

Kia ora and welcome to One New Zealand

Infratil Investor Day Presentation

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Chief Executive Officer



Our purpose

Unlocking the magic of technology to create an awesome Aotearoa
Ka mau te mauri o te hangarau, ka whakamana a Aotearoa

Our plan to deliver

Customer Obsessed

Our customers love us
because we understand their needs
and are passionate about always
delivering for them

Remarkable Simplicity

Our customers value us
because we support them with
effortless experiences that work
flawlessly every time

Network Forward

Our customers trust us
because we provide secure,
world-leading technology solutions
that improve their lives and businesses

Winning where it matters

Our owners back us because we provide strong financial returns through
ICT, mobility and on net leadership, with the most efficient cost to operate

Our behaviours

Heart

We show up as our best selves
in every situation

Grit

We deliver a radically better world
for our customers

Freedom

We're empowered to shape the
future by creating a more progressive,
more inclusive Aotearoa

One awesome business

Maximising infrastructure investment to deliver ongoing value uplift

Infrastructure

- We are a technology leader and have led the market in launching 2G, 3G, 4G, 5G and IoT
- Awarded New Zealand's best mobile network
- One of New Zealand's largest fixed infrastructure owners and continue to own active mobile network infrastructure (core, backhaul power, radio network, spectrum) across ~1,500 sites
- Our 4.5/5G upgrade path and 2G/3G switch off plans are all on track and our negotiations continue with the Crown on direct allocation of 3.5GHz spectrum to accelerate the roll out of 5G further and faster

One awesome business

Excellent medium to long term industry dynamics, competitive but stable market

Services

- More than 2 million mobile connections, 70 retail stores, providing mobile fixed and ICT services to over 110,000 corporate, government and small/medium businesses
- We are the number one growing postpaid mobile provider in New Zealand, leading the market in total postpaid mobile connection growth for the past 8 quarters¹
- We are the fastest growing ICT provider in the country²
- We continue to achieve our best ever IT stability and customer service results
- We are achieving the fastest cost reduction in the market³

¹ Based on QoQ net additions from Q1-21 to Q4-22, sourced from IDC

² Relative to incumbents Spark and Datacom, latest reporting periods vs PCP (Prior Comparable Period). Spark (December-22) and Datacom (March-22)

³ Relative to peers Spark and 2degrees, latest annualised reporting periods vs PCP, excluding one-offs. Spark (December-22) and 2degrees (December-21).

One awesome Aotearoa

Halving the number of youth experiencing disadvantage and creating a better planet for future generations

- \$2 million per year (\$49 million total) invested in Te Rourou, Vodafone Aotearoa Foundation focused on New Zealand's youth
- One Good Kiwi - \$100k per month to youth-related charities
- Auckland flood and Cyclone Gabrielle response
- Emissions footprint evaluation underway
- Energy reduction through power management of off-peak capacity, recycling of infrastructure, passive heat exchanging, solar power trials

One awesome team

2,500 team members, with capability and culture scores now in the top quartile internationally

- Organisational health in top quartile of international employee benchmark
- Strong employment brand with excellent talent retention and acquisition track record
- Investing in data, AI and ICT for growth
- Investing in Transformation Office to accelerate business simplification
- Cross skilling and in-housing of service teams delivering further service uplifts
- Retail stores successfully integrated and delivering strong mobile results
- Successful separation and handover of Passive mobile assets to FortySouth
- Strong team of partners supporting us including Vodafone, Nokia, DEFEND, Amazon, Microsoft, Harvey Norman and Google

One trading update

Market leading mobile growth, increasing mobile ARPU, ICT growing

Consumer and SME

- Fastest growing Consumer postpaid connections¹
- Mobile ARPU increasing
- Roaming at >70% of pre-Covid levels
- Record low SME churn
- Continued move to on-net Fixed-Wireless Access

Enterprise

- Market leading growth in ICT services²
- Number one for enterprise mobile³ and IoT connections
- Integration of DEFEND security offering
- Industry leading ICT attachment at 55%
- Palo Alto Networks ANZ Service Provider of the Year

Wholesale

- Double digit growth with strong pipeline
- Mobile products launched with MVNO offering mobile, FWA and IoT
- New fibre builds for CDC and hyperscaler data centres
- Delivering private 5G networks and Mobile Edge Compute

¹ Dec-22 vs PCP, sourced from IDC

² Relative to incumbents Spark and Datacom, latest reporting periods vs PCP. Spark (December-22) and Datacom (March-22)

³ Based on Enterprise mobile connection market share at Dec-22, sourced from IDC

On track to exceed FY2023 EBITDAF guidance

Income statement	FY2023	FY2022	PCP
\$ millions	H1	H1	H1
Consumer SME	315	290	9%
Enterprise	60	57	5%
Mobile	375	347	8%
Consumer SME – Fixed & ICT	174	195	(11%)
Enterprise – Fixed & ICT	127	109	16%
Wholesale & other	83	79	4%
Recurring revenue	758	730	4%
Procurement & One-off revenue	232	225	3%
Total Revenue	990	955	4%
Direct Cost	(433)	(439)	1%
Gross Margin	557	516	8%
Operating Expenses	(299)	(274)	(9%)
Normalised EBITDAF**	258	242	7%
Normalised EBITDAF %	26%	25%	1pp
Capex incl. Spectrum	125	211	41%

FY2023 Key Trends

- Market leading total mobile service revenue growth¹ due to strong acquisition in post-paid and ARPU increasing as customers move to higher value plans and roaming returns
- Consumer fixed ARPU is stable, but revenue has declined due to the intensely competitive market
- ICT is growing faster than market² due to good momentum in Contact Centres, public cloud migrations and Security via our partial acquisition of DEFEND
- Wholesale revenue uplift due to the continued growth in fixed line capacity
- Procurement revenue largely relates to lower margin device revenue with uplift due to buy back of our retail stores
- Operating expenditure increases largely due to in housing of our retail stores and investment in rebrand to One NZ
- Capex decrease largely relates to non-recurring spectrum cost in prior period. IT project spend mix changed between SaaS and Capital spend
- On track to exceed FY23 guidance range of \$490 million to \$520 million with estimated growth of ~10% PCP

** Normalised EBITDAF excludes impairment, impact of M&A activity and transaction costs

¹ Dec-22 vs PCP, sourced from IDC

² Relative to incumbents Spark and Datacom, latest reporting periods vs PCP. Spark (December-22) and Datacom (March-22)



One simple business

- Pivoted from changing out parts of our existing IT stack with a new vendor to upgrading these components with existing partners
- A new Business Simplification programme is helping us to become an even leaner and more efficient business and deliver further gains in customer service and cost reduction
- Focus areas include:
 - Product rationalisation
 - Improved digital first customer journeys and experience
 - Operational excellence driven by AI, robotics and automation
 - Technology modernisation
- Our new brand drives this focus within the business: One plan, One click, One call, One bill, One process, One decision maker, One meeting

Changing the way customers think about our brand

Our new brand will:

- Enable significant ongoing cost savings
- Improve mobile trading performance
- Accelerate our ICT growth
- Drive dramatic simplification and efficiency across the company



Thank You