

2025 The Energy Charter Disclosure



EnergyAustralia

LIGHT THE WAY

Message from the Managing Director



This year's Energy Charter Disclosure reflects a year where we made real progress supporting our customers through some genuinely tough times, while also playing our part in Australia's energy transition.

The rising cost of living continues to impact households and businesses across Australia. That's made our role in supporting customers through difficult periods more important than ever. Here are three key areas where we made the most difference in 2025.

Supporting customers experiencing vulnerability

We have significantly expanded our support capabilities and improved our capacity to identify and help those who are vulnerable. Our EnergyAssist program has been central to this effort, with our dedicated case managers providing tailored advice and personalised support to customers facing financial

hardship. In 2025, the program handled 240,058 customer calls, a 6% increase from the previous year, and delivered \$29 million in direct support. The fact that 80% of EnergyAssist customers successfully met their agreed payment plans tells us that the collaborative approach we take to developing these plans is both effective and manageable for those who need it most.

We have also refined our data capabilities to proactively identify customers who may be experiencing vulnerability, enabling us to reach out with support before circumstances become critical. Our specialist agents are trained to recognise different types of vulnerability and connect customers with appropriate services tailored to their specific circumstances.

We were honoured to be the highest ranked gen-tailer in the National Energy Market, and third overall, in the 2025 Rank the Energy Retailer report by Financial Counselling Victoria in partnership with Financial Counselling Australia, which assesses the hardship practices of energy retailers. This recognition validates our approach, but we know there is always more work to be done.

Developing innovative products that meet customer needs

Innovation remains at the heart of our customer strategy. Our Community Battery Ease electricity plan, launched in partnership with Ausgrid, won a 2025 Canstar Blue Innovation Excellence Award and exemplifies how we can leverage emerging technologies to deliver tangible benefits.

Using community batteries to store local energy lowers network costs and allows us to offer customers reduced electricity prices. Similarly, our new EV Night Boost plan offers NSW electric vehicle owners low charging rates between midnight and 6:00am, when network demand is lowest.

These products are not developed in isolation; they are informed by customer research and designed to meet genuine needs while supporting grid stability.

Reshaping our portfolio to support the transition to renewable energy

Perhaps most significantly, we have made substantial progress in reshaping our generation and storage portfolio to support an affordable renewable energy transition. Major achievements include putting finance in place for the Wooreen Energy Storage System, our strategic partnership with EDF power solutions Australia for the Lake Lyell Pumped Hydro project in Lithgow, and the advancement of the Hallett Battery Energy Storage System into project execution.

We have also continued development of flexible gas generation at Marulan and commenced early planning for the Yallourn Energy Security Precinct. These investments in the technologies needed for a reliable, renewable energy future demonstrate our commitment to leading the transition while ensuring affordable and secure energy for all Australians.

Acknowledgement of Country

EnergyAustralia acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of the lands on which we live and work throughout Australia. We recognise their continuing connection to lands, waterways and community and we pay our respects to all First Nations peoples and acknowledge Elders past and present.

As we look ahead, we remain focused on our purpose to lead and accelerate the clean energy transformation for all.

Mark

Mark Collette
Managing Director, EnergyAustralia

Our customers and communities

Our purpose is to lead and accelerate the clean energy transformation for all.

As one of Australia's largest energy retailers, we serve over 1.5 million customers across 2.3 million energy accounts. Our customers represent all customer segments.

We strive to make the energy transition simple for customers, combining customer owned behind the meter assets into our growing flexible energy portfolio.

Our main interactions with local communities occur in proximity to our generation assets and offices. EnergyAustralia works constructively and respectfully within local communities including workers and their families, businesses, local governments, interest groups and Traditional Owners and Custodians.



We supply electricity and gas

to around 1.5 million customers across 2.3 million accounts.



Our people are our greatest asset, and we employ over

2,200 employees

across our generation sites, head office in Docklands, Victoria, and our Geelong contact centre. We're committed to a workplace where everyone belongs, regardless of gender, sexual orientation, gender identity, age, disability, marital or family status, ethnicity, nationality, cultural backgrounds, perspectives and other areas of difference.



We assisted customers over 1.8 million times

in 2025 over the phone or via digital channels.



We recognise the importance of having active and respectful working relationships with the Traditional Owners and Custodians of the lands on which we operate, a focus of our

Innovate Reconciliation Action Plan.

We are committed to recognising and minimising the impacts on Aboriginal and Torres Strait Islander peoples and communities as we transition away from traditional forms of energy.



We helped

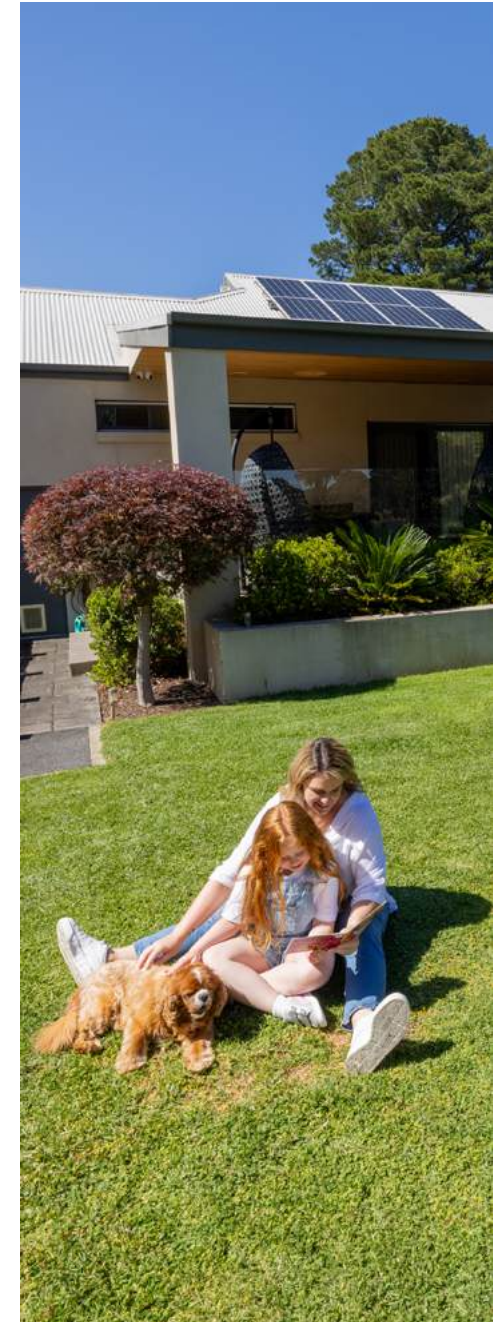
35,756 customers

access government assistance, with customers receiving an average adjustment of \$433.



Our second Climate Transition Action Plan (CTAP 2024) details the ambition for our Scope 3 emissions decarbonisation pathway and builds on our existing CTAP 2023 ambition. This included our

target to reach Net Zero for Scope 1 and 2 emissions by 2050.



2025 customer highlights

We are proud to be a founding signatory of the Energy Charter. We remain the only gen-tailer signatory. We believe there is value for our customers in transparency and that our industry's challenges can only be solved by working together.

In this Disclosure, we voluntarily report how our company is performing against the Energy Charter's five customer experience principles. We are committed to making progress against these principles over time.

This section shares three areas in which we made substantial progress for customers during 2025.

Highlight 1: Supporting customers experiencing vulnerability

We understand the rising cost of living is impacting people across Australia. EnergyAustralia remains committed to broadening our support capabilities and enhancing our platforms to identify and assist customers experiencing vulnerability.

Our **EnergyAssist program** supports customers experiencing financial hardship, with dedicated case managers providing tailored advice and personalised support. The EnergyAssist team received 240,058 customer calls in 2025, a 6% increase from 2024, and we provided \$29 million in support through the program. 80% of EnergyAssist customers met their agreed payment plans, indicating that the plans we develop together are effective and manageable.

This year we refined our data set to help us **proactively identify customers** who may be experiencing vulnerability. Identified customers are contacted by specialist agents trained to recognise different types of vulnerability and connected with the right hardship services and support for their circumstances.

We were pleased to be the highest ranked gen-tailer in the National Energy Market (NEM), and third overall, in the **2025 Rank the Energy Retailer** report from Financial Counselling Victoria in partnership with Financial Counselling Australia. The project assesses the hardship practices of energy retailers to remove barriers to affordable energy, and makes recommendations for improvement.

You can find out more about our support for customers experiencing vulnerability in Principle 5, page 15.

Highlight 2: Developing innovative products that meet customer needs

In line with EnergyAustralia's purpose, we are investing in generation and storage assets and developing innovative products based on customer needs, to shape our future and enable a simpler energy transition for our customers.

Our **Community Battery Ease** electricity plan has proved popular with customers and won a 2025 Canstar Blue Innovation Excellence Award. Launched in 2024 with Ausgrid,

Community Battery Ease is an affordable plan that taps into community batteries to help lower the cost of electricity delivered to homes in the catchment area. By keeping energy local and reducing network costs through the use of community batteries, EnergyAustralia can pass these savings on to customers through lower electricity prices, helping to ease cost of living pressures.

Our product innovations are informed by customer research, including our new **EV Night Boost** electricity plan. The plan offers NSW electric vehicle owners a low rate to charge between midnight and 6.00am when network energy demand is lowest. Its design was informed by customer insights, and benefits both the customer and the energy market by shifting load into off-peak times. You can find out more about these products in Principle 1, page 7.

We work with our Commercial and Industrial (C&I) customers to manage their energy needs, helping to reduce their energy use and costs and increase reliability. Find out more in Principle 2, page 9.

2025 Customer highlights (continued)

Highlight 3: Reshaping our portfolio to support the transition to renewable energy

EnergyAustralia is committed to expanding our portfolio to support the transition to renewable energy. We are working on several new projects to include the technologies needed to support an affordable energy transition in our asset portfolio. Our battery, energy storage and gas flexible capacity enables more renewables to enter the NEM with the reliable outcomes needed for customers.

We reached several key project milestones during 2025. The **Wooreen Energy Storage System** (Wooreen ESS) achieved financial close in February 2025. In June 2025, EnergyAustralia signed an agreement with Banpu Energy Australia for the sale of a 50% equity interest in the Wooreen ESS. Both parties will contribute expertise to the project's ongoing development, with commercial operations expected in 2027.

EnergyAustralia also formed a strategic partnership with EDF power solutions Australia in June 2025 to co-develop and deliver the **Lake Lyell Pumped Hydro** project in Lithgow. You can find out more about these projects in Principle 2, page 10.

The **Hallett Battery Energy Storage System** advanced into project execution after completing all final investment decision steps and issuing Notice to Proceed in December 2025. The **Mt Piper Battery Energy Storage System** continues to progress through early-stage development, having secured NSW Development Approval and success in the Capacity Investment Scheme during the year.

Gas fired generation is an important, flexible tool for stability through the energy transition. We continued to progress the development of the **Marulan Gas Fired Power Station** during 2025. We are seeking a development modification that aims to facilitate a more efficient, modern plant and better energy outcomes. Find out more in Principle 3, page 12.

We also announced our plans for the **Yallourn Energy Security Precinct**, which is in early-stage planning for a multi-technology precinct to meet future energy needs while utilising existing transmission infrastructure to reduce costs.



Scorecard



PRINCIPLE	Statement	Criteria	2024	2025	2026-27 Target	Value	Value	Value
1	We put customers at the centre of our business and the energy system	Customer centricity	●	●●	●●●	-7.6 pts Strategic Net Promoter Score (NPS)	68.7 RepTrak	4.08 (out of 5) Employee engagement
2	We will improve energy affordability for customers	Affordability	●●	●●●	●●●●	>643k Payment plan extensions and payment plans set up	80% of EnergyAssist customers met their agreed payment plans	
3	We will provide energy safely, sustainably, and reliably	Safely	●	●●	●●●	Total Injury Frequency Rate (TIFR) improved from 3.15 to 1.75	Ambition of up to 3GW of renewable generation by 2030 (committed or operational)	543MW Demand Response Capacity
		Sustainably	●●	●●●	●●●●			
		Reliably	●●	●●●	●●●●			
4	We will improve the customer experience	Fair outcomes	●●	●●●	●●●●	60.5% Service transactions completed digitally	49 Direct complaints per 10k customers	95% Direct complaints resolved within 30 days
		Communications	●●	●●●	●●●●			
		Complaints handling	●●	●●●	●●●●			
5	We will support customers facing vulnerable circumstances	Treatment of vulnerability	●●	●●●	●●●●	56,668 EnergyAssist participation	78.9 EnergyAssist Customer NPS	46,308 Residences visited as part of our Knock to Stay Connected program

Principle 1:

We put customers at the centre of our business and the energy system

Self-assessed maturity rating

● 2024 ● 2025 ● 2026–27 TARGET

CRITERIA	ELEMENTARY	EMERGING	EVOLVED	EMPOWERED	EXCEEDING
Customer centricity				● ● ●	

Progress over time

MEASURE	2024 RESULT	2025 RESULT	CHANGE
Strategic NPS	-8.7 (Jul–Sept)	-7.6 (Jul–Sept)	+1.1 pts
RepTrak	67.2 ¹	68.7	+0.7 pts
Employee engagement	3.97 (out of 5)	4.08 (out of 5)	+0.11 pts

How we delivered positive outcomes for customers

Customers are central to how we operate. This shapes our workplace culture, the products and services we offer, and the decisions we make so we can deliver positive customer outcomes.

Delivering for our customers

Strategic Net Promoter Score (SNPS) measures the likelihood that customers will advocate for EnergyAustralia. Our most recent quarterly SNPS results (July–September 2025) improved to -7.6 compared to the same period in 2024, continuing a positive multi-year trend.² Our SNPS is always active, providing us with data about how customers are feeling and their experience with us that can inform business decisions. Our brand reputation score, RepTrak is 68.7 for the year.

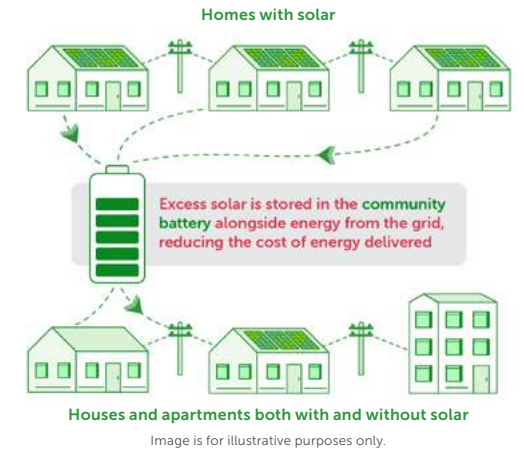
Innovating to meet customer needs

We use customer research methods including focus groups and online testing to garner insights that inform product development. One such product is our new EV Night Boost electricity plan for NSW customers, which launched in 2025. Insights from customer research shaped the product’s design, helping us to understand when and how EV owners typically charge vehicles at home, as well as when they consider the impact of EV ownership on their household energy needs. The resulting plan offers EV owners a low rate to charge between midnight and 6.00am, when network energy demand is lowest. This benefits the customer and the energy market by shifting load into off-peak times.

Our Community Battery Ease electricity plan won a 2025 Canstar Blue Innovation Excellence Award and has been popular with customers. Launched in 2024,

Community Battery Ease provides selected household customers in the Ausgrid network, including renters and apartment dwellers, with access to locally stored energy at eligible community battery locations in NSW. During 2025, the initiative was expanded to select locations on the Endeavour Energy network, extending the opportunity to benefit from community battery energy into new areas where customers may face cost of living challenges. Tens of thousands of customers are now eligible for the initiative, and we hope to extend this in 2026 and beyond.

Government incentives for household batteries are also increasing interest in our Battery Ease electricity plan and Virtual Power Plant (VPP). We focused on communicating the process and benefits of customers enrolling their battery in our VPP throughout 2025.



¹ A data discrepancy was identified in the 2024 RepTrak score; the correct average score is 68 for that year.

² Strategic NPS is based on Roy Morgan Single Source, Australian population aged 14+ with gas and electricity connections with EnergyAustralia. Net Promoter Score (NPS) is calculated as a 3-month average from July to September 2025. Net Promoter®, NPS®, NPS Prism®, and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., NICE Systems, Inc., and Fred Reichheld. Net Promoter Score SM and Net Promoter System SM are service marks of Bain & Company, Inc., NICE Systems, Inc., and Fred Reichheld.

Principle 1:
**We put customers at the centre of our
business and the energy system (continued)**

Governance and reporting practices

EnergyAustralia's Board and Executive Leadership Team regularly review how we are delivering customer outcomes using our enterprise balanced scorecard and monthly reports. Metrics reviewed include Customer Net Promoter Score (CNPS), SNPS, RepTrak, and financial and non-financial measures related to ongoing customer initiatives.

Our Customer Council met quarterly to discuss issues relevant to our customers. The Council is comprised of representatives from community groups, customer advocates, and business groups, such as St Vincent De Paul, Business NSW, Energy Users' Association of Australia and more.

An engaged and customer-focused team

Strong employee engagement remains central to how we deliver better outcomes for customers. During 2025, we focused on embedding the engagement framework (introduced in 2024) into everyday practices, supporting our leaders to better understand the conditions our employees need to do their best work. Our engagement score improved to 4.08 in October 2025 (2024:3.97).

We also recorded a positive advancement in gender diversity, with female representation in leadership and managerial positions rising to 37%, an increase of 2.5% compared to 2024. The retention of female employees also improved materially, with voluntary departure rate of female employees reduced by 8.8%.

Our Family Leave Policy encourages all new parents to take the leave they need to support their child's arrival. In 2025, we recorded a small 4% decrease in the number of male employees taking up family leave. We contributed additional superannuation to women taking up this leave, our response to the superannuation gap disproportionately faced by women when taking parental or carer leave.

Where we can improve

We know we can do more to improve customer outcomes through the energy transition. This includes continuing to refine and innovate our product offering, simplifying the coordination of customer energy resources in collaboration with energy networks, and continuing to monitor regulatory updates so our billing remains clear, compliant and customer friendly.

We are also evaluating and planning for ways to reduce costs both in our operations and in how energy is used. For example, greater use of electric hot water during solar hours, trialling dynamic pricing based on real electricity grid conditions, and technology that helps shift electricity usage automatically.

Improvements planned for 2026 include:

- Gathering customer feedback on EV Night Boost to ensure it meets customer needs.
- Extending the geographic areas participating in Community Battery Ease, so more households are eligible to take part.
- Ongoing refinement of our battery products and plans.
- Exploring low-cost and no-cost guidance we can provide to help customers save on their energy bills, regardless of whether they have consumer energy resources like solar panels and batteries.
- Optimising our digital customer experience. See Principle 4 for details.



Principle 2: We improve energy affordability for customers

Self-assessed maturity rating

● 2024 ● 2025 ● 2026–27 TARGET

CRITERIA	ELEMENTARY	EMERGING	EVOLVED	EMPOWERED	EXCEEDING
Affordability					

Working to improve outcomes for customers

We communicate with customers about the best energy deals for their needs. The best offer available is displayed on the customers' bill, in line with regulatory requirements, and we send communications before the end of their current plan with next steps to continue receiving a discount.

When speaking with our residential and business customers, we regularly test the suitability of their current plan for their needs. We also re-check that customers are on the best plan for their needs when assessing their circumstances for potential hardship support.

Discussing affordability with residential customers

Our Contact Centre agents are trained to have effective affordability conversations with our customers. We provide customers with information about how they can manage their energy use to make their bills more affordable, on our website and when relevant during customers conversations on the phone and online. For customers experiencing hardship, we also offer energy

efficiency home visits and where appropriate appliance replacements to support them in managing their energy use and associated bills. (See Principle 5, page 16 for more information.)

Throughout 2025, our agents completed scenario-based online training to refine customer conversations and enhance their ability to identify signs that a customer might benefit from speaking with our team of hardship specialists. Training topics change each month, with affordability or vulnerability topics covered quarterly.

See Principle 5, page 16 for details of our programs to support customers experiencing vulnerability.

Working to improve affordability for large business customers

Flexible grid capacity helps ease pressure during peak demand periods, and our business customers can benefit through our Demand Response Program. The program rewards C&I customers who reduce their energy demand during peak events and paid more than \$1.3 million to participating customers in 2025.

Progress over time

MEASURE	2024 RESULT	2025 RESULT	CHANGE
Payment extensions and payment plans set up	>683k	> 643k	- 20k
EnergyAssist customers who met their agreed payment plan	78%	80%	+2%

Throughout the year, our dedicated C&I Assets and Energy Solutions team engage directly with C&I customers, providing site-specific energy audits to identify potential opportunities for energy and cost savings.

Offering innovative products that reduce customers' bills

Our product development approach is informed by customer feedback and insights to drive innovation that meets their needs. Our new EV Night Boost electricity plan helps NSW EV owners manage their energy use and costs and helps to manage energy load.

Community Battery Ease allows NSW electricity customers in selected areas to access and share locally stored energy from community batteries. These community batteries store a mix of excess solar energy and grid energy within the community. By keeping energy local, we reduce our costs and pass these savings on to customers. The plan makes renewable energy more accessible for customers, particularly renters and apartment dwellers, while helping to lower household electricity costs.

Find out more about EV Night Boost and Community Battery Ease in Principle 1, page 7.

We also develop innovative solutions that support C&I customers through the energy transition. During 2025, we partnered with Queensland tourism operator Tropic Wings to deliver one of Australia's first fully integrated electric bus depots. Partly funded by the Australian Renewable Energy Agency (ARENA), the end-to-end solution combines solar generation, battery storage and an automatic transfer switch to seamlessly switch to backup power when needed – enabling Tropic Wings to scale up to a 12-bus electric fleet that reduces emissions and improves their guest experience.

Principle 2: We improve energy affordability for customers (continued)

Investing in assets to support affordability and long-term energy supply

We are working on several new projects to include the technologies needed to support an affordable energy transition in our asset portfolio. Our battery, energy storage and gas flexible capacity enables more renewables to enter the NEM with the reliable outcomes needed for customers.

Our asset planning decisions are guided by the need to ensure an affordable future supply of energy. This includes looking to utilise existing energy infrastructure in new projects, such as transmission lines, to avoid costs that would otherwise need to be recovered from customers.

The Wooreen ESS project follows this approach. The project is proposed for land next to our Jeeralang gas-fired power station to optimise its connection to the grid. The project achieved financial close in February 2025, with construction well advanced as we target commencing operations in the second half of 2027.

Our Lake Lyell Pumped Hydro project will utilise a man-made lake originally built to support local power stations and existing transmission infrastructure, to allow energy to be stored for longer than most current battery technologies. The development application was submitted in 2025, and we are looking to secure approval during 2026.

As the energy transition accelerates, the operating environment is becoming more uncertain. We remain focused on introducing appropriate generation supply into the market when required, to reduce pressure on wholesale energy prices. We continue to actively seek renewable energy contracts to support our ambition to expand our renewable energy portfolio to include up to 3GW of renewable energy (committed or operational) by 2030. For example, we have entered into two renewable energy offtake agreements with the Golden Plains Wind Farm – one for 52MW, which has commenced, and a further one for 230MW, which commences in the late 2020s.

Find out more about how we're investing in assets for long-term energy supply in the Principle 3, page 11.

Where we can improve

We are committed to reducing the cost of providing energy to customers, sharing clear information about our best available offers, and assisting customers when they face financial hardship. We continue to offer payment support programs for customers experiencing cost of living pressures.

Initiatives planned for 2026 include:

- Continuing to have open and supportive affordability conversations and providing ongoing agent training to further our skills and capability.
- Working with C&I customers to help them make informed decisions about their energy use and costs.
- Progressing our innovation pipeline to create and fine-tune products that can help customers reduce their electricity bills.
- Advancing projects to bring new assets into our portfolio, including the construction of Wooreen ESS and planning approval for the Lake Lyell Pumped Hydro project.

See also Principle 3, page 12, for more initiatives that will contribute to improving energy affordability for customers.



Principle 3: We provide energy safely, sustainably, and reliably

Self-assessed maturity rating

● 2024 ● 2025 ● 2026–27 TARGET

CRITERIA	ELEMENTARY	EMERGING	EVOLVED	EMPOWERED	EXCEEDING
Safely			●	●●	
Sustainably			●●●		
Reliably				●●●	

How we delivered positive outcomes for customers

Enhancing safety and wellbeing

We recorded a strong safety performance in 2025. Our Total Injury Frequency Rate (TIFR) was 1.75 enterprise wide, a decrease of 1.40 from 2024 and our best performance on record. This was driven largely by our strong focus on outage safety during the year, which included consistent outage planning and resource-sharing across sites. Our strong internal capability in injury management also contributed to this result.

The enterprise-wide Serious Injury Frequency Rate (SIFR) was 1.98 in 2025, a slight decrease compared to 2024. Pleasingly, there were no serious injuries although exposures (circumstances with the risk of serious injury) were recorded. The 'Stop the Drop' program continued, with significantly fewer dropped object incidents recorded.

Safety hazard identification and risk assessment reporting was steady, following a focus on these activities in 2024. Reporting of psychosocial incidents increased by 20% in 2025 after focusing on this risk in our Contact Centre. This focus is helping us both support our people and analyse opportunities to remove friction or frustration points from our customer processes. See Principle 5, page 16 for more information.

Our Wellbeing Conversations program encourages line managers to use five minutes in meetings to check in on team member wellbeing and offer support, including targeted health and wellbeing programs. More than 4,000 Wellbeing Conversations were held in 2025.

Personal health was the primary driver of wellbeing across those conversations, so we installed self-guided health check machines in our workplaces to support employees in managing their health. This complements our employee assistance and protecting our

Progress over time

MEASURE	2025 RESULT	2026 RESULT	CHANGE
Total Injury Frequency Rate (TIFR)	3.15	1.75	-1.40
Serious Injury Frequency Rate (SIFR)	2.21	1.98	-0.23
Demand Response Capacity	406MW	543MW	+137MW

people programs, which provide access to free, confidential counselling and support when faced with challenging frontline situations. Our employee networks also support employees from LGBTQ+, First Nations, culturally and linguistically diverse, trans and diverse gender communities, as well as employees impacted by family violence.

Through a series of toolbox talks, our '12 Days of Christmas' safety campaign in late 2025 encouraged our people to apply their safety mindset at home, covering topics like safety in the kitchen and working on your home over the holiday break.

We continued streamlining our Safety Management System, making it simpler and easier for site teams to focus on operational safety. This will continue in the years ahead. The Contractor Management System upgrade was delayed and will commence in 2026.

Working towards our sustainability ambitions

Our second Climate Transition Action Plan (CTAP 2024) details the ambition for our Scope 3 emissions decarbonisation pathway and builds on our existing commitments outlined in CTAP 2023. This includes our target to reach Net Zero for Scope 1 and 2 emissions by 2050.

We will publish a third iteration of our CTAP in 2027. In early 2026, we published our first set of mandatory disclosures of our climate-related risks and opportunities under the Australian Sustainability Reporting Standards.

Principle 3: We provide energy safely, sustainably, and reliably (continued)

Building a reliable, flexible energy system

EnergyAustralia continues to invest in flexible capacity projects to support grid stability and the shift to renewable energy production. This includes expanding energy storage – which is important across the NEM through the energy transition – with projects leveraging the latest battery technologies that can contribute to the grid for longer.

The Mt Piper Battery Energy Storage System (Mt Piper BESS) secured funding under the Capacity Investment Scheme in 2025 and will provide a 500MW, four-hour battery when completed. Stage one is targeting a final investment decision during late 2026.

Contracts for the 50MW, four-hour Hallett Batter Energy Storage System (Hallett BESS) were signed in December 2025. Together with the Wooreen ESS (see Principle 2, page 10), these projects will contribute to grid stability and reliability by storing energy, including renewable energy, and dispatching it at peak times.

Gas fired generation is an important tool for stability through the energy transition. It can be turned on and off quickly, providing practical and flexible backup power when there are fluctuations in electricity supply and demand. We continued to progress the development of the Marulan Gas Fired Power Station during 2025. We are seeking a development modification that aims to facilitate a more efficient, modern plant and better energy outcomes.

We are also investing in pumped hydro assets, which can store energy for longer than most current battery technologies to support the energy system. Planning for our Lake Lyell Pumped Hydro project progressed during the year (see Principle 2, page 10).

Together with our direct investments, we also work with partners to ensure reliable and flexible capacity. The Genex Kidston Pumped Hydro project was registered by the AEMO in November 2025, for which EnergyAustralia holds full operational dispatch rights. Currently under construction, Kidston is progressing towards commissioning in late 2026 and operation in early 2027. It will be the first new pumped hydro facility to join the NEM in more than 40 years, when completed.

Construction of Akaysha Energy's 400MW, four-hour Orana BESS also progressed in 2025, with EnergyAustralia contracted to access 50% of the battery's capacity once operational. The project is expected to move through commissioning and become operational in mid 2026. Our innovative 12-year 'virtual toll' agreement with Akaysha will help us to manage price and load commitments to customers, particularly during high demand periods.

Where we can improve

Providing energy safely, sustainably and reliably is vital for our customers, employees and the energy market more broadly. We will continue to deliver on our purpose: to lead and accelerate the clean energy transformation for all.

Initiatives planned for 2026 include:

- Uplifting process safety to ensure energy remains contained and controlled to reduce the risk of catastrophic incidents. This will begin at Yallourn, where site risks are higher due to its age, before extending to other assets.
- Launching a new daily safety guide for frontline leaders, which was developed by power station leaders for leaders to share the behaviours and activities that can ensure each day is a safe day.
- Progressing projects to bring new assets into our portfolio, including the Mt Piper BESS, Hallett BESS, the Marulan Gas Fired Power Station, and the Lake Lyell and Kidston Pumped Hydro projects, to support a reliable, flexible energy system.
- Exploring opportunities to further expand our asset portfolio and partner to provide affordable energy for our customers.



Principle 4: We improve the customer experience

Self-assessed maturity rating

● 2024 ● 2025 ● 2026–27 TARGET

CRITERIA	ELEMENTARY	EMERGING	EVOLVED	EMPOWERED	EXCEEDING
Fair outcomes			● ● ●		
Communications			● ● ●		
Complaints handling			● ● ●		

How we delivered positive outcomes for customers

EnergyAustralia is committed to providing secure, transparent, accurate and accessible communications for our customers. Our overall CNPS, which measures our performance during customer interactions, decreased by 0.9 in 2025. Complementing telephone customer service with expanding digital experiences offers our customers more options for contacting us and engaging with their energy use.

Enhancing the digital service experience

Digital self-service enables customers to transact with EnergyAustralia without needing to engage with us verbally, and is increasingly popular with customers. Customer use of our digital self-service channels increased slightly in 2025, with 60.5% of service transactions completed through our website,

asynchronous chat, or the EnergyAustralia App. Customers remain satisfied with our digital self-service experience, although the digital-only CNPS decreased to +42.5 in 2025 (2024: +51.5) driven by energy pricing and cost of living concerns, as well as existing customers switching plans.

Customer use of our a-synchronous chat options remained steady, with sentiment decreasing slightly to 54 (2024: 55.4). These chat options provide customers with a direct line to EnergyAustralia through their preferred apps, such as Apple Business Chat, WhatsApp and Messenger, at a time that best suits them.

We added our Customer Connections service to these chat options in February 2025. Customers requesting new meters or gas line installations (such as builders and electricians) can now get in touch during their workday or after hours, providing more flexible options for arranging new connections.

Progress over time

MEASURE	2024 RESULT	2025 RESULT	CHANGE
Customer Net Promotor Score (CNPS)	+38.8	+37.9	-0.9
Digital Self-Service Transactions	59.9%	60.5%	+0.6%
Direct Complaints per 10k customers	44	49	+5
Direct Complaints resolved within 30 days	91%	95%	+4%

Customer feedback informs how we refine and improve our digital service experience. We regularly monitor customer feedback, which helps us to identify potential issues or incidents, and prioritise new features.

Customer feedback informed improvements made to the new EnergyAustralia App for iOS and Android devices following its launch in February 2025. The new App makes it easier for customers to access their energy data by using biometrics to launch the App if they wish. Customers told us the new App's energy usage data section could be easier to understand, so we enhanced its interface and layout in a subsequent update.

Within EnergyAustralia, we have introduced a data clustering tool that enables us to better understand customers who hold multiple accounts and develop experiences that meet their needs. We remain focused on data security and protection across all digital service channels and systems.

Optimising our AI service options

Eva is the EnergyAustralia Virtual Assistant that utilises artificial intelligence (AI) to assist customers in our chat queues and respond 24/7 through our digital service channels. Eva helped 216,100 customers to answer questions without agent assistance in 2025, an increase of 58,200 compared to 2024.

During the year, we continued expanding and optimising Eva's conversational intelligence and product knowledge. Optimisations are part of our continual improvement approach so that Eva can understand customers' intent and guide them to the right information or support for their needs.

Improving our contact centre experience

We have strengthened our commitment to supporting culturally and linguistically diverse customers by introducing native speaking agents who now serve customers in Mandarin, Vietnamese, and Arabic. We are preparing to extend this capability to our chat channel and include a fourth language to further enhance accessibility.

Principle 4: We improve the customer experience (continued)

Effectively handling complaints

We continued to deliver strong complaint management outcomes in 2025, driven by our focus on enhancing conversations at the first point of escalation.

The number of complaints per 10,000 customers increased to 49 in 2025 (2024: 44). This was largely driven by end-of-plan enquiries in the second half of the year and were successfully managed through meaningful conversations that helped customers to better understand their agreement. Following customer feedback, we are developing proactive SMS notifications as an additional communication channel for customers nearing their end-of-plan period.

We reduced the risk of complaints escalating to external dispute resolution by resolving issues earlier and more effectively. Ombudsman referrals per 10,000 customers fell by 2% in 2025, supported by clearer communication and more timely engagement. While encouraging, several of these improvements – particularly early issue detection and consistent follow through – are still maturing and will remain priorities this year.

Proactively escalating matters for investigation and addressing root causes contributed to year-on-year improvement. Strengthened processes and capabilities have helped reinforce fairness and rebuild trust, though some enhancements are still in their infancy and require deeper embedding across teams.

Ombudsman complaints decreased to 28.6% of total complaints in 2025 (2024: 33%), driven by clearer accountabilities, more consistent complaint handling, and a focus on fair, timely resolution. A slight increase in direct internal complaints reflects greater customer confidence in raising issues early and EnergyAustralia's commitment to resolving concerns before they escalate. Continued investment in maturing our complaint handling capability will be essential to sustaining these gains.

During 2025, we introduced direct phone lines for agents in our Complaints team, simplifying the customer experience. We reviewed our disconnection investigation complaints process to improve responsiveness and enable faster remediation for customers requiring immediate support. Objection-handling training continued for all frontline teams, improving confidence, consistency and quality of customer interactions. We also improved our CRM system and quality controls to improve business insights and streamline customer communications.

Where we can improve

We will continue to explore the responsible use of AI, automation and digital enhancement to help customers achieve faster and better-quality outcomes. While we plan to continue growing our digital service options, we will always be there for our customers when they want to speak

to us. We will continue to offer a range of communication channels for our customers, including phone, mail, digital self-service, and personal visits for customers facing vulnerable circumstances through our Knock to Stay Connected program (see Principle 5, page 15 for details).

Improvements planned for 2026 include:

- Ongoing optimisation of Eva to better understand customer intent and guide user to the right service pathways.
- Streamlining how customers verify their identity using digital multi-factor authentication. This will enable customers to receive their one-time PIN via SMS or using Authenticator apps in addition to the existing email method – addressing an area of consistent customer feedback. It is expected to launch in mid 2026.
- Introducing new payment methods for customers in 2026, with Apple Pay and Google Pay to address growing preferences for digital payments managed on mobile devices.
- Continuing to refine and enhance our complaints processes and conversations with customers.
- Finalising the new SMS notifications to support customers nearing the end-of-plan period, as a complement to existing formal communications.



Principle 5: We support customers facing vulnerable circumstances

Self-assessed maturity rating

● 2024 ● 2025 ● 2026–27 TARGET

CRITERIA	ELEMENTARY	EMERGING	EVOLVED	EMPOWERED	EXCEEDING
Treatment of vulnerability				●	●

How we delivered positive outcomes for customers

Vulnerable circumstances can affect any customer at any time, whether through financial hardship, unemployment, illness, or family violence. EnergyAustralia has dedicated programs and trained teams to support customers in these situations, helping them stay connected and get back on track. Our approach is set out in the [EnergyAustralia Hardship Policy](#) and [Family Violence Policy](#).

Meeting growing demand for vulnerability support

Cost of living pressures continue to drive increased demand for our vulnerability support services. Our EnergyAssist program helps customers to manage their energy costs, usage and outstanding debts. There were 56,668 customers supported by the program at the end of 2025 and 80% met their agreed payment plans.

The average customer debt in the program increased by 22% during the year, reflecting continued cost of living challenges and increased energy prices. The satisfaction of customers in the program is measured by our CNPS for EnergyAssist transactions, which increased to +78.9 in 2025.

The size of our EnergyAssist team remained consistent with 2024 and the elevated staffing levels introduced in 2023, reflecting customers continued need for support. The team answered 240,058 calls in 2025 and prevented 53% of vulnerable cases from reaching the disconnection stage.

We provided \$29 million in support through our Hardship Program during the year. The self-service portal for hardship customers introduced in 2024 was well-received, particularly by our frontline agents. We will continue to refine the portal in future years, informed by customer feedback.

Progress over time

MEASURE	2024 RESULT	2025 RESULT	CHANGE
EnergyAssist participation	56,475	56,668	+193
EnergyAssist Customer Net Promoter Score (CNPS)	+77.1	+78.9	+1.8pt
Residences visited through our Knock to Stay Connected program	53,410	46,308	-7,102

During the year, we changed how we assess government grants eligibility in EnergyAssist, proactively notifying customers of potential grant support to address overdue bills, and encouraging them to reapply if there is a grant balance remaining, to remove the administrative burden from the customer.

Our Knock to Stay Connected initiative visited 46,308 residences at risk of disconnection during 2025. An increase in proactive engagement initiated by customers resulted in a reduction in visits (2024: 53,410). This enabled a focus on customer who most benefited from these visits, reflecting our strong desire to support customer wellbeing and maintain their connection to essential energy services. EnergyAustralia has been a leader in this cross-industry #BetterTogether initiative since July 2021, working with networks and other partners to visit homes in person to contact and engage customers.

We participated in more 'Bring Your Bills Day' events during 2025, with EnergyAustralia agents helping 200 people at six events, two of which focused on First Nations customers. These in-person community events connect customers with utilities and others to get free help understanding their bills and information about available options and support services. Attending these events helps customers understand our willingness to have open conversations about bills and payments and our genuine interest in supporting their wellbeing. They also provide valuable learning experiences for our agents.

Our desire to make things simpler for customers experiencing vulnerability drives our continued support for the Thriving Communities Partnership One Stop One Story Hub, which seeks to streamline how customers access support services across multiple providers. We are encouraged by more providers joining the Hub during 2025.

Principle 5: We support customers facing vulnerable circumstances (continued)

Working with customers to bridge the consumption and capacity gap

When customers register with EnergyAssist, we focus on building a supportive relationship and addressing any concerns they may have. When bringing a customer into the program, we look to help them bridge the gap between capacity and consumption before looking to manage outstanding balances. This initial support can include appliance swaps, payment plans, energy audits and/or upgraded fixtures to reduce their energy use. In 2025, we provided 591 energy efficiency audits and 48 no-cost energy efficient appliance purchases for EnergyAssist customers.

Early identification of affected customers

We use a range of internal and externally sourced data points to proactively identify customers who may be experiencing vulnerability, and we optimised this data set during 2025 to improve this identification process. Identified customers are contacted by specialist agents trained to recognise different types of vulnerability and connected with the right hardship services and support for their circumstances.

Supporting wellbeing of our team

Our EnergyAssist team interacts with hundreds of customers about bill relief or payment assistance, and we know our agents are sometimes the first person a customer may talk to about their situation.

We provide a strong support network and safe space for our employees to undertake training, listen to calls, and extend the best care possible to support the wellbeing of our team members and the customers they look after. This includes specialised family violence training.

We encourage agents in our Hardship team to use a 'wellbeing code' to take time out and debrief with their manager after particularly challenging customer conversations. This process was re-emphasised during 2025. The collected data helps us provide tailored support and training for agents, and explore customer pain points that may contribute to these conversations, such as unclear communications or regulatory change.

We monitor psychosocial safety incidents in our enterprise-wide Safety Management System, including all customer interactions that are abusive. (See Principle 3, page 11 for details.) This data captures the drivers of challenging customer interactions, helps us support team wellbeing, and contributes to industry-level reporting of these incidents.

Collaborating to simplify customer support

We partner with several community services, governments and industry participants to deliver innovative solutions for customer facing vulnerability. In 2025, we provided 35,756 people with pathways to enrol in government assistance programs during a financial crisis, with an average of \$433 in support provided. We also collaborate with other organisations, such as Yarra Valley Water, to identify customers eligible for government grants.

During the year we introduced an improved process to simplify how financial counsellors interact with us on behalf of their clients. The improvements streamline the proof of identify steps for financial counsellors to access their clients' account information, when a signed form has been provided.

Our continuing partnership with Uniting provides customers access to independent and judgement-free advice on how to reduce their energy consumption and bills. A trained member in energy efficiency, government grants, and other household triggers (such as family violence) visits customer dwellings to assess their overall situation and energy consumption.

Where we can improve

With vulnerability continuing to increase across our communities, we remain focused on providing proactive, tailored support to customers in these circumstances and exploring opportunities to enhance our approach.

Improvements planned for 2026 include:

- Reviewing the EnergyAssist energy efficiency program to explore how we can enhance customer benefits.
- Working with a community partner, we will begin developing a program focused on the needs of First Nations customers.
- Exploring products designed specifically for customers experiencing vulnerability.
- Continuing to participate in the One Generation Program, a cross-sector alliance of essential service organisations committed to delivering better and safer support for customers experiencing family violence.
- Reviewing our Disaster Recovery Process.

Appendix: Our operations

At EnergyAustralia we recognise our sphere of influence is broader than just our employees and clients. We interact with government departments and community stakeholders regarding energy security and the energy transition.

■ Owned assets

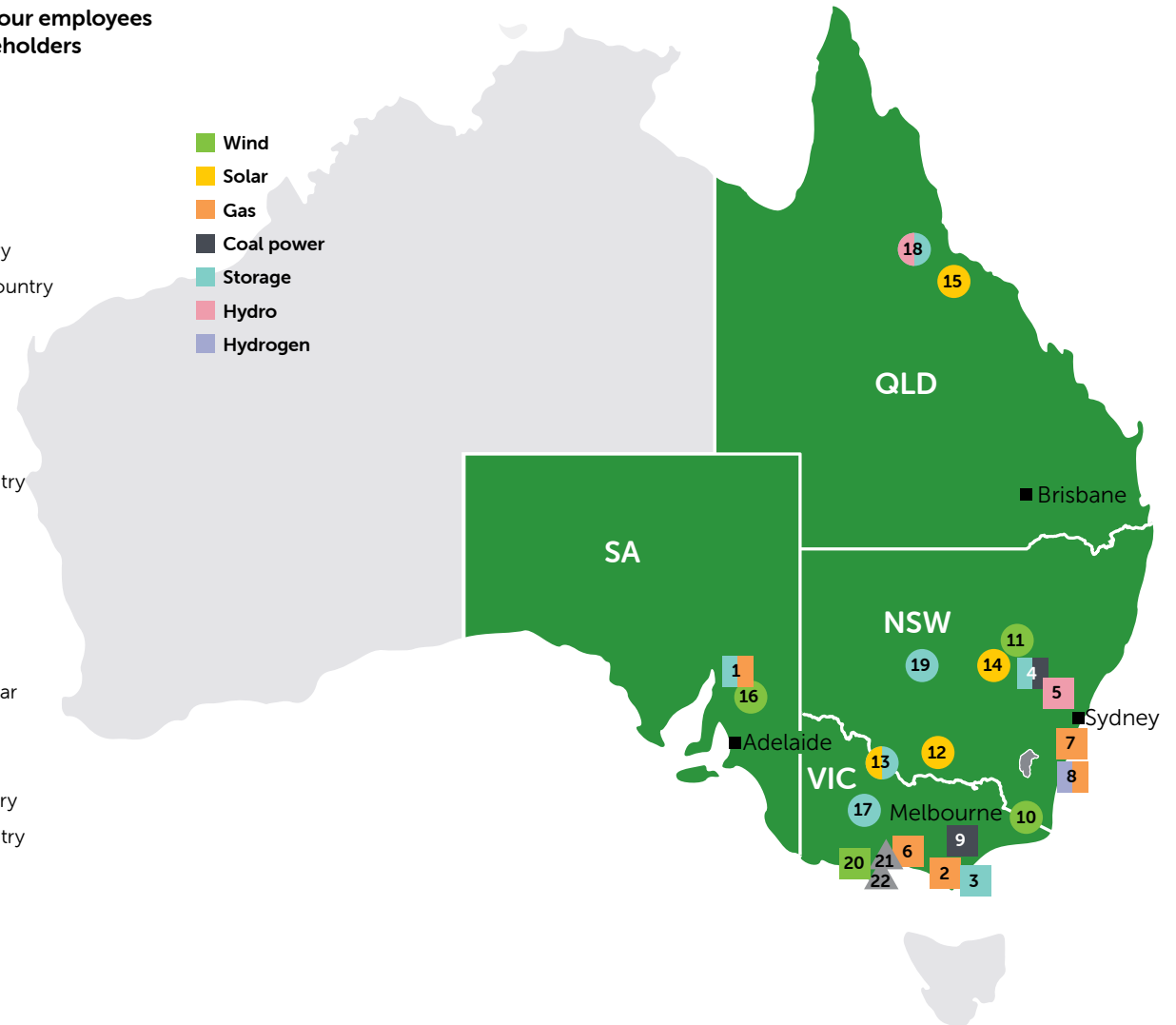
- 1 Hallett, Ngadjuri Country
- 1.1 Hallett BESS – In development
- 2 Jeeralang, Gunaikurnai Country
- 3 Wooreen ESS (50% ownership interest) – In development, Gunaikurnai Country
- 4 Mt Piper, Wiradjuri Country
- 4.1 Mt Piper BESS - In development
- 5 Lake Lyell (25% ownership interest) – In development, Wiradjuri Country
- 6 Newport, Wurundjeri and Boon Wurrung Country
- 7 Tallawarra A, Dharawal Country
- 8 Tallawarra B, Dharawal Country
- 9 Yallourn, Gunaikurnai Country

● Power purchase agreements

- 10 Boco Rock, Ngarigo Country
- 11 Bodangora, Wiradjuri Country
- 12 Coleambally, Wiradjuri Country
- 13 Gannawarra, Barababaraba Country
- 14 Manildra, Wiradjuri Country
- 15 Ross River, Bindal and Wulgurukaba Country
- 16 Waterloo, Ngadjuri Country
- 17 Ballarat, Wadawurrung and Dja Dja Wurrung people Country
- 18 Kidston – In development, Gugu Badhun Country and Ewamian Country
- 19 Riverina and Darlington Point, Wiradjuri Country
- 20 Golden Plains Wind Farm, Wadawurrung and Eastern Maar nations Country

▲ Head office/Contact centres

- 21 Melbourne, Wurundjeri Country
- 22 Geelong, Wadawurrung Country



Have your say

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**The Energy
Charter**