



COSOL

**Driving Strong
Growth through Asset
Management as a Service**

Strategy Update | 5 June 2025



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AUTHORISATION

This presentation is dated 5 June 2025 and was authorised for release by the Board of Directors of COSOL Limited.

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Driving Exceptional Revenue Growth through AMaaS



COSOL's technology-enabled platform now supporting full deployment of Asset Management as a Service

1 **Long standing strategy** to acquire capability that takes customers on a deep journey into data-driven, AI-enabled asset management

2 **Market leading** position across the 4 focused industry verticals

3 Significant **organic growth trajectory** ahead with major blue-chip clients through expanded capability offerings – FY25 forecast revenue within range of \$118m-\$121m with high single digit organic growth expected FY26

4 **Proprietary digital solutions** underpin capabilities that drive recurring and repeatable revenue through Asset Management as a Service

5 **Deep and entrenched blue-chip customers** where asset management and performance is operationally critical, providing customer **referenceability** with our unique AMaaS solutions

COSOL's Corporate Journey: from Capability to Longevity



Building capability, acquiring customers – then leading along the services curve to reliable, predictable revenue

Horizon 1 – 2: Acquire & Integrate

Foundations:

- EAMaaS
- Toustone Data
- OnPlan Digital Works
- Asset Management Specialists
- North American Beachheads

Customer & Wallet Share:

- FY22 (80 customers, 5 \$1m+)
- FY23 (110 customers, 7 \$1m+)
- FY24 (130 customers, 30 \$1m+)
- FY25 (160 customers, 33 \$1m+)

Horizon 3 – 4: Expand & Secure

Leverage of Offering:

- Reduction in Overhead Costs
- Refine Pricing Strategy
- Focused Customer Management
- Digital Platform Expansion

Recurring Revenue Base:

- Transition Professional Services to 'As A Service' Model
- Net new EAMaaS Customers
- AI Master Data Specialists

Horizon 4 – AMaaS

Horizon 3 – Expand the Margin

Horizon 2 – Acquire Customers

Horizon 1 – Acquire Capability

Sustainable growth via AMaaS multi-year contracts

Our strategic vision – Asset Management as a Service

Driving efficiency and reliability through the exploitation of data

Optimising performance of physical assets

COSOL delivers digital solutions and services to asset centric organisations to enhance efficiency, reduce costs and maximise the value derived from their assets



Data and AI Underpin AMaaS

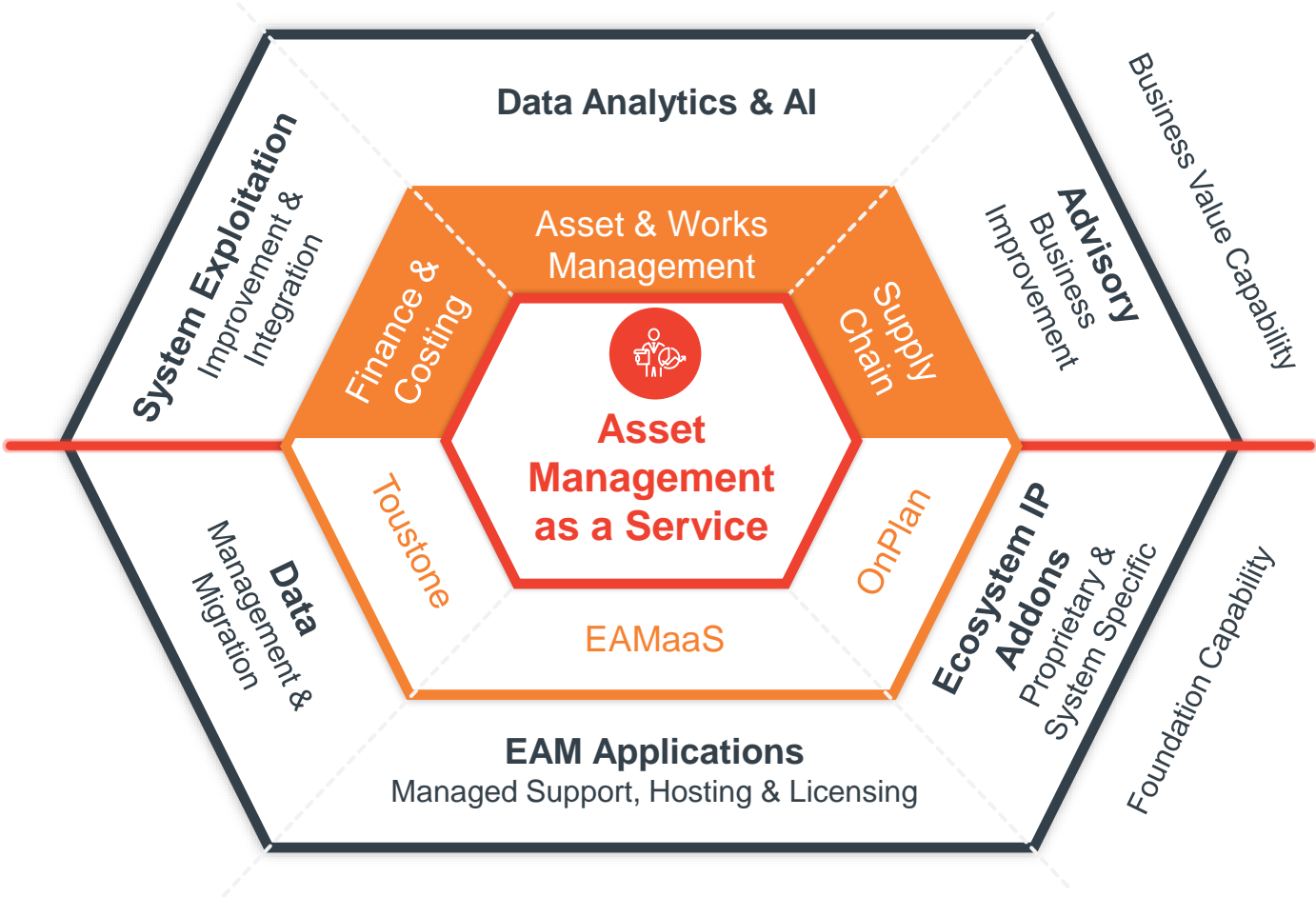
COSOL’s ecosystem built around deep asset management expertise, skills in all major technology platform and our own proprietary software

The platform supports delivery of data analytics and AI-enabled services that allow asset owners to protect reliability, find efficiencies and avoid failures



Asset Management as a Service

Shifting COSOL to predictable, reliable revenue growth from multi-year contracts



LEGEND

Business Solutions

COSOL IP & Products

Technology Solutions

COSOL's Blue-Chip Customers

Reliability, efficiency and economic returns are critical – failure is not an option

	 NATURAL RESOURCES	 ENERGY & WATER	 GOVERNMENT & DEFENCE	 INFRASTRUCTURE & TRANSPORT
0-2	 	 	  	 
2-4	  	 	 	  
5+	  	 	  	  



Department
of Transport
and Planning

DTP selected COSOL to deliver asset management services to help it build a digital engineering capability to enable the live and ongoing management of digital data associated with the Government's Big Build Projects. Deployment of COSOL's EAMaaS System and a multi-year managed services agreement.

Tenure: 1 year

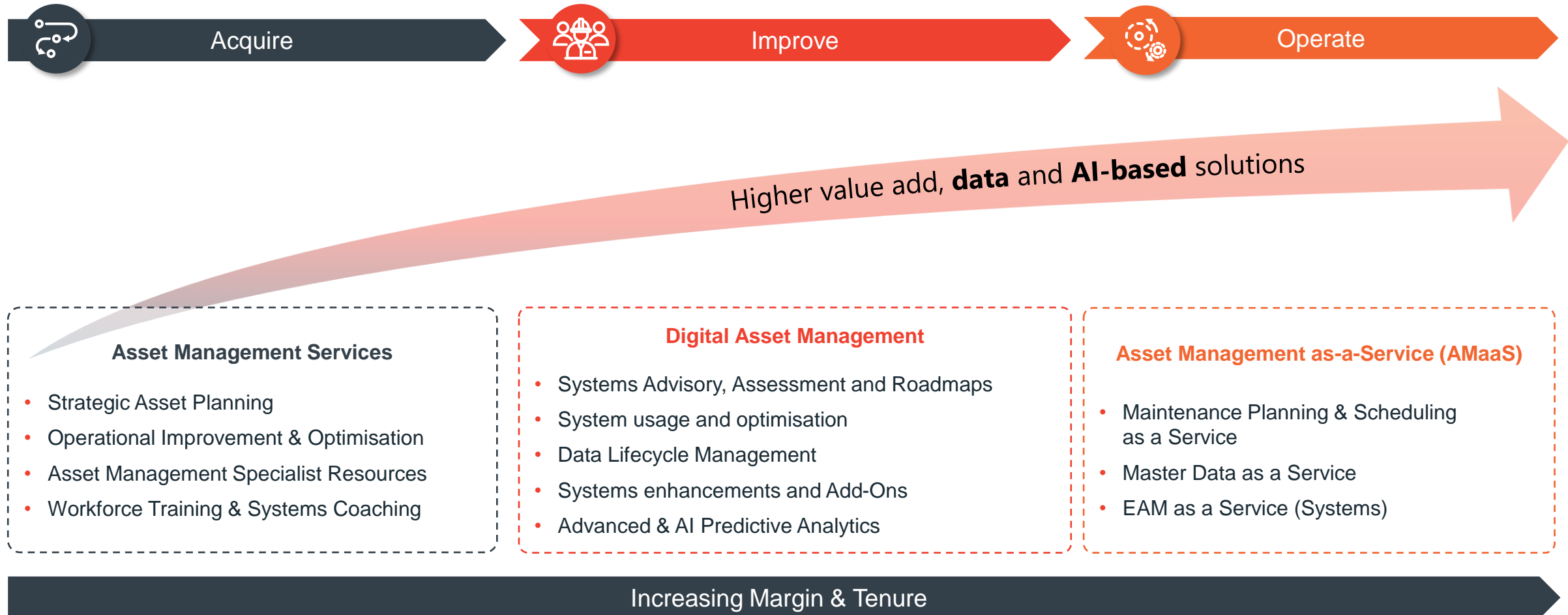
GLENCORE

COSOL partners with Glencore to provide asset management advisory, master data services (delivered through COSOL's proprietary OnPlan platform) and supporting business critical applications including Glencore's a scheduling optimisation solution, Quintiq.

Tenure: 18 years

Customer Journey: from Volume to Value

Taking our valued customers on a pathway to greater understanding and exploitation of their asset base



What is Asset Management?

Building, operating, maintaining, upgrading and disposing of physical assets cost-effectively, reliably and without catastrophe

In critical asset networks, maintenance and asset management costs account for up to **50%** of operating costs

*When reliability matters –
and failure's not an option*



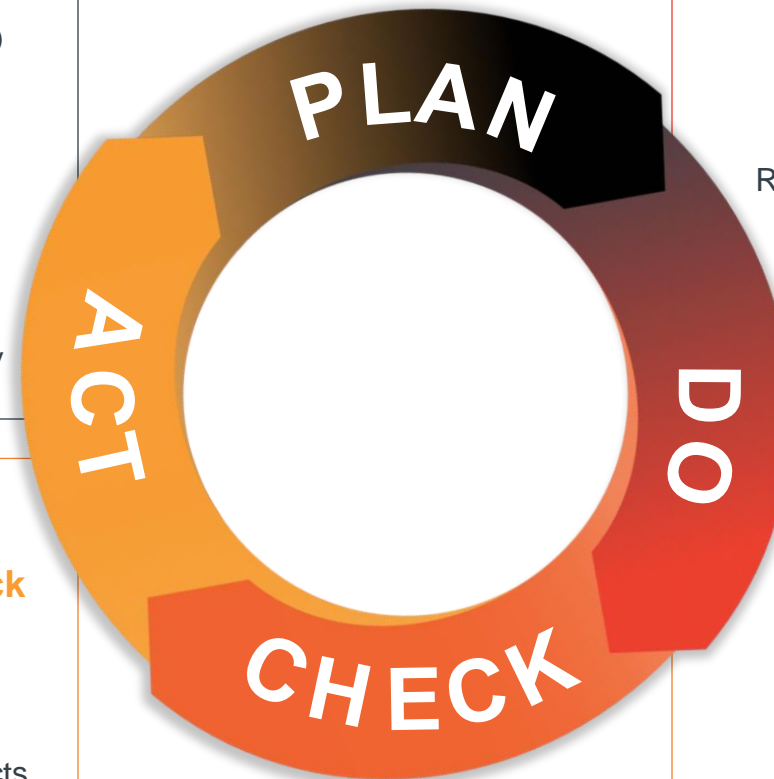
Asset Management Strategy

(Asset Owners/ Gatekeepers)

- Operating Strategy
- Reliability Strategy
- Inspection Strategy
- Maintenance Strategy
- Procurement & Contracting Strategy
- Inventory Management Strategy

Performance, Analysis & Feedback

- Data Analysis
- Optimisation
- Eliminate Defects
- Failure Modes & Effects Analysis (FMEA) / Criticality Analysis
- Modelling



Work Management

Planning Services

- Identification
- Long Term Planning
- Reliability & Master Data
- Reactive & Corrective Maintenance
- Procurement
- Cost Estimation









Resource Management

Scheduling and Execution

- Scheduling
- Skills & Trades
- Tasks
- Spare Parts
- Equipment Hire
- Work Execution

Asset Management as a Service Growth Drivers...

...which COSOL's technology-enabled data/AI capability is perfectly positioned to address

Growth Driver	Description	Market Impact
 Need to digitise asset oversight and management	Predictive maintenance, real-time asset monitoring, real time financial impact assessments, better decision-making.	↑
 Aging critical infrastructure and equipment	Critical assets failing unexpectedly, causing significant downtime . Aging infrastructure and equipment are reaching the end of their lifespan, and it's difficult to decide when to replace or upgrade them.	↗
 Increased costs in supply chain & networks	Managing physical assets across distributed, global operations requires centralised systems to standardise processes and track asset performance.	↗
 Data and Artificial Intelligence	AI and in turn Data is revolutionising the way physical assets are managed, providing transparency and predictability of asset performance and reliability.	↑
 Attracting and retaining talent	Rarity of skilled labour and increasing labour costs coupled with the next generation of digital native workers are forcing change in job expectation and satisfaction.	↑
 Increased Capital Expenditure in Industrial Sectors	Expansion of urban areas and large-scale infrastructure projects, particularly in emerging markets, is increasing the demand for robust asset management.	↑
 Growth in cloud-based enterprise AM platforms	Major enterprise AM / ERP platforms such as SAP, IBM Maximo, and Hitachi Ellipse are experiencing significant change by moving to cloud and adding additional data analytics capabilities that require higher levels of data quality.	↑
 Regulatory Compliance & Risk Management	Stricter regulations in sectors like energy, oil & gas, and healthcare demand rigorous asset tracking, maintenance logs, and lifecycle documentation.	↗

Helping Metro Trains Sydney Run on Time



Underpinning economic efficiency for the network operator

OPERATION OVERVIEW

Customer Network Statistics

80 million+ Customer Journeys

2000+ Weekly Services

21 Stations over 51.5 kms of Track

COMPLEX DATA

One of the most complex transport data and analytics systems in Australia, with real-time data processes

AUTOMATED SCENARIO-BASED MESSAGING

*"If the train is delayed for 20 seconds, communicate **X**. If the train starts moving again, communicate **Y**."*

Acquire

In 2016, COSOL partnered with Metro Trains Sydney (MTS) to implement the Asset Management System to support the Australia's only fully accessible, driverless train service.

COSOL was responsible for interpreting the Transport for NSW's contractual requirements to deliver the Asset Information System, including the Asset Management Plans and configuration of the technology platform (Hitachi Ellipse) to operate and maintain these assets on behalf of the State.

Improve

COSOL, through the acquisition of Toustone, developed the intelligence system that has been designed to gather the complex data and automate the analysis and generation of visual reports. The cloud native data platform provides the critical link between the operator and asset owner to ensure contract compliance with a clear focus on delivering a superior customer experience. The solution is critical to the sustainable operations of the rail network and provides MTS with a next-generation AI & machine learning based digital management system from board room to operations.

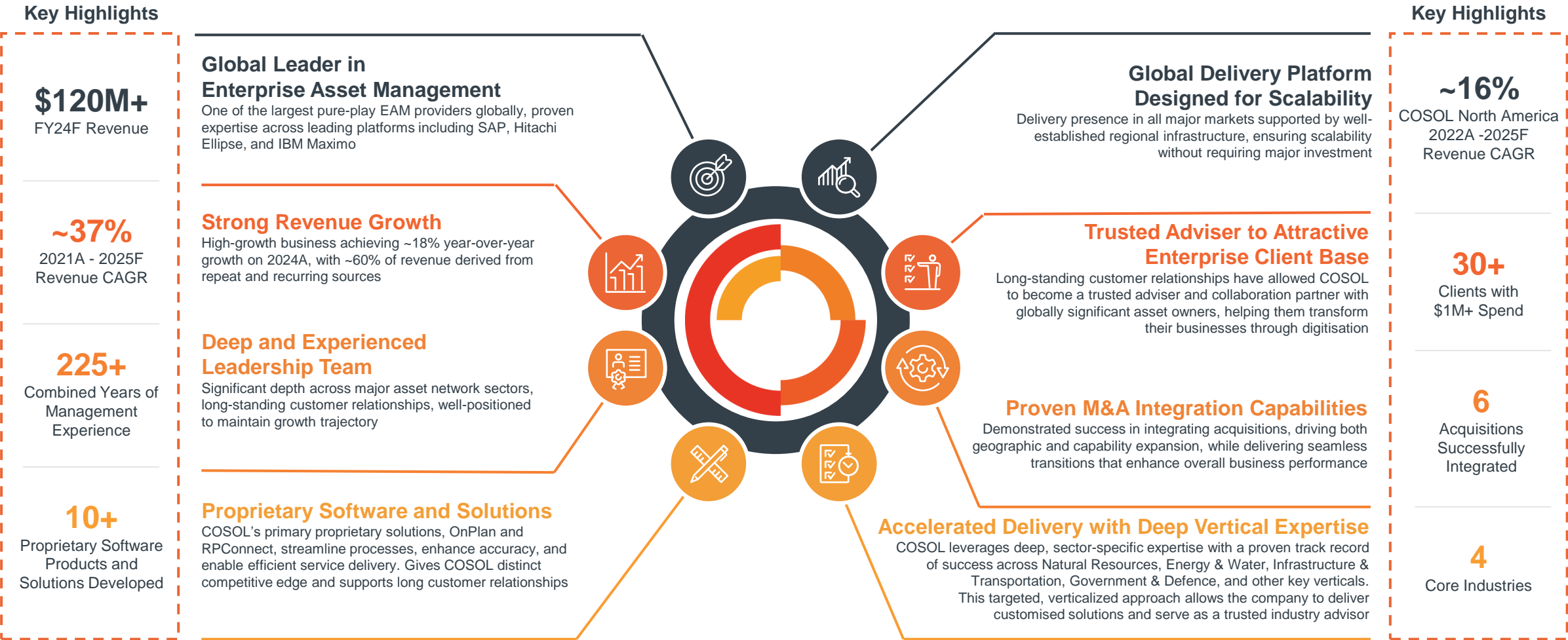
Operate

COSOL continues to support the Asset Management System and the Digital Intelligence System which provides transparency of train, station, and patronage data viewable in one location for fast efficient insights. Providing the operators with the '*metrics that matter*' where decisions can be made whilst understanding the commercial impact to the overall contract performance. This solution is critical to delivering a seamless customer experience to Australia's most advanced rail network.

COSOL's Growth Story at a Glance



Asset Management as a Service driving consistent revenue growth, more predictable revenue streams





COSOL

THANK YOU

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