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ASX & Media Release

2024 Annual General Meeting

25 September 2024

AGL Energy Limited is holding its 2024 Annual General Meeting (AGM) today.

Attached are copies of the addresses to be given at the AGM by AGL's:

- Chair;
- Managing Director & CEO; and
- Chair of the People & Performance Committee.

Authorised for release by AGL's Board of Directors.

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About AGL Energy

At AGL, we believe energy makes life better and are passionate about powering the way Australians live, move and work. Proudly Australian for more than 185 years, AGL supplies around 4.5 million[1] energy, telecommunications and Netflix customer services. AGL is committed to providing our customers simple, fair and accessible essential services as they decarbonise and electrify the way they live, work and move. AGL operates Australia's largest private electricity generation portfolio within the National Electricity Market, comprising coal and gas-fired generation, renewable energy sources such as wind, hydro and solar, batteries and other firming technology, and storage assets. We are building on our history as one of Australia's leading private investors in renewable energy to now lead the business of transition to a lower emissions, affordable and smart energy future in line with the goals of our Climate Transition Action Plan. We'll continue to innovate in energy and other essential services to enhance the way Australians live, and to help preserve the world around us for future generations.

For more information visit agl.com.au.

[1] Services to customers number is as at 30 June 2024.

2024 ANNUAL GENERAL MEETING
CHAIR'S ADDRESS

Good morning everyone. My name is Patricia McKenzie and I am your Chair.

Welcome to AGL's 2024 Annual General Meeting. It is a pleasure for the AGL Board to be present in Melbourne for today's meeting.

I would like to start the meeting by acknowledging the traditional owners of the land on which we meet today, the Wurundjeri people of the Kulin Nation, and pay my respects to their elders past and present. Shareholders attending via our online platform may be doing so from other ancestral lands, and I also pay my respects to the traditional custodians of those lands and their elders past and present.

May I ask you to make sure that your mobile phones are switched to silent while the meeting is in progress.

Filming of the meeting is not permitted, but please note that this meeting is being filmed on behalf of AGL for webcasting purposes.

I also ask that you note where your nearest exit is in the unlikely event it becomes necessary to evacuate the building. In the event of an emergency, please follow the instructions of the venue staff.

The Notice convening this meeting has been made available to all registered Shareholders and I will take it as read. I now confirm that the necessary quorum is present here today and formally declare the meeting open.

Today's meeting is being conducted as a hybrid meeting and our Shareholders have been given the opportunity to attend the meeting in person or via the online platform. Shareholders have also been given the opportunity to lodge a proxy or direct vote and ask questions in advance of the meeting.

Shareholders and proxies attending using the online platform can submit written questions at any time. To ask a question, select the Q&A icon and type your question in the text box. Once you have finished typing, please hit the send button.

Although you can submit questions from now on, I will not address them until the relevant time in the meeting. Please also note that your questions may be moderated or, if we receive multiple questions on one topic, amalgamated together.

We will give Shareholders a reasonable opportunity to ask questions, but it is possible that not all questions will be answered today.

To ask a verbal question through the online platform, please follow the instructions set out on the platform.

If you are attending online and are eligible to vote, once voting opens press the vote icon and all resolutions will be activated with voting options. To cast your vote simply select one of the options. There is no need to hit a submit or enter button as the vote is automatically recorded. You will receive a vote confirmation notification on your screen. You can change your vote up until the time I declare voting closed.

For those attending the meeting here in person, once we come to question time you can ask a question by raising your hand and a microphone attendant will come to you. Please show your attendance card and provide your name. To be eligible to speak in person today, you must hold a yellow or blue attendance card.

Voting in person today will be conducted on a poll, using mobile devices. If you are eligible to vote, please scan the QR code on your attendance card with your mobile device at any time once I open the voting. This will take you to an online voting page. To cast your vote simply select one of the options. There is no need to hit a submit or enter button as the vote is automatically recorded. You will receive a vote confirmation notification on your screen.

If you do not have a mobile device you may complete the voting items on the reverse side of the attendance card and Computershare staff will collect the cards at the conclusion of the meeting.

You can change your vote up until the time I declare voting closed. I now declare voting open on all resolutions.

I will now explain the running order for today's meeting. In a moment, I will make a few remarks about AGL's performance and strategy over the last 12 months.

Then, Damien Nicks, AGL's Managing Director & CEO, will speak to our FY24 financial results and operational performance and will give further details on our progress in delivering our strategy. We will then attend to the formal business of the meeting.

I would now like to introduce my fellow Directors, they are: Graham Cockroft, Christine Holman, Vanessa Sullivan, Miles George, Kerry Schott, John Pollaers, Mark Bloom, Mark Twidell and our Managing Director and CEO, Damien Nicks.

Also attending this meeting today is our Company Secretary, Melinda Hunter, and Chief Financial Officer, Gary Brown, as well as other members of the Executive Team. AGL's external auditors, Deloitte, are also attending this meeting.

The senior audit partner, Harriet Fortescue, is available to answer any relevant questions in relation to the audit that you may wish to ask later in the meeting and I thank her for attending today.

I am pleased to report that AGL has delivered a year of significant achievements over the last 12 months and the Board and Management team are excited about AGL's future. In addition to very strong financial and operational results, AGL demonstrated excellent progress against its two key strategic priorities – to connect our customers to a sustainable future, where we have commenced a major Retail Transformation Program and electrification and decarbonisation programs, and the transition of our energy portfolio, with the addition of substantial optionality to our development pipeline, which is needed to deliver our transition ambitions.

Turning first to the transition of our energy portfolio -

In 2022, Shareholders endorsed our inaugural Climate Transition Action Plan, our "CTAP". In addition to setting out accelerated closure dates for our thermal assets, the CTAP outlined our ambition to supply 12 GW of new renewable and firming capacity before 2036, with an interim target of 5 GW by 2030.

Since the release of our CTAP, our development pipeline has almost doubled to 6.2 GW. AGL's development pipeline includes a diverse range of assets including renewables such as solar and wind, and firming assets including batteries and pumped hydro and we are pursuing a number of other options, including investing in innovation and technology. Some of the projects in our development pipeline include:

- the 400 MW, 8-hour storage, Muswellbrook Pumped Hydro project in NSW, which we are developing with our joint venture partner, Idemitsu. We are targeting a Final Investment Decision for this project in FY26.
- the Pottinger Energy Park, being developed with our joint venture partner Someva, which is expected to consist of a wind farm, solar farm and 4-hour duration grid-scale battery.

On the day of release of our FY24 results, we also announced that AGL had entered into a binding agreement for the acquisition of 100% of the shares in Firm Power and Terrain Solar, which has now completed. Firm Power is a Battery Energy Storage System developer and Terrain Solar is a solar project developer. The combined development pipeline of Firm Power and Terrain Solar is 8.1 GW.

AGL also has access to Tilt Renewables' platform and a growing portfolio of distributed energy resource assets and external offtake options.

In addition, we are pursuing a number of early stage opportunities. For example, in April 2024, Gippsland Skies Offshore Wind, a consortium in which AGL has a 20 percent interest, was awarded a feasibility licence for a 2.5 GW offshore wind project off the Gippsland region of Victoria. We anticipate that this will be one of the first offshore wind projects to reach commercial operation in Australia.

We won't build all the opportunities in our pipeline but by increasing the size of our pipeline, we increase our optionality, which helps position AGL to take advantage of market conditions and prioritise developments that can generate the best long-term value, including to accelerate options to meet the needs of our customers and the market.

Our development pipeline is in addition to the 7.4 GW of flexible dispatchable capacity already in operation or under construction in AGL's fleet across a diverse set of assets, which provides significant portfolio flexibility. These assets include:

- grid scale batteries, such as our Torrens Island Battery and Broken Hill Battery, which recently became operational.
- virtual power plants, which are a network of distributed energy resources including solar powered homes and businesses that generate and store solar energy in batteries.
- AGL's fleet of hydro power stations, which provide fast start and load flex capability.
- gas-powered generation units, which have the flexibility to quickly respond to market requirements.
- AGL's coal fired power stations, which we continue to invest in to increase their reliability, efficiency and flexible capacity.

As Australia's largest corporate emitter of greenhouse gases, we take our environmental responsibilities seriously and we are cognisant of the material impact AGL's emissions profile has on Australia's decarbonisation journey. We exceeded our target to reduce our annual operated Scope 1 and Scope 2 greenhouse gas emissions target by 17% this year, against a FY19 baseline, achieving a 23.3% reduction.

During FY25, a key focus of the Board will be the continuation of delivery against AGL's strategy to transition its energy portfolio including overseeing AGL's 2025 CTAP, which will be released as part of AGL's FY25 results next August. I anticipate that the Board will build on our ambitions in our 2022 CTAP as we seek options to accelerate the decarbonisation pathway where possible.

The energy transition is one of the most significant transitions Australia has ever attempted and requires a coordinated effort between industry, communities and all levels of government. We are committed to working collaboratively with all stakeholders to address the current challenges and achieve this transition, but from AGL's perspective, we are on track to meet our objectives.

I'd now like to address our customer markets business and our excitement for this business going forward.

During FY24, we continued to grow our customer base, which increased to 4.5 million services, while at the same time driving value and improved customer experience.

Our strategy is to connect our customers to a sustainable future, which involves supporting our customers to decarbonise the way they live, move and work and advancing their electrification journey.

AGL is actively considering new technologies and developing new products and business models with a view to meeting future customer demand and evolving customer expectations. These include opportunities to electrify our customers including services such as electric vehicles and charging, hot water, heating and cooling, Distributed Energy Resources like rooftop solar and residential battery storage systems, and asset monitoring and management.

During FY24, we made significant investments to transform our customer operations to enhance customer and agent experience, reduce future operating costs and improve speed to market as part of our Retail Transformation Program.

A key part of this program is our strategic partnership with Kaluza, including a proposed 20 percent equity investment. Kaluza is a scalable, flexible and proven technology platform that digitises and simplifies energy billing, reduces cost-to-serve and enables faster product innovation to facilitate the energy transition and customer electrification.

We're excited about this program for AGL and our customers as it delivers advanced retail automation, reduces costs and enhances customer engagement by unlocking insights. We plan to deploy Kaluza into AGL's consumer customer base and transfer our 4 million consumer electricity and gas customer services on to this platform over the next three years.

We are equally focused on our Commercial & Industrial customers and scaling this business. During FY24, we partnered with our C&I customers on innovative solutions to support their decarbonisation goals. The completion of a microgrid at the Cadell Almond Farm in New South Wales, consisting of a solar farm and battery system, and our partnership with Australian Farming Services on three bespoke renewable energy projects for their farming enterprises in New South Wales, are examples of how we're working with our large customers.

We also remain acutely aware of the ongoing cost-of-living pressures affecting our customers and our commitment to easing these pressures continues through our two-year Customer Support Package, which we have increased by a further $20 million to $90 million. To date, we've delivered more than $63 million to assist customers who need it most.

Our Customer Support Package is in addition, and complementary, to the Government's National Energy Bill Relief Fund, which provides bill credits for our customers. Approximately $460 million in government bill relief was provided to eligible AGL customers in FY24, with over one billion dollars projected to be delivered by the end of FY25.

Turning now to our FY24 financial performance. Damien will provide further details during his address, but in summary, we delivered strong financial results in line with our FY24 earnings guidance.

Underlying Net Profit after tax, which excludes the movements in the fair value of financial instruments and significant items, was $812 million, up 189% from FY23 and Underlying EBITDA was $2,216 million, up 63% on FY23.

Our results reflect significantly improved fleet availability and portfolio flexibility, including a solid earnings contribution from the Torrens Island Battery in its first nine months of operation, as well as continued strong performance from our retail business.

These results, and the core fundamentals of our business, provide a strong foundation for our ongoing investment in the energy transition, while maintaining a healthy balance sheet and providing appropriate Shareholder returns.

The Board declared a final FY24 dividend of 35 cents per share, which was paid yesterday, resulting in a total dividend for FY24 of 61 cents per share. From the FY25 interim dividend, AGL intends to begin paying partially franked dividends.

Taking a longer term view, we continue to see growing demand for electricity including from electrification products from customers, significant growth in electric vehicles and demand for AI-led data centre capacity. Overall, our portfolio and development pipeline are well positioned to capture this upside of any future energy demand growth.

I would also like to discuss the Board's focus on safety and broader ESG considerations.

Our FY24 Total Injury Frequency Rate, or TIFR, was 3.5 per million hours worked. The elevated TIFR is an area of concern for the Board and we are overseeing a number of initiatives to ensure the safety and wellbeing of our people continues to be prioritised and this metric improves. This includes leadership training and site-specific awareness programs aimed at preventing injuries from occurring.

The Board is also focused on ensuring that broader ESG considerations are embedded into AGL's strategy and its decisions. During FY24, the Board approved six focus areas to drive ESG performance, namely decarbonisation and portfolio transition, affordability, safety, gender equality and representation, community acceptance and social value and reconciliation.

We are proud of the initiatives undertaken by AGL in FY24 to enhance AGL's ESG performance, which has included improvements in gender equality and representation and progress towards our Reconciliation Action Plan targets. During FY24, we met our targets for the proportion of women in our Senior Leadership Pipeline and the overall workforce, and we improved the median gender pay gap for total remuneration by four percentage points from 2023. We also procured over 5.9 million dollars of goods and services from First Nations owned businesses.

As part of our recent FY24 results announcement, I noted that I will be retiring from the AGL Board after the release of AGL's FY25 half-year results in February.

When I became Chair in September 2022, at a challenging period in AGL's history, my objective was to stabilise the company and set it on a path to take a leading role in the transition of the energy industry towards a more sustainable future. Based on the results I have outlined today, I am confident that those objectives have been achieved, and it is the right time to hand over to a new Chair. Miles George has over 30 years' experience in the energy and infrastructure sectors with a focus on renewable energy, and he has the unanimous support of the Board.

I would like to thank Shareholders for the honour of serving as a Director and Chair of AGL and I will hand over the role knowing that AGL has a solid foundation for its continued success.

It is now my pleasure to invite Damien Nicks, your Managing Director and CEO, to address you. Following Damien's address, we will move to the formal business of the meeting.

MANAGING DIRECTOR AND CEO'S ADDRESS

Good morning, I'm Damien Nicks, AGL's Managing Director & Chief Executive Officer.

I would like to welcome those joining us online today and for those in Melbourne, it's great to be here together on the traditional lands of the Wurundjeri people of the Kulin Nation for our Annual General Meeting.

I am very pleased to be addressing you today to provide an update on an extremely successful year for AGL in which we delivered strong financial and operational performance and demonstrated significant progress against our strategy.

This included an increase in our Underlying Net Proft of Tax of 189% from FY23, almost doubling our development pipeline since the release of our CTAP in 2022 and our partnership with Kaluza as part of our retail transformation program to enable customer electrification, faster product innovation, improve customer experience and reduce costs.

I'll talk further about the highlights of FY24 shortly, but firstly, I'd like to take some time to reflect on the year from a safety, people, financial and operational perspective.

Starting first with safety. As always, the safety and wellbeing of our people and the safe and reliable operation of our assets is our utmost priority. This year, our Total Injury Frequency Rate, or TIFR, increased to 3.5 per million hours worked, up from 2.8 per million hours in FY23.

This is an area of concern for both management and the Board and we are focused on continuous improvement in our safety performance and reducing TIFR over the long term. We have put in place a range of initiatives to drive this improvement including an enterprise wide "Stand Together for Safety" event and additional training and controls for our key operational risks.

From a people perspective, we continue to see positive engagement and momentum across the business. Our employee engagement score increased by a further 5 percentage points to 72% during FY24.

This outcome reflects increased employee confidence in AGL's strategy and our leadership team, plus our commitment to the development of our employees.

Our customers are also top of mind for us, and we are cognisant of the ongoing cost of living pressures affecting our customers and communities more broadly.

In addition to the recent increase of our two-year Customer Support Program from $70m to $90m, we have implemented a number of initiatives throughout the year to support our customers who need it most, including a proactive outreach program to contact customers eligible for support and engaging low-income households with offers of no-cost solar PV systems to reduce energy consumption at their property.

Furthermore, we are passionate about enhancing customer experience and this is reflected in our customer performance for FY24 - we finished the year with 4.5 million customer services, up 211,000 from FY23, and importantly maintained strong customer advocacy with a positive strategic Net Promoter Score of +4.

From an operational perspective, I am particularly proud of our FY24 Total fleet Equivalent Availability Factor (EAF), which was 85.8%, an increase of 9.0 percentage points, which reflects the prudent investment made in our thermal generation fleet and continues to deliver benefits to AGL and the energy transition.

We also continue to invest in the flexibility of our thermal assets to minimise risk and capture value. Following recent upgrades, we now have over 3.2 GW of coal-fired flexibility across Bayswater and Loy Yang A, with both of these power stations now being able to be flexed down by approximately 75 and 60 percent respectively on nameplate capacity, which allows us to flex the units in periods of higher renewable supply and is a testament to the talent and commitment of our team.

The availability of our fleet and the flexibility of our portfolio was a key contributor to our strong financial performance in FY24, which I will now discuss.

Underlying net profit after tax in FY24 was 812 million dollars, up 189% from FY23.

This improved result was driven by higher wholesale electricity pricing along with more stable market conditions, together with improved thermal fleet availability and flexibility. We also delivered higher consumer electricity gross margin and benefitted from a solid earnings contribution from the new Torrens Island Battery in its first nine months of operation.

Our statutory Profit after tax was $711 million. This included a pre-tax negative movement in the fair value of financial instruments of $(53) million and significant items of $(103) million.

A final ordinary dividend of 35 cents per share was paid yesterday, bringing the total dividend for the 2024 financial year to 61 cents per share, compared with 31 cents in the prior year and an increase of 97%.

These strong results not only provide solid returns to our Shareholders, but also underpin our ongoing investment in the energy transition.

We provided guidance for our FY25 underlying earnings as part of our FY24 results announcement, which I am pleased to confirm today has remained unchanged and is as follows:

- Underlying EBITDA of between 1.870 billion dollars and 2.170 billion dollars; and
- Underlying Profit after Tax of between 530 million dollars and 730 million dollars.

In addition to strong financial and operational performance during FY24, I am proud of the significant progress we made in delivering our strategy.

As Shareholders know, our strategy is to connect our customers to a sustainable future - helping them to decarbonise the way they live, move and work, as well as to transition our energy portfolio, which includes our ambition to add 12 GW of new generation and firming by the end of 2035, and to seek options to accelerate our decarbonisation pathway where possible.

Our strategy is supported by our foundational pillars to embrace ESG, ensure a future-fit people and culture and to place technology at the core.

And of course, our overall strategy is designed to deliver long-term value for Shareholders through the energy transition.

Our team has been focused on delivering this strategy over the last 12 months and I will now highlight some key milestones during FY24.

I will start with the steps we have taken to transition our portfolio.

During FY24, we continued to build optionality in our development pipeline, which has almost doubled to 6.2 GW, so that AGL is well positioned to take advantage of future market conditions and prioritise projects accordingly. Key examples of projects in our development pipeline include:

- Our joint venture with Someva Renewables to develop the Pottinger Energy Park, which is expected to include a 1.2 GW wind farm, 300 MW solar farm and 500 MW, 4-hour duration grid-scale battery.

- Together with our joint venture partner Idemitsu, our development of the 400 MW, 8-hour storage, Muswellbrook Pumped Hydro project. In July, this project received Critical State Significant Infrastructure status by the NSW Minister for Planning and Public Spaces, qualifying the project for rapid development assessment.
- two gas peakers, namely Barker Inlet Power Station 2 in South Australia and Kwinana Swift 2 in Western Australia, which are in markets where they are required for firming renewables. We believe gas peakers will have a critical role to play in the energy transition, providing backup power within minutes when the grid needs it.

We were also excited to announce as part of our FY24 results the acquisition of Firm Power and Terrain Solar, which adds further optionality to our development plans, particularly in terms of firming capacity such as batteries with total additional pipeline optionality of 8.1 GW and over 21 different projects.

Importantly, not only are we adding and broadening our development pipeline, but we are also seeking to accelerate the transition of our energy portfolio where possible, targeting earlier final investment decision dates for a number of projects.

During FY24, we also made great progress with our Integrated Energy Hubs, including entering into three Memorandums of Understanding for the Hunter Energy Hub. This includes our partnership with SunDrive announced in March to explore the development of solar PV manufacturing, our MOU with Elecsome for the recycling of solar panels, and our MOU with Renewable Metals to develop a pre-feasibility study into establishing a lithium battery recycling facility.

I was also pleased to see substantial progress in our battery portfolio - we have an ambition to build and operate a leading battery portfolio in the National Electricity Market. Over the last year, our 250 MW Torrens Island Battery and 50 MW Broken Hill Battery became operational. We also announced that we made a Final Investment Decision, and have since commenced construction of, the 500 MW Liddell battery, which is estimated to cost approximately $750 million.

I will now discuss our customer markets strategy, to connect our customers to a sustainable future through electrification.

This strategy is predicated on our existing, strong core retail business, which we continue to grow, including in new value pools. In summary, and as outlined on the slide on the screen, during FY24, we:

- significantly grew our number of customer services by 211,000 to 4.5 million;
- materially grew decentralised assets under orchestration by 10% to 1.25 GW;
- continued to expand our electric vehicle electricity plans;
- saw excellent growth in the orchestration of flexible load, such as hot water orchestration, which has more than doubled this year; and
- continued to drive commercial decarbonisation at scale, with material increases recorded in contracted C&I Power Purchase Agreements and commercial assets under monitoring and management.

During FY24, we also entered into exclusive partnerships with Netflix and Virgin Australia's Velocity Frequent Flyer program to provide further benefits for our customers. These partnerships complement our existing energy and telecommunications offerings that are already delivering improved customer satisfaction and retention results.

We also expanded the Electrify Now platform to Australians across the National Electricity Market. Electrify Now helps customers to understand their potential energy bill and carbon savings if their home switched to solar, battery, heat pump hot water, an electric vehicle and/or induction cooktop, with users able to choose which upgrades suit their budget and lifestyle. We are proud to be the first Australian energy retailer to offer this solution and help customers electrify.

In the near and medium term, we are focused on continuing to grow customer value and unlocking further efficiency through our Retail Transformation Program, which Patricia touched on earlier.

This program, including our strategic partnership with Kaluza, will allow us to innovate and deliver new products to customers at speed and enable AGL to leverage interconnected global technology platforms to improve how we operate, the data we leverage, and our overall efficiency as a business.

The platform will also provide effortless experiences for customers, including providing more insights to help manage their energy consumption and drive further electrification.

Our retail transformation program is not just a technology program - it's a business transformation that will simplify our business and operating model, and further enhance our focus on customer experience.

This next phase of our partnership will see AGL deploy Kaluza as our core retail platform, including the migration of our customer base to Kaluza over the coming years.

Importantly, the Retail Transformation Program is expected to deliver efficiencies and unlock material financial benefits. AGL is expected to realise net benefits from FY28 and reach sustainable pre-tax savings of 70 to 90 million dollars per annum from FY29.

In summary, we are well placed to deliver on our ambition to be the partner of choice for our customers as they electrify and decarbonise the way they live, move and work and we continue to provide integrated end-to-end solutions for our customers.

Last year we set strategic targets for FY27 to allow Shareholders to track our performance against our strategy.

Set out on the slide on the screen is a summary of our progress to date, which is a great start, and I will continue to drive AGL towards delivery of these targets.

I am incredibly happy with what we have achieved this year, but this is only the beginning, and I look forward to further delivery of our strategy during FY25 and other opportunities in front of AGL through the energy transition.

Finally, I would like to thank our people for their amazing contribution over FY24, including their passion for the success of our business and their support for our customers.

Thank you.

CHAIR OF PEOPLE & PERFORMANCE COMMITTEE

Good morning everyone.

My name is Graham Cockroft and I am the Chair of AGL's People & Performance Committee.

This morning I will give an overview of the key remuneration decisions made by the Board during FY24 as set out in AGL's FY24 Remuneration Report.

As Patricia and Damien outlined earlier, FY24 was a year of strong operational and financial performance for AGL, with demonstrable progress against AGL's strategy. When determining the FY24 remuneration outcomes for executives, the Board was mindful to strike the right balance between rewarding executives for outperformance and outcomes aligned with shareholder experience.

This year, all major proxy advisors recommended that shareholders vote in favour of the 2024 Remuneration Report and no material concerns were raised.

I will now summarise the FY24 remuneration outcomes for executives.

The fixed remuneration of AGL's Managing Director and Chief Executive Officer, Damien Nicks, and AGL's Chief Financial Officer, Gary Brown, did not change during FY24 recognising their relatively recent appointments in January 2023.

Following a thorough benchmarking exercise, increases were provided during FY24 to AGL's Chief Operating Officer, Markus Brokhof, and to AGL's Chief Customer Officer, Jo Egan, by 5% and 12.9% respectively.

AGL's approach is to set executive's fixed remuneration initially at a level reflecting their skill and experience that allows progressive increases to apply as the executive performs and becomes more experienced in their role. Generally, for internal promotions, fixed remuneration levels will be set towards the lower end of market comparators to allow them room to grow into the role. This was the approach taken for Ms Egan when she was appointed into the role in June 2022 and her 12.9% increase reflects her experience and performance in the role since this time.

Effective from 1 September 2024, Damien Nicks' fixed remuneration increased from $1.4 million to $1.5 million in line with market benchmarks.

The short-term incentive, or STI, outcomes for executives continue to be measured against scorecards containing group and individual strategic objectives, which are established at the commencement of the financial year and comprise financial and non-financial measures. The non-financial measures in the group scorecard relate to safety, customer and employee engagement.

STI awards for FY24 were in the range of 83.8% to 86.3% of the maximum opportunity. When considering the STI outcomes for executives, the Board took into account the scorecard results, how those outcomes were achieved, and the experience of shareholders over the period. Given AGL's Total Injury Frequency Rate was below target and is an area of concern for the Board, a zero outcome was applied to the safety metric. Otherwise, the Board considered that the STI outcomes appropriately rewarded executives for delivering above performance outcomes.

I will now move to AGL's Long-Term Incentive, or LTI, plan, which is designed to align executive reward with long-term AGL performance and shareholder experience.

The performance conditions for the FY21 LTI grant were tested in FY24, which was the first grant to include carbon transition metrics.

The relative total shareholder return outcome was below the threshold vesting level, and therefore nil vesting against this metric was applied, reflective of shareholder experience over the four-year performance period.

The return of equity measure achieved above target and the carbon transition metrics were broadly met, which resulted in an overall vesting of 53.2%. This is the first time that the LTI plan has resulted in vesting in four years.

Although retention awards have been awarded to executives over the last few years to retain executives during periods of uncertainty, no new retention awards were made to executives during FY24 reflecting the stability that has been achieved over the last two years, including the resetting of market and stakeholder confidence in AGL.

Finally, Non-executive Director fees were not increased during FY24. The last fee change was in January 2020.

No material changes are proposed to the remuneration structure in FY25. However, two changes have been made to the STI measures in the group scorecard – the addition of an inclusion index measure as part of the people metric and the replacement of Net Promoter Score with a customer satisfaction metric.

These changes are designed to drive focus on our Diversity & Inclusion strategy and to ensure high customer service is maintained during AGL's retail transformation program.

The Board, assisted by the People & Performance Committee, will continue to review and monitor the remuneration structures and performance metrics for executives to ensure alignment with AGL's strategic objectives. In particular, during FY25, a key focus of the Board will be AGL's 2025 Climate Transition Action Plan, which is scheduled to be released in August 2025 and will be considered at the 2025 AGM. Alongside this review, the Board will continue to consider opportunities to align future remuneration frameworks with AGL's strategy as it continues to evolve.

The Board recommends that shareholders vote in favour of this resolution.

Thank you