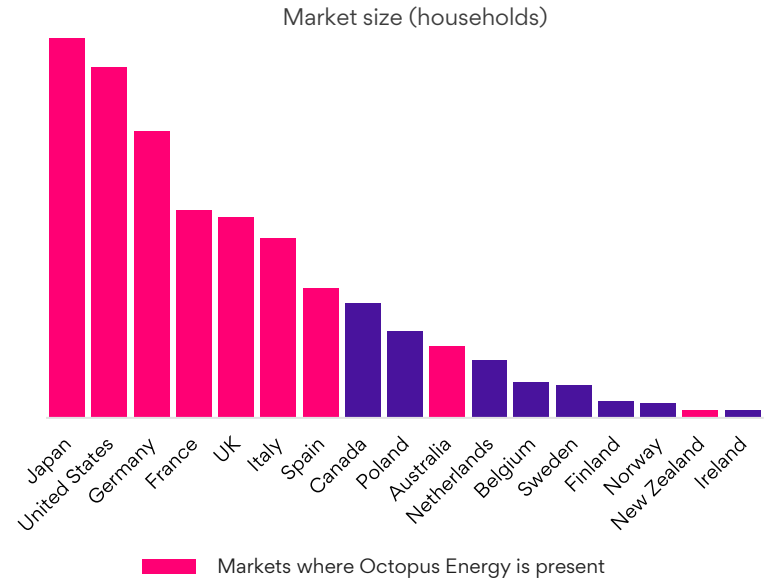
- Build presence via small acquisitions
- Adapt Kraken to local market
- Replicate operating model and grow organically

## Software-as-a-service

Kraken is licensed on an annual per customer fee to energy retailers

- £500 million license revenue expected over the next 3 years
- “Sticky” high margin business with Kraken platform embedded in organisations
- Licensed to support over 25 million accounts worldwide through deals with Origin, Tokyo Gas, EDF, E.ON and Good Energy
- Strong deals’ pipeline with a number of major utilities

## Global reach increasing



“Half of our valuation is down to the tech platform we are licensing,” Greg Jackson, Octopus CEO<sup>1</sup>

1) Source: Financial Times article of “Octopus defies energy crisis to draw global investors”