

Sustainability and Impact Report 2025: **Sustainable Private Equity Fund II**

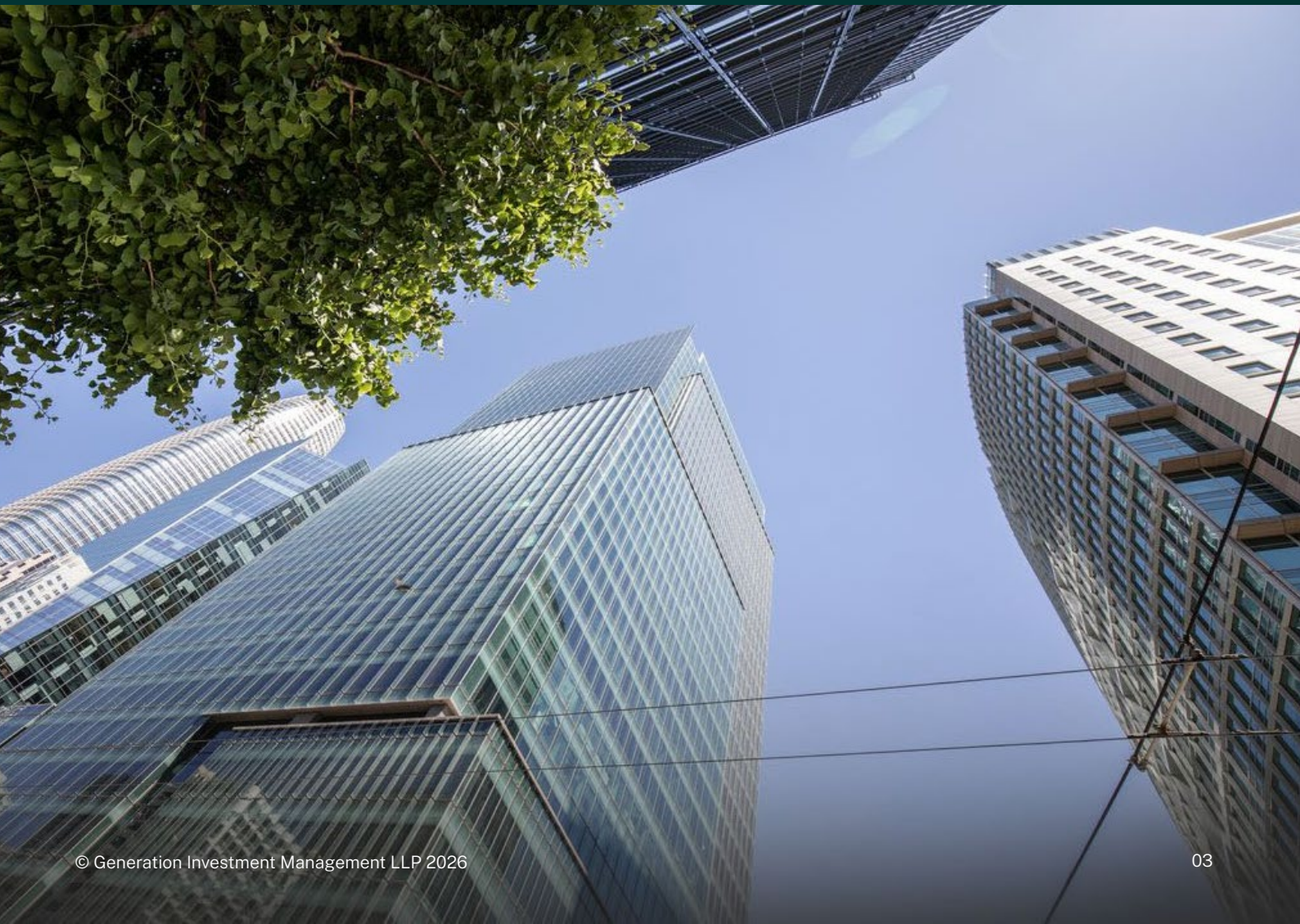
Q2 | 2026



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Introduction and overview



Foreword

Dear fellow investor,

This past year continued to test conviction across sustainable investing. The external environment remained complex, shaped by geopolitical uncertainty, uneven policy support, continued scrutiny of sustainability-related initiatives, and a more fragile market backdrop. At the same time, the rapid advancement of AI is reshaping industries, competitive dynamics and the way investors think about opportunity and disruption. In that context, we view our role as becoming increasingly critical. We believe that sustainability and business quality, pursued together, are a powerful driver of long-term value creation.

That belief remains at the heart of Generation's Private Equity strategy. We are committed to investing in what we call Sustainability Platforms: scaled businesses driving the sustainability transformation of existing industries. These are businesses that combine strong strategic positioning and high business quality with the potential to contribute meaningfully to real-world sustainability outcomes over time.

Over the course of 2025, the Private Equity team achieved several milestones that reinforced this conviction.

IFS, which joined the SPEF II portfolio in June 2025, was a major focus as we began our active ownership journey. A leading provider of enterprise software for asset-heavy industries, IFS sits at an important leverage point in the decarbonisation transition. During the year, the company launched IFS Cloud Emissions Management, expanded its sustainability reporting capabilities and published a white paper with PwC on Industrial AI as a decarbonisation enabler. Our engagement focused on helping sharpen IFS's sustainability positioning, developing the Decarbonisation Index as our core impact KPI, refining the addressable impact opportunity through deeper analytical work, and supporting the company's broader thought leadership and ecosystem-building around AI, sustainability and industrial decarbonisation.

Octopus Energy Group continued to build on its strong momentum, with Kraken scaling globally to 73 million contracted accounts across 14 countries, and Octopus Energy maintaining its position as the UK's number one energy retailer, now serving nearly 8 million customers. The year was also marked by Kraken completing an independent equity raise, marking an important inflection point in its transition to an independent business. Combined with IFS, this brings the strategy to four portfolio companies — Octopus Energy Group, FNZ, Kraken, and IFS — each a Sustainability Platform in its own right and together a meaningful demonstration of the breadth and resilience of the thesis. As Kraken scales independently, we have been working closely with the team to develop a sustainability framework commensurate with its growing global footprint, and we expect to report on Kraken as a separate entity in next year's Report.

This year will mark the final close of SPEF II, the second vintage of Generation's Private Equity strategy, expected to be held by the end of the month. The fund has received strong support from a diverse group of both existing and new institutional investors across North America, Europe and APAC, reflecting continued conviction in the strategy.

We are pleased to share with you the second publication of the Private Equity Sustainability and Impact Report for SPEF II, reflecting the outcomes across our portfolio.

Thank you for your continued partnership and support.

The Private Equity Team

Private Equity overview

Years of operating

8 years

Since inception

Investment team

11 employees

31 March 2026

Total AuM/AuS

\$3.6 billion¹

31 March 2026

Address

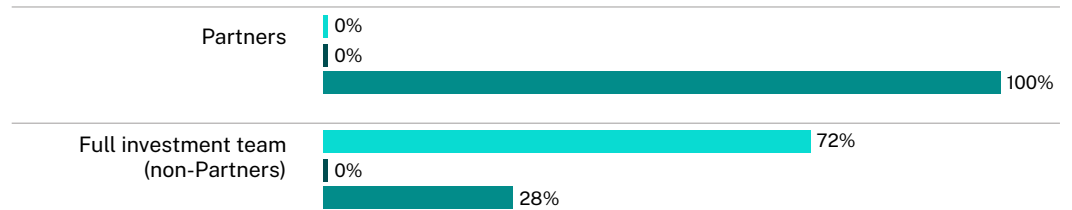
LONDON

20 Air Street
London W1B 5AN
United Kingdom

Team diversity

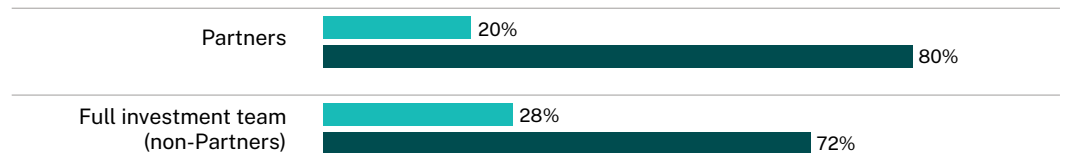
GENDER

■ % Female ■ % Non-binary ■ % Male



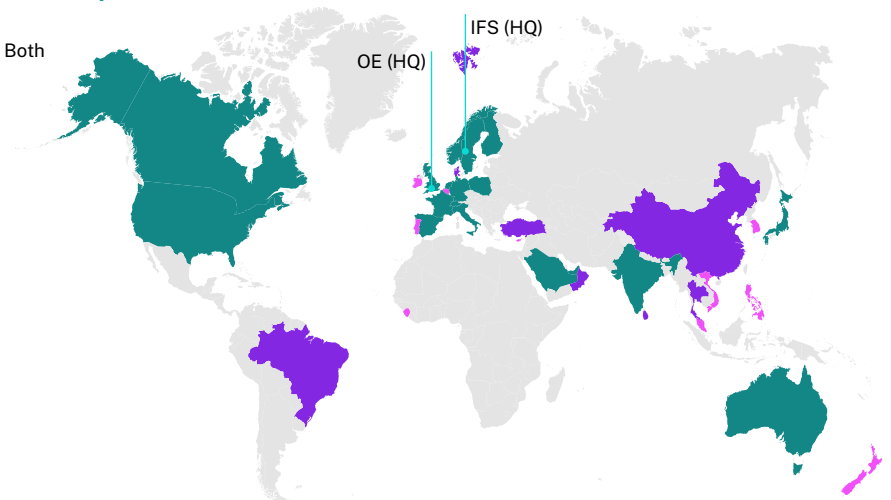
ETHNICITY

■ % UREG ■ % White



Geographic reach of our companies*

■ Octopus ■ IFS ■ Both



*Octopus Energy excludes Octopus Generation

Investment strategy and approach

Why we exist

The Private Equity strategy ('PE') aims to deliver attractive, long-term risk-adjusted returns and positive impact on sustainability goals.²

The transition to a net-zero, just and healthy society requires tremendous innovation. But while there is a flood of capital into disruptive solutions (healthtech, fintech and low-carbon technologies), and a strong market in yield-based investing (deploying capital into renewables and other infrastructure), traditional private equity has not pivoted to address the massive opportunity of the sustainability transition.

This is surprising, given that a rapid sustainable transition also means rewiring the many industries operating unsustainably today. Energy, healthcare, construction, financial services, education and supply chain management are just some of the industries that will need to be transformed. Generation's Private Equity strategy exists to drive these transformations.

What we do

We invest in Sustainability Platforms: scaled businesses driving the sustainability transformation of existing industries.

Within the large universe of scaled businesses, the Private Equity strategy focuses on B2B businesses and takes a business model-driven approach. We look for businesses that meet both our extremely high standards for Business Quality ('BQ'), and that have an outsized potential to drive measurable social or environmental impact (System Positivity, or 'SP'). These businesses are mission-critical systems: Enterprise Resource Planning (ERP) systems, data platforms or core operational workflow software. Not only are these businesses highly sticky and deeply embedded in customer workflows, offering a very attractive financial profile, they are in a unique position to act as a highly effective leverage point to drive the changes needed in their end-markets. We call these businesses Sustainability Platforms: scaled businesses that, due to their position in the value chain, can act as the highest 'leverage point' to drive the sustainability transformation of existing industries.



Octopus Energy Group, through its Kraken technology platform, is a great illustration of our Sustainability Platform model in practice. Kraken is a next-generation ERP system for the energy industry that acts as a leverage point to shift consumer energy demand to times when the grid is greenest, driving household decarbonisation. We can apply this model across multiple sectors, backing mission-critical platforms that are deeply embedded in customer workflows and can drive system-level change by influencing behaviour at scale.

There are more of these businesses: for each industry that needs to undergo a sustainability transition (e.g., construction, building operations, healthcare), there is an investable category of Sustainability Platforms (e.g., construction management technology, facilities management platforms, hospital information systems) that can act as the leverage point to drive change. These businesses offer significant opportunity for measurable, positive impact on critical social and environmental goals, and they offer significant opportunity for attractive long-term returns.

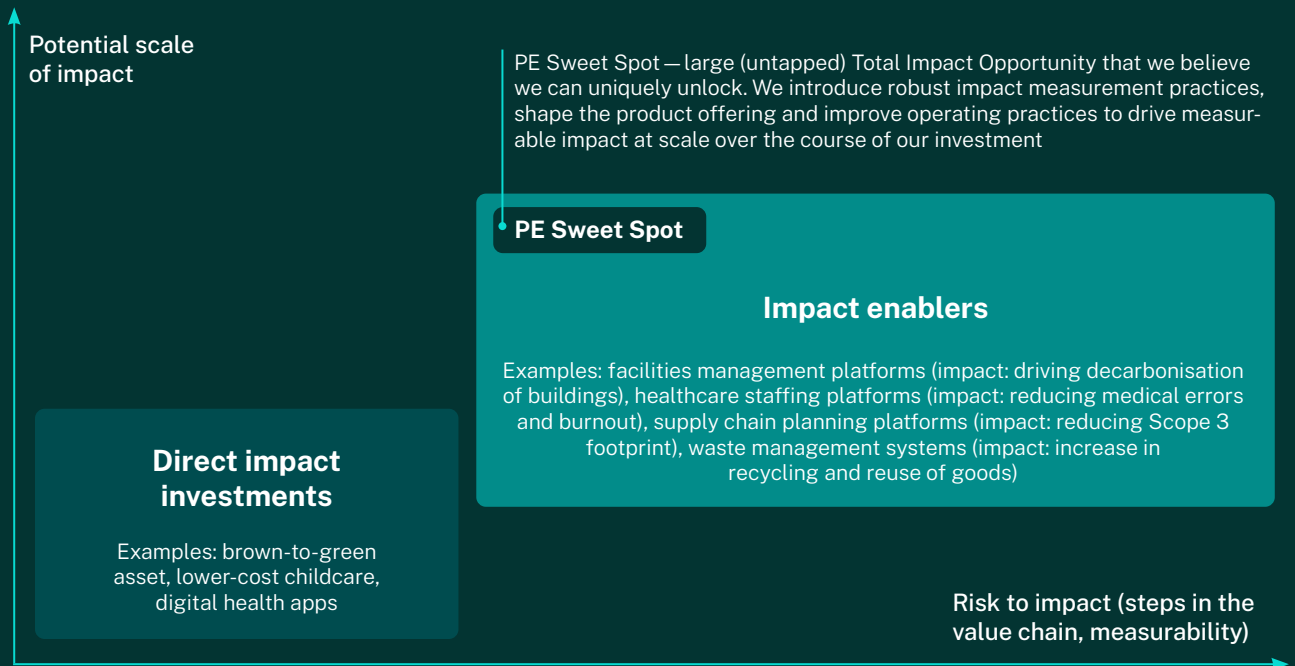
How we believe Sustainability Platforms drive outsized impact

From an impact perspective, Sustainability Platforms are not driving direct impact. Instead, they are what we call impact ‘enablers.’

Impact ‘enablers’ are the ‘picks and shovels’ of the sustainability transition. Often enterprise technology and services businesses, they enable measurable impact on end-users and the environment by transforming entire industry operations and value chains. Compared to investing in businesses that are directly serving the end-user – which have a discrete,

more easily measurable but smaller scope of impact – impact enablers offer the opportunity for much greater breadth of impact, and scalability. The total impact per dollar invested can be much greater as a result, compared to investments at smaller scale with a direct impact on the environment or end-user.

These businesses are also often of high business quality, due to their embedded position in the value chain, which makes them attractive financial investments.



The downside of investing in impact enablers is that their impact is less direct, and potentially less easily measurable. The PE team mitigates this risk with the intentionality behind its investing strategy. For each Sustainability Platform investment, we develop a Sustainability Platform thesis, as well as a theory of change capturing how we think each business’s product

or service will contribute to changing the behaviour of industries and how this will significantly contribute to driving sustainability goals. We also develop a series of KPIs to measure along this theory of change, to hold ourselves and our portfolio companies accountable. This is discussed further on the following page.

Approach to Impact and Sustainability performance management

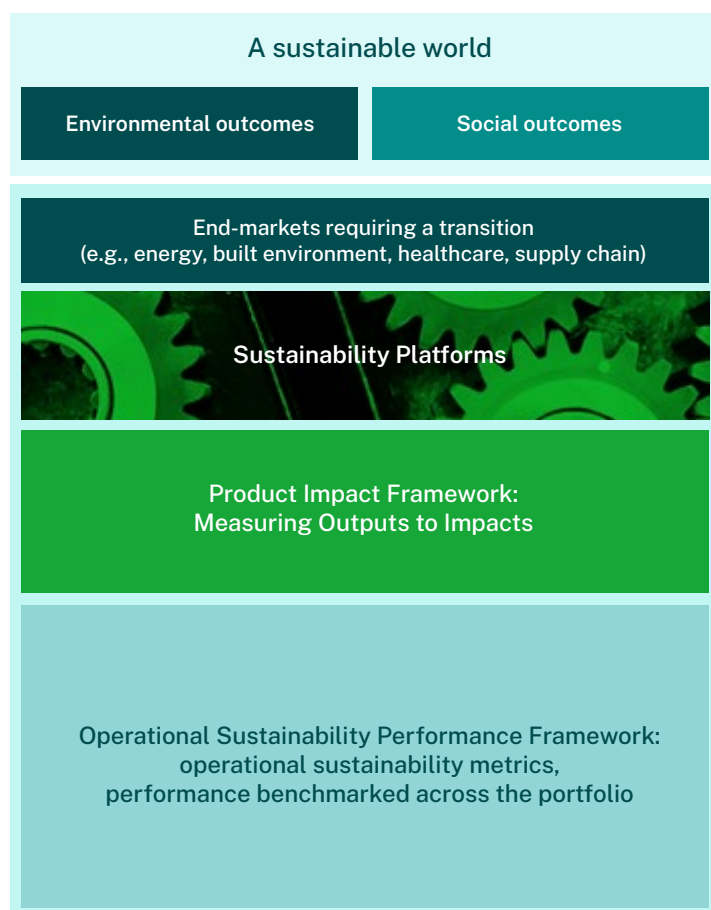
Each Sustainability Platform we back is expected to drive real-world impact through its products and services, while operating in a way that is sustainable for our environment and society. To achieve this impact, we implement a rigorous approach to portfolio impact and sustainability performance measurement and management.

Our approach to sustainability analysis looks at sustainability through two lenses: the impact of 'what' the company produces, and the sustainability and impact of 'how' the company operates.

For each company, this analysis starts by applying the PE product impact framework, which covers the target sector and transition we want to see, our 'Sustainability Platform Thesis' (how we expect the investment to contribute to real-world change) and how we will measure this chain of effect (measuring output to

impacts, through product impact KPIs). We then apply our Operational Sustainability framework to assess the impact of the company's operations and overall organisational sustainability. These analyses are critical to inform our sourcing and diligence, as well as our performance monitoring and value creation strategy after we invest.

Throughout, our process of impact analysis and management is collaborative. We believe that building market-leading impactful businesses starts with involving management in defining the Sustainability Platform thesis, product impact KPIs, impact governance structures and operational sustainability priorities. Success requires that the company 'owns' its metrics and embeds clear impact objectives into its own governance, strategies and reporting structures over time.



Impact analysis:

- Theory of change (Sustainability Platform Thesis) to explain each company's contribution to real-world goals, documented in our Product Impact Framework
- Lifecycle Assessment ('LCA') or beneficiary surveys to measure product impact
- Internal analysis to project Total Impact Opportunity (the impact equivalent of 'TAM')
- Impact Management Project (IMP) norms to examine contribution and risk

IMPACT
MANAGEMENT
PROJECT



Operational sustainability analysis:

- Assessing sustainability governance maturity, environmental performance and social performance, using our Operational Sustainability Framework
- Applying widely-accepted metrics and disclosure standards, where possible
- Expectations aligned to sustainability thresholds, Generation values, emergent best practices and regulatory requirements

IFRS
Sustainability



TCFD



Investment process

PE seeks to fully integrate sustainability into its investment process and stewardship.

Each PE investment is supported by a Sustainability Platform thesis, our integrated view of how a target investment can drive attractive returns and real-world impact. The portfolio monitoring and management stage includes integrated measurement and reporting on investment performance, and highly active ownership in accordance with the PE model to drive value creation.



System Positive framework

Our System Positive ('SP') framework illustrates the integrated way we consider sustainability and impact. The framework plays a critical role prior to investment, allowing us to diligence and debate the fundamental

assumptions we have regarding a target investment's potential to contribute to, and benefit from, its sector's sustainability transition, and how PE can play a role—in a clear and comprehensive way.

System Positive framework

	QUESTION
Why?	What is the target Sector and Sustainability Transition: the systemic shifts required to make the sector truly sustainable?
What?	What is our Sustainability Platform Thesis: how do we expect the company to contribute to and benefit from this shift? What evidence do we have of the company's contribution to date?
How?	Does the business and management team have a long-term orientation? Is management committed to advancing a shared vision with PE? To what degree is the company run in a sustainable manner today?
Risks	What are the risks to impact? What operational sustainability risks and opportunities exist today?
KPIs	How might we measure the company's contribution to this goal?
Value-add	What should we focus on as investors to drive financial and impact outperformance over the long term?

In our view, impact is a contributor to financial performance, but the relationship can be direct or indirect—and change over time. Positive impact also has an intrinsic value for our firm and our portfolio companies' stakeholders per se. As a result, we believe it is essential to analyse historic and future potential impact, along with risks to impact, in a systematic way—just as we would analyse historic and future potential financial performance, and risks.

Our SP framework also includes KPIs, identified through our Product Impact framework, to be tracked over time. These KPIs must include a single targetable metric that is aligned to the real-world impact we expect the company to have, be feasible to measure and be mostly within the company's control. This is complemented by additional metrics (upstream and downstream), which help us further validate impact (partly or beyond the

company's control), accelerate progress and mitigate risk to impact.

This page is included in our internal presentations and is debated and agreed by the team, alongside our overall assessment of companies' BQ and MQ, before anything advances to the Investment Committee.

Post-investment, the completed SP framework acts as a reference point for helping us refine our approach to sustainability and impact diligence, and for monitoring progress against our investment case and plans for active ownership, in partnership with our companies.

Highly active ownership model

PE is a highly active partner to the companies it invests in. Our approach to stewardship builds on Generation's legacy of active ownership.

PE's ownership priorities

PE's highly active ownership model deploys the PE value creation toolkit, with a long-term perspective, and seeks to fully integrate sustainability into its companies' business model and operations over the course of our investment.

We undertake three levels of operational value creation, defined as ownership priorities, as shown below.

1 PE value creation toolkit	2 Longer-term strategic initiatives	3 Unlocking value through sustainability
<p>Including:</p> <ul style="list-style-type: none"> Strengthening leadership team and finance function Improving governance, reporting and controls Optimising organisational design and talent strategy with the company 	<p>Including:</p> <ul style="list-style-type: none"> Supporting engagement with existing and prospective major clients Identifying and supporting projects for longer-term value creation Helping to deliver acquisition opportunities 	<p>Including:</p> <ul style="list-style-type: none"> Scaling or launching new products to drive returns and impact in lockstep Building company sustainability capabilities and team Integrating financial, impact and sustainability measurement and reporting

Examples of these priorities in practice are included in the subsequent section, Portfolio Results.

How we engage with our portfolio companies

The PE team has extensive experience in sustainable investing, finance, operations and impact measurement. The full extent of this experience is available to management teams to drive value over the investment.

Once invested, we work in close partnership with the company's leadership, typically through ongoing engagement with the Board, its committees and the senior executive team. We combine strong relationships and direct channels of communication with management to provide governance and support as they develop the strategy and execute agreed projects. Where appropriate, we involve Generation resources and third-party specialists to work with management on projects on a more intensive basis.

Team collaboration is the foundation of our value creation work. In our experience, the most successful engagements with our companies, whether that be

on long-term strategy or on building the company's sustainability capabilities and team, will be developed in partnership with senior management, have the support of other directors on the Board, leverage the full breadth of the PE team's insights and draw on the extensive experience and lessons learned from other Generation strategies. A good example of how this has developed over time is our engagement with FNZ, an LTE I fund investment, to develop the FNZ Sustainability Solutions product and its impact capability.

During our sourcing discussions with prospective investee companies, we often hear that our support for long-term value creation and sustainability integration is appealing and distinctive. We believe this contributes positively to our ability to find and back exceptional Sustainability Platforms—large, established businesses that can accelerate the transition to a sustainable economy by driving system-level change in their industries—as described before.

Portfolio results



Company overview: octopus energy



Investment detail

GBP 635m
Amount³

2021
Year

Sector

Consumer energy markets

Sustainability transition

Shifting consumer energy usage toward renewables

Target downstream effect(s)

Creating a net-zero economy by driving household decarbonisation

Investment summary: Octopus Energy Group⁴

Octopus Energy Group Limited ('Octopus') is driving the renewable energy transition through its consumer solutions and grid management technology – with a vision to provide 'decarbonisation-as-a-service'. The company has operations spanning 27 countries,⁵ with headquarters in the UK. In December 2025, Kraken formally began its separation from the Group. While Kraken and Octopus Energy are now independent businesses, this Report aligns with prior disclosures and continues to present them as a single group, with the formal de-merger completing in 2026. From next year, we will report Kraken and Octopus Energy as two distinct entities.

The target sector and transition

To reach a net-zero economy on a 1.5°C pathway, entire economies will need to move towards renewable power. As just one example, we need to shift from 20% to 90% renewable energy sources from 2020 by 2050 in the UK.⁶ Yet despite increasing investment in renewable energy capacity, there are significant barriers to this shift. The intermittent nature of renewable power, combined with demand-led grid management and outdated customer service models, means that in times of peak demand, the energy used is still powered by fossil fuels. Truly decarbonising the household requires not only revolutionising grid management, but also electrifying the home and household transport. This means changing consumer behaviour, by delivering smart technology in a way

Sustainability Platform thesis: why we invested in Octopus

Octopus was founded in 2015 by an entrepreneurial team who saw the potential to accelerate the net-zero transition by redesigning the software and services used to manage supply and demand in the energy markets, from the ground up.

The resulting software platform, Kraken, is the engine behind Octopus's climate impact and growth. Kraken is purpose-built Enterprise Resource Planning (ERP) software for the energy markets, with a technical architecture that allows energy retailers and grid

operators to introduce smart and flexible pricing, gain visibility into energy usage across all elements of a connected home (i.e., EVs, batteries, solar panels, heat pumps) and automatically manage household energy demand, while also more effectively managing customer relationships with a single, customer-centric view. Compared to the generic ERP software it replaces, Kraken is a win-win-win for energy operators, households and the environment: it enables faster decarbonisation, while reducing cost to serve customers by ~40%.⁷

Target sector and transition	Sustainability Platform thesis: OE	Company impact KPI	Extended impact metrics (Octopus and PE use)
In the energy industry, the consumer energy transition (decarbonisation of the end consumer)	By scaling Kraken and associated solutions, Octopus can drive uptake of consumer decarbonisation solutions – ultimately changing real-world outcomes, via awareness and behaviour change	# Kraken-powered customer accounts (Kraken licensees)* *Defined as: contracted consumer accounts powered by Kraken, supplied by Octopus and others	End-users KPI: Solution uptake (% accts. on smart tariffs; % accts. with 1, 2, 3 etc. products) Upstream: Commercial pipeline; Octopus customer trust Downstream: Change in consumer footprint (tCO ₂ e) due to Kraken & other solutions

Today, Octopus operates as two independent businesses: Kraken, which develops and licenses its software to Octopus Energy's retail arm and other utilities around the world; and Octopus Energy, a next-generation energy business that operates in all verticals needed to drive the shift toward renewable energy: energy retail, energy transition services and asset management of renewable energy generation.

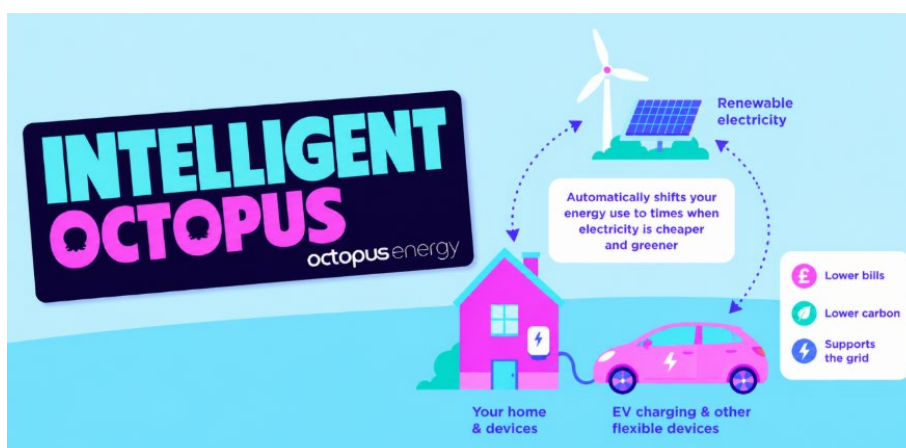
With both a pioneering B2B platform-as-a-service offering (Kraken), and an integrated consumer energy business (Octopus Energy) with high brand awareness, customer trust and technology deeply embedded in the consumer energy value chain, we believe Octopus is uniquely positioned to drive the decarbonisation of the consumer energy markets.

Firstly, Octopus is in a position to reduce households' carbon footprint through its retail energy and services businesses. Octopus Energy's retail offering, powered by Kraken, combines household energy-saving schemes, flexible tariffs and smart home energy management (including Intelligent Octopus and Zero Bills Homes⁸) to help households avoid using electricity powered by fossil fuels, along with home electrification services (EV leasing, household batteries, solar panels and heat pumps) to help households further decarbonise.⁹ The business's asset management arm Octopus Energy Generation is helping increase the portion of total electricity powered by renewables in the UK and internationally.



Severn Trent (4.6 million customers),¹⁰ Portsmouth Water and Leep Utilities.¹¹ Water markets suffer from the same customer service and cost issues as energy markets, and offer important sustainability challenges to solve. In the UK, around a fifth of all treated water is lost to leakage before it reaches customers – wasting not only water but the significant energy, and associated carbon emissions, required to treat and

pump it. Reducing this through smart meter technology is central to the UK water sector's commitment to net-zero by 2030. Kraken has also expanded into electricity distribution, launching Kraken Distribution in October 2025 through a partnership with Essential Energy, one of Australia's largest network service providers, covering 95% of New South Wales and serving over 900,000 customers.¹² Kraken Distribution is a purpose-built operating system for distribution network operators (DNOs), managing network billing, meter data and customer interactions – including outage reporting, connection requests and grid-fee invoicing. DNOs are under growing pressure from the rise of rooftop solar, batteries and EVs, which create complex, bi-directional energy flows that legacy systems cannot manage – representing a significant new opportunity for Kraken's platform.



Secondly, Octopus has the potential to enable the decarbonisation of households far beyond its retail footprint, by licensing Kraken and inspiring other UK and international energy markets operators to follow its lead. In December 2025, Kraken completed an independent capital raise, formalising its spin-off from Octopus Energy and positioning it as a neutral, independent platform to accelerate utility adoption globally.

Since 2023, Kraken has demonstrated the potential to materially expand its commercial growth across new verticals and products. So far Kraken has secured agreements with major UK water utilities, including

Generation's relationship with Octopus was originally established by members of the Growth Equity team, who built a strong rapport with the company over time. This led to Generation's first investment in October 2021 through its Long Term Equity Fund I (LTE I), making it one of Octopus's earliest institutional partners. Private Equity has since taken on the relationship and continued to back Octopus and Kraken's growth, participating in every major capital event – including a follow-on investment from Sustainable Private Equity Fund II (SPEF II) in Kraken's \$1.6bn capital event in December 2025, which formalised its spin-off from Octopus Energy.

Company overview:

Investment detail	Sector	Sustainability transition	Target downstream effect(s)
EUR 150m Amount ¹³	2025 Year	Industrial Software	Decarbonisation of asset-heavy industries Reducing fuel and energy use, reducing industrial waste and enabling renewable energy build-out

Investment summary: IFS

IFS is a leading global provider of enterprise software for asset-heavy industries, helping customers manage complex assets, projects, field-service operations and core enterprise workflows. Headquartered in Sweden, with operational headquarters in Staines, UK, IFS serves more than 6,000 customers across 90+ countries through an integrated software suite spanning enterprise resource planning ('ERP'), enterprise asset management ('EAM') and field service management ('FSM').¹⁴

The target sector and transition

To reach global climate goals, it will not be enough to build new low-carbon assets. Existing asset-heavy industries will also need to operate differently. Many of the sectors served by IFS — including manufacturing, energy, utilities and construction — depend on long-lived infrastructure, complex maintenance cycles, distributed workforces and fragmented operational data. These characteristics make decarbonisation difficult, but they also create a large and underappreciated opportunity: better planning, maintenance, scheduling and capital-allocation decisions can reduce emissions now, using assets already in the field, while also lowering costs, improving uptime and increasing resilience.

We therefore see the relevant sector transition as the decarbonisation of asset-heavy industries through

mission-critical software and decision intelligence. IFS sits at an important leverage point in this transition. Its software can help customers reduce fuel consumption through field-service and logistics optimisation, lower waste and embodied carbon by extending asset life and supporting remanufacturing, and support renewable energy expansion through better asset-investment planning and portfolio decisioning. Our internal Total Addressable Impact analysis suggests IFS's product set could theoretically address up to ~2% of global CO₂ emissions, assuming full market penetration across its core verticals.¹⁵


Importantly, these sustainability outcomes are closely aligned with customer economics. In many cases, IFS helps customers improve operational performance and reduce emissions at the same time: optimised technician routing lowers fuel use while improving productivity; predictive maintenance extends asset life while reducing downtime and replacement needs; and better decision analytics can help customers make capital choices that are both economically and environmentally superior. This alignment between financial ROI and sustainability ROI is central to the IFS proposition. We therefore view IFS as a Sustainability Platform whose impact is embedded in its core offering, rather than delivered through a separate sustainability product.

Sustainability Platform thesis: why we invested in IFS

We believe IFS is a clear Sustainability Platform. As set out in our Product Impact framework, we see the relevant sector transition as the decarbonisation of asset-heavy industries through industrial software and technology. Our thesis is that, by embedding sustainability into its core industrial software and scaling adoption of its decarbonisation-linked modules, IFS can help drive measurable decarbonisation across asset-heavy industries at scale.

What matters for this thesis is not only a small number of visible use cases, but the scale at which IFS can influence customer decision-making. Customers using IFS.ai manage US\$3 trillion of critical assets, and IFS serves 6,000+ customers across 90+ countries.¹⁶ We

therefore view IFS's impact as broader than any single module or workflow today, with the potential to deepen as sustainability becomes more embedded across the platform and more widely adopted across its customer base.

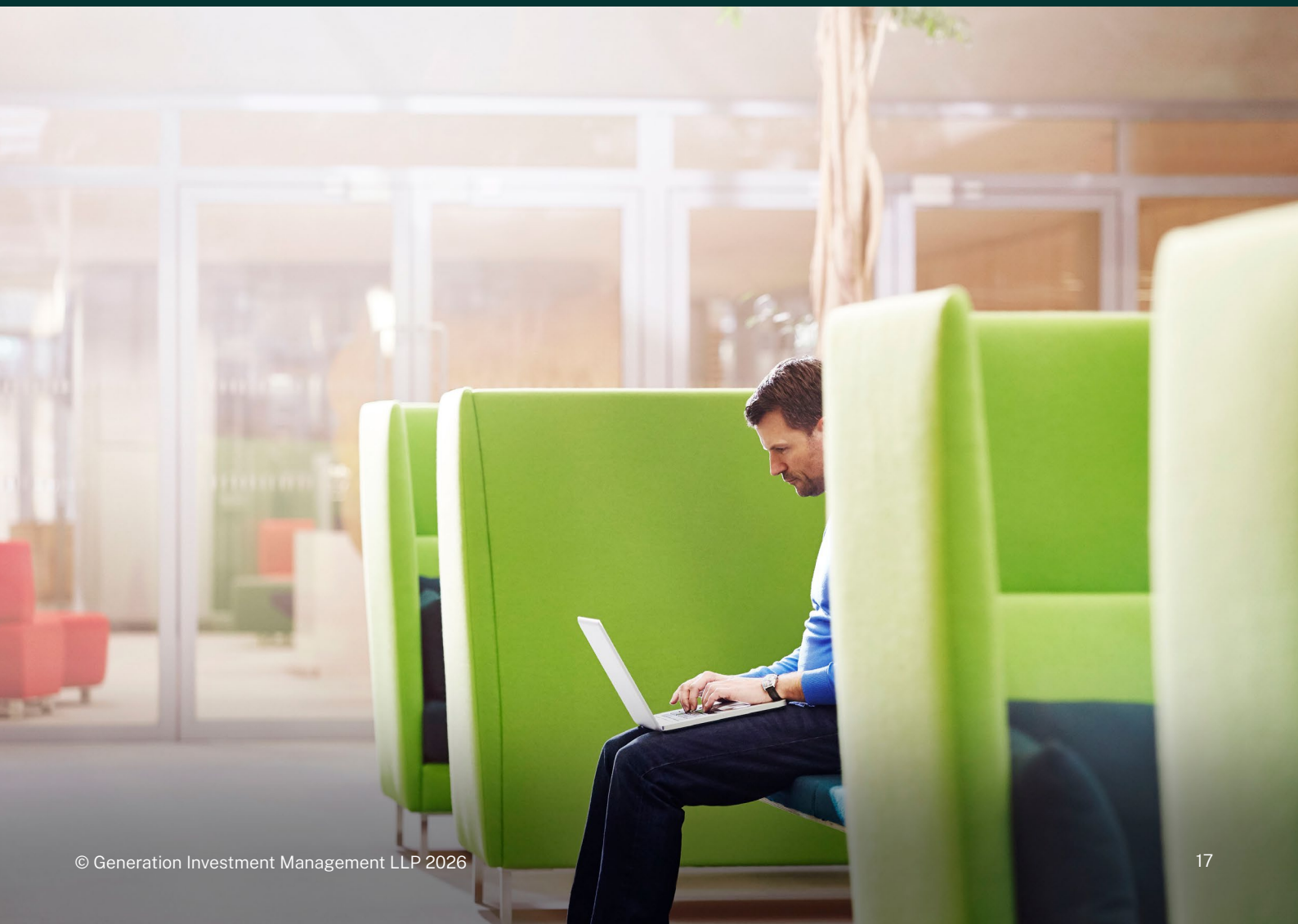
To track progress against this thesis, we have developed the Decarbonisation Index in partnership with IFS. The figures in this report represent the Index's first published baseline, measured at SKU level using IFS's existing commercial systems data. This approach was deliberately chosen because it provides a practical and auditable measure of adoption across a broad set of decarbonisation-linked solutions. 

Target sector and transition	Sustainability Platform thesis: IFS	Company impact KPI	Extended Impact Metrics (IFS & PE use)
<p>Asset-heavy industries, the decarbonisation of the sector through industrial software & technology</p>	<p>By embedding sustainability into its core industrial software and scaling adoption of its decarbonisation-linked modules, IFS can drive decarbonisation at industrial scale</p>	<p>Decarbonisation Index: adoption of sustainability linked IFS solutions across the customer base</p> <p><i>Starting baseline:</i> # of decarbonisation-linked SKUs sold to customers <i>2026 refinement:</i> Total number of sustainability-linked products adopted by customers</p>	<p>Ongoing engagement with management</p> <p>End-users KPIs: % of customer SKUs that are decarb-linked; # of customers adopting 2+ sustainability modules</p> <p>Upstream: ARR / Bookings from decarb-linked products</p> <p>Downstream: Carbon Avoidance Estimates (CAE) per solution; progression toward a bottom-up, validated 'realised carbon avoided' tCO₂e model</p>

The Index currently measures adoption of decarbonisation-linked solutions rather than realised emissions reductions. This is an intentional starting point: adoption is the leading indicator most clearly within IFS's control, and it provides a robust basis for tracking whether sustainability-linked products are gaining traction across the installed base. In parallel, we are working with IFS and external advisors to develop a per-product carbon-abatement framework that can link adoption more directly to realised outcomes over time.

We therefore expect to report against a refined product-level metric from next year onwards, alongside continued development of a framework for estimating the total customer carbon avoidance enabled by IFS solutions over time.

Appendix



PE Product Impact and Sustainability frameworks in detail

PE's performance monitoring framework combines (i) traditional financial and operational performance metrics; and (ii) a comprehensive product impact and sustainability outcomes framework.

Product Impact framework: how we measure product impact

Impact key performance indicators ('Impact KPIs') are selected to monitor the company's contribution to a sector-specific transition and are specific to each portfolio company. To identify the Impact KPIs we want

to track, we apply PE's Product Impact framework. This starts with identifying the sector and transition we want to see.

Target sector and transition	Sustainability Platform thesis	Company impact KPI	Extended impact metrics
The sector the investment is in, and our view of the sustainability transition we want to see based on systemic insight	Our thesis, developed in partnership with the company, as to how the company can leverage its product/service and market position to drive that transition	A single, targetable metric capturing the impact on beneficiaries or the environment of that core, impactful product/service produced, that is within the company's control	Additional metrics (upstream and downstream) that help us to further validate impact (partly or beyond the company's control), accelerate KPI progress and mitigate risk

Operational Sustainability framework: how we measure organisational sustainability

In addition to the Product Impact framework, we apply our Operational Sustainability framework to monitor and assess our companies' environmental and social outcomes and governance practices.

to capture the maturity of the company's sustainability and impact governance, the positive impacts of the company's operations on sustainability goals and risks of significant harm to sustainability outcomes, as well as potential sustainability-related risks to the investment. Indicative topics covered are listed below.

The Operational Sustainability framework is designed

Company environmental performance	Company social performance	Company governance maturity
<ul style="list-style-type: none"> Climate Water Land & biodiversity Pollution & waste 	<ul style="list-style-type: none"> Job creation & retention Equity, Diversity & Inclusion Health, Safety & Well-being Skills & training Responsible business conduct, anti-bribery & corruption, Human rights, including responsible AI Customer value Data & technology security 	<ul style="list-style-type: none"> Board independence & diversity Employee ownership Stakeholder engagement Sustainability targets & compensation frameworks Sustainability reporting

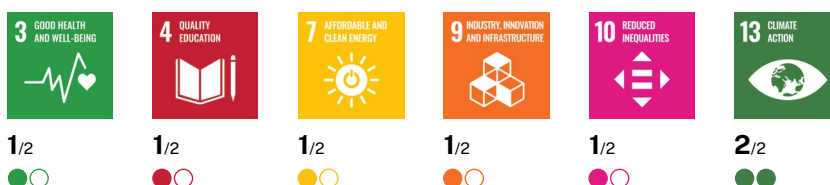
Highly active ownership, market leadership & performance benchmarking

Together, PE's Impact KPIs and Operational Sustainability framework form a comprehensive approach to assessing the sustainability outcomes and impacts of our companies.

Portfolio mapped to the SDGs

We have aligned our companies to the specific UN SDG targets and metrics that we believe they positively affect. This is an output of our investment process, as opposed to an input or integrated effort.

Below is a summary of the number of companies that align to each SDG. One company can map to one or more SDGs.



Below is a mapping of each company to the relevant goal(s) and specific metric(s).

	SDGs	Metrics
Octopus		<p>SDG mapping for Octopus reflects a mapping of each of Octopus’s business activities, focusing on the impact on the environment of the company’s decarbonisation products and services in use.</p> <p>Kraken: SDG 7, 7.2 By 2030, increase substantially the share of renewable energy in the global energy mix</p> <p>Renewables asset management: SDG 7, 7.2 By 2030, increase substantially the share of renewable energy in the global energy mix</p> <p>Household electrification solutions (heat pumps, EVs): SDG 7, 7.3 By 2030, double the global rate of improvement in energy efficiency</p> <p>Consumer-facing marketing & advocacy as part of Octopus’s retail energy business: SDG 13, 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p>
IFS		<p>SDG mapping for IFS reflects a mapping of the company’s core software workflows and selected broader sustainability activities, focusing on the impact of IFS’s industrial software in enabling more sustainable industrial operations, alongside the company’s contribution to health, education and inclusion outcomes.</p> <p>Industrial AI, asset performance management, predictive maintenance and sustainability-embedded industrial software: SDG 9, 9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes.</p> <p>Emissions Management, Sustainability Management and carbon-aware operational decision-making: SDG 13, 13.2 Integrate climate change measures into national policies, strategies and planning.</p> <p>Employee wellbeing initiatives and healthcare support through the IFS Foundation: SDG 3, 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential healthcare services and access to safe, effective, quality and affordable essential medicines and vaccines for all.</p> <p>IFS Education Program, digital-skills development and educational partnerships: SDG 4, 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.</p> <p>Diversity, equity and inclusion initiatives across the workforce: SDG 10, 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p>

Meet the PE team

The PE Investment team has extensive experience in sustainable investing, finance, operations and impact measurement. Aligned to the mission of Generation, the team shares a commitment to demonstrating the benefits of long-term, sustainable private investment for companies and investors.

The PE Investment team as at 31 March 2026 is shown below.



Camilla Warner
Director



Charlotte Boyer
Director



Chris Ragona
Partner



Harveen Judge
Director



Hazelle Wang
Director



John Bernstein
Partner



Matthijs Braet
Associate



Sinisa Krnic
Partner



Tamara Brian
Associate



Tom Hodges
Partner



William Bradley
Associate

Our values

Our values drive how we operate as an organisation and as individuals, underpinning our actions and our culture.

ETHICAL STANDARDS

We expect the highest ethical standards in our work and in our personal lives.

RESPECT & DIGNITY

Each of the individuals with whom we work is entitled to respect and dignity.

TEAMWORK

Teamwork underpins our one-firm culture.

EXCELLENCE

We aim for excellence in all that we do.

INCLUSION & DIVERSITY

Inclusion and diversity, in the broadest sense, help drive our success.

COMMITMENT

We are committed to rigorous research, curiosity and continuous learning.

Our sustainability impact over the years

We are proud to be part of a community committed to creating a net-zero, prosperous, equitable, healthy and safe world. We have worked in collaboration with partners, peers and leaders over the last 20 years to achieve this vision.

Generation milestones Sustainability milestones



References

Glossary of terms

AI	Artificial Intelligence
B2B	Business-to-business
AuA	Assets under Administration
BEV	Battery-powered electric vehicle
Board gender diversity	Share of Board members self-defined as identifying as female and non-binary as of period end
Board independence	Non-executive Board members defined as share of members of the Board who are not employed by the company or employed by institutional investors in the company as of period end.
BQ	Business Quality
CDP	Carbon Disclosure Project
CO ₂	Carbon dioxide
Carbon Intensity	Aggregate tonnes of carbon dioxide (CO ₂ equivalent) per USD M revenue (not restricted to CO ₂ , includes a basket of emissions).
EPRI	Electric Power Research Institute
ERP	Enterprise Resource Planning
ESG	Environmental, Social, Governance
EV	Electric Vehicle
GHG	Greenhouse Gas
GIM	Generation Investment Management
IFRS	International Financial Reporting Standards
IMP	Impact Management Project
IO	Intelligent Octopus
IPO	Initial Public Offering
ISSB	International Sustainability Standards Board
Jobs provided	Employee count (FTE) as of period end. FTE is calculated by taking into account the number of hours worked in a full-time weekly schedule and the actual number of hours employees work.
KPI	Key Performance Indicator: Impact as defined through GIM's system-positive analysis of the portfolio company. Metrics have been individually defined for each portfolio company to capture the contribution of the company's product or service on the Sustainability objective, as well as overall Impact domain.
LCA	Lifecycle Assessment
Management	The following was provided to portfolio companies during data collection: As outlined in SASB eCom-merce sector guidance, which can be applied across industries for this topic, management includes executive/senior-level officials and managers as well as non-executive first/mid-level officials and managers. For non-US employees, the entity shall categorise the employees in a manner generally consistent with the definitions provided above, though in accordance with, and further facilitated by, any applicable local regulations, guidance or generally accepted definitions.
MQ	Management Quality

References

Glossary of terms

Other Staff	The following was provided to portfolio companies during data collection: All other employees includes those employees who are not classified as management or technical staff. For non-US employees, the entity shall categorise the employees in a manner generally consistent with the definitions provided above, though in accordance with, and further facilitated by, any applicable local regulations, guidance, or generally accepted definitions.
SASB	Sustainability Accounting Standards Board
SBT	Science-based Target
SDG	Sustainable Development Goal
TAM	Total Addressable Market
TCFD	Task Force on Climate-related Financial Disclosures
tCO ₂ e	Tonnes of carbon dioxide equivalent
Technical Staff	The following was provided to portfolio companies during data collection: As outlined in SASB eCom-merce sector guidance, which can be applied across industries for this topic, Technical staff includes employees categorised in the 15-0000 group (Computer and Mathematical Occupations) or 17-0000 group (Architecture and Engineering Occupations) of the US Bureau of Labor Statistics' 2018 Standard Occupational Classification System. For non-US employees, the entity shall categorise the employees in a manner generally consistent with the definitions provided above, though in accordance with, and further facilitated by, any applicable local regulations, guidance or generally accepted definitions.
UN PRI	United Nations Principles for Responsible Investment
UNEP FI	United Nations Environment Programme Finance Initiative
UREG	People self-identified as belonging to an under-represented group (i.e., belonging to an ethnic minority within a given country's context). Note, GIM has previously used 'POC' in the position of UREG.
Voluntary turnover	Turnover is defined as the number of FTEs (Full Time Equivalents) leaving the business, excluding those from M&A, over the course of the reporting period divided by the average number of FTEs in the previ-ous year multiplied by 100.
VPP	Virtual Power Plant

References

Disclosure frameworks

Generation believes in the principle of integrated reporting on financial and sustainability activities, performance outcomes and risks. In certain cases, we also publish supplementary reporting to ensure our reporting meets specific regulatory or voluntary commitment requirements. A summary and links to these disclosures are below.

Task Force for Climate-related Financial Disclosures (TCFD)

Generation has made a commitment to use the TCFDs recommended framework for disclosing its climate-related exposure each year. Our most recent Climate and Nature Report & Transition Plan, covering 2024, was published in 2025.

[Climate and Nature Report & Transition Plan 2025](#)

Sustainable Finance Disclosure Regulation (SFDR)

Generation adheres to the European regulatory framework SFDR and discloses its sustainability risks, remuneration, consideration of Principal Adverse Impacts (PAIs) and the classification of its funds, in its fund offering documents and/or on its website, according to SFDR's required practices.

[Sustainability-Related Disclosures](#)

UK Stewardship Code

Generation is pleased to have been accepted by the Financial Reporting Council as one of the initial signatories to the UK Stewardship Code 2020. Our most recent Stewardship Report covers the year 2024 and is available publicly on our website under Our Impact.

[Stewardship Report](#)

Key frameworks



- On 1 January 2016, the 17 Sustainable Development Goals came into force. These underpin the UN-led 2030 Agenda for Sustainable Development. Collectively, they aspire to take us towards 'the world we want' through a 'blueprint to achieve a better and more sustainable future for all.'
- <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>



- Impact Frontiers is a peer learning and market-building collaboration, developed with and for investors. Impact Frontiers has adopted the fundamentals of impact management (a set of shared fundamentals for communicating, measuring and managing impact, created by the Impact Management Project as a collaborative effort of more than 1,000 global stakeholders), and continues to build on this work.
- <https://impactfrontiers.org/>



- G20 Finance Ministers and Central Bank Governors asked the Financial Stability Board (FSB) to review how the financial sector can take account of climate-related issues. The FSB established the Task Force on Climate-related Financial Disclosures (TCFD), which released recommendations for more effective climate-related disclosures in 2017. In 2023, the FSB announced that the work of TCFD was complete, as the IFRS Sustainability Disclosure Standards incorporate the TCFD Recommendations. Although companies and jurisdictions are still able to use TCFD Recommendations, the FSB transferred TCFD monitoring responsibilities to the ISSB (below).
- <https://www.fsb-tcdf.org/>



- The International Sustainability Standards Board (ISSB) is an independent, private-sector body that develops and approves IFRS Sustainability Disclosure Standards (IFRS SDS). The ISSB builds on, among others, the work of the Sustainability Accounting Standards Board (SASB), whose 77 industry standards, published in November 2018, enable businesses to identify, manage and communicate financially material sustainability information to their investors.
- <https://www.ifrs.org/groups/international-sustainability-standards-board/>

Endnotes

1. An estimated figure as at 31 December 2025. Dollar value represents committed capital, and related co-investment vehicles.
2. There is no guarantee that these investment objectives will be achieved.
3. Amount invested by all PE managed or supervised vehicles since 2021 inclusive, including SPEF II, as at 31 March 2026.
4. This year, we have maintained the existing reporting structure to align with prior disclosures. With the formal de-merger completing in CY 2026, following the agreement signed in December 2025, future reporting will reflect Kraken and Octopus Energy as two distinct entities.
5. <https://kraken.tech/press-releases/octopus-energy-group-to-spin-off-kraken> [Accessed 14 April 2026].
6. National Grid Future Energy Scenarios Forecast 2022. 2050 scenario shown is the National Grid 'leading the way' scenario.
7. Based on Ofgem Consolidated Segmental Statements 2023 for Octopus Energy, British Gas, Scottish Power, EDF, Eon and Ovo.
8. Intelligent Octopus is a smart EV tariff that adjusts charging schedules based on grid conditions, renewable output and a customer's charging habits. Zero Bills is a tariff where homes equipped with solar panels, a heat pump and a home battery pay nothing for their home energy use.
9. Octopus's retail arm comprises its consumer energy supply in the UK, Germany, Italy, France, Japan, Spain, Texas and New Zealand, as well as its services and electric vehicles businesses which focus on the provision and installation of home and transport electrification products and services.
10. <https://kraken.tech/press-releases/severn-trent-to-revolutionise-service-for-millions-of-customers-with-kraken> [Accessed 14 April 2026]
11. <https://kraken.tech/press-releases/leap-utilities-becomes-first-water-utility-to-migrate-onto-kraken> [Accessed 14 April 2026]
12. kraken.tech/press-releases/essential-energy-kraken-build-next-generation-network-billing [Accessed 14 April 2026]
13. Amount invested by all PE managed SPEF II and related co-investment vehicles, as at 31 March 2026.
14. As reported by IFS, March 2026.
15. Generation & IFS internal analysis, March 2026. This is a theoretical maximum based on 100% market penetration across IFS' core verticals – a ceiling, not a forecast; current penetration is materially lower and this figure should not be read as a forecast of expected outcomes. Global CO₂ baseline: Global Carbon Budget, December 2023: 'Fossil CO₂ Emissions at Record High in 2023'. Not independently verified.
16. As reported by IFS at IFS Connect 2025, May 2025; figure represents the gross asset value of physical assets managed by customers on IFS.ai.

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