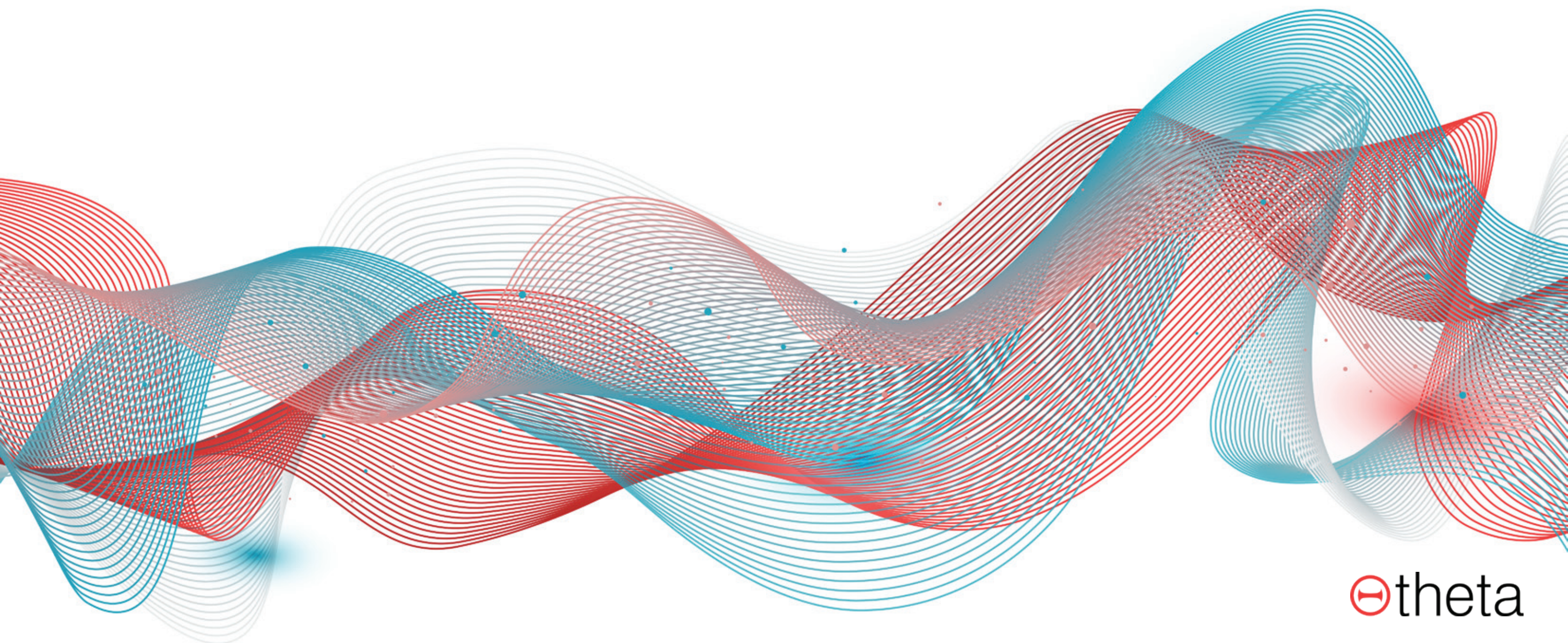


2026

Annual Report



 theta

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Chair and CEO Report



Rob Lee
CEO

Susan Paterson
Chair

Resilience in a tough economy

Like so many New Zealand businesses, our year was a show of character, requiring resilience to get back on track in tough conditions.

In the first part of 2025, confidence remained low, and projects took a bit longer to get started. Many customers were noticeably cautious, mirroring more restrained behaviours across society in general.

However, we saw signs that the tide was turning, and momentum built as the year progressed. Activity improved, confidence returned gradually, and we were pleased to achieve a 7.5% revenue growth to \$51.6M. This growth, along with focus on cost control, resulted in a marked turnaround back to stable profitability.

Celebrating 30 years in business

Our improved performance coincided with an important milestone for Theta: our 30th anniversary. After three decades in business, it was a good time to display character and resilience over this past year.



We formed our GenAI Centre of Excellence some time ago, and after making initial gains, we have now seriously beefed up our investment and capability.

Strategic initiatives

There are two big themes which sit right in our wheelhouse that are very consequential for organisations worldwide.

Supporting customers with AI

We formed our GenAI Centre of Excellence some time ago, and after making initial gains, we have now seriously beefed up our investment and capability. The cross-practice team of 12 is led by Gary Blumgart, Head of Data & Digital, and includes dedicated GenAI global expert Jake Kim and a returning ex-Theta staffer in Umair Khan. Together they bring global experience across product and technology. Jake's background includes leadership roles with Samsung Pay and Samsung Bixby, as well as a decade building an AI startup in South Korea.

The team has become engaged with organisations to turn general interest in GenAI into practical use cases to lock in the gains that GenAI has the potential to achieve. And custom AI agents are a hot topic that is getting everyone's attention in this most exciting of times in a generation.

The real prize is the revolutionary way technology projects will be delivered at far greater speed at far lower cost. Especially code generation using products like Claude Code from Anthropic, with whom we are already a registered partner with 10 certifications

Cyber security at the forefront

As AI adoption grows, cyber security has become an increasing focus for our customers as organisations respond to more sophisticated threats, particularly those enabled by AI. Our cyber security team, led by Liz Knight, is helping customers to navigate these challenges. Liz has also become a regularly requested speaker at industry events, particularly in the financial services sector, to talk about these threats.



\$51.6m
Revenue result



7.5%
YoY revenue growth



NPS 70
Highest-ever customer score

Our people

The strength of Theta lies in the capability of our people and the way they work together. Strong teamwork happens when our people feel happy and settled, and our staff surveys continue to reflect that.

Average staff tenure remains high, at six years, with a staff retention rate of 83%, both contributors to low churn. Employee satisfaction is also strong, with an employee Net Promoter Score (eNPS) of 43, well above the New Zealand average of 9.

We continue to invest in the professional development of our valuable staff, and it is rewarding to see so many progress their careers within our family, evidenced by the promotion of people over the past financial year.

Our community

During the year, our total cumulative funds raised for Cure Kids reached \$190,000, and our people continued to use volunteer days to support their communities in ways that are meaningful to them.

Our homegrown Theta products

Our Product Group continued to grow at a fast clip, up 26% for the year to \$1.5m, of which \$422,000 was export earnings for New Zealand. This growth is both encouraging and strategically important. In particular, revenue from our Microsoft Dynamics 365 Business Central apps doubled in the year and continued to gain global attention, showing strong demand amongst resellers and customers worldwide. Our AI chat product, Theta Assist, has been an attractive alternative to AI tools such as ChatGPT, giving businesses access to a more secure and internally governed solution with stronger return on investment.



Customer trust

Across all sectors, customer trust has become even more important. In recent years, many organisations have faced disruption, economic pressure and results that have fallen short of expectations. So, against this backdrop, it is good to see that we recently achieved our highest-ever Net Promoter Score (NPS) result of 70. NPS is a widely used measure of customer satisfaction. It shows that, to the greatest extent, we are delivering what customers need and doing so in a way that builds and maintains trust.

Outlook

There is wind in our sails again. Although the economy is still recovering, it is happening. The momentum we saw throughout the year and have seen at the start of this new year gives us confidence that things are back on track. We are optimistic and believe Theta is in a stronger position to keep moving forward from here.

Rob Lee (CEO) and
Susan Paterson (Chair)

Theta by the Numbers



Revenue

\$51.6m



Staff

291

Business scale



395
Projects completed
(FY 2025-26)



4
Locations



6
Microsoft Partner designations



7
Specialist practices

People



6 years
Average employee tenure



83%
Staff retention rate



30
Nationalities

Customers



296
Customers
(Theta consulting)



350+
Customers
(Theta product)

Community



\$190k
Raised for Cure Kids
(to date)



Over 30 years in business



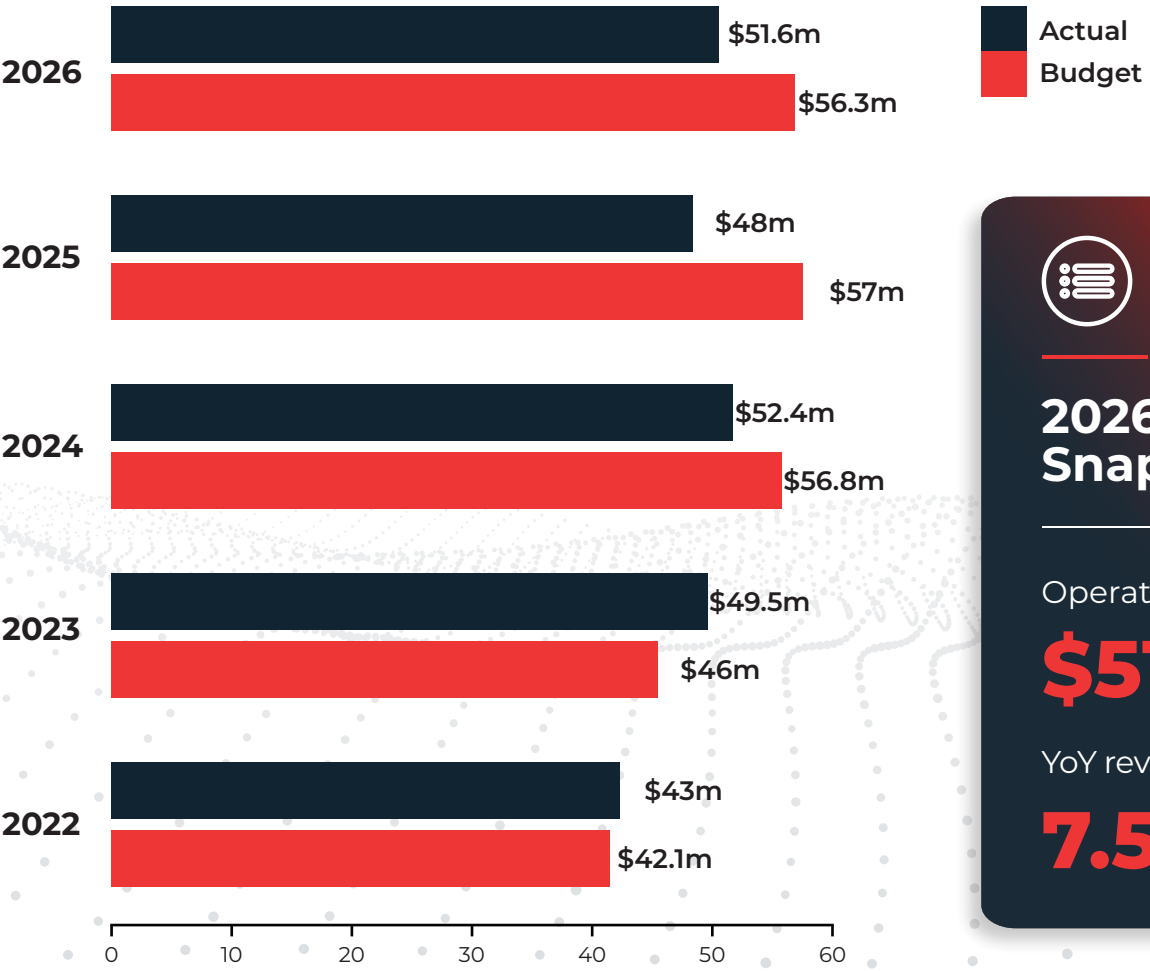
Proudly NZ-owned and operated



End-to-end technology delivery



Operating Revenue



2026 Snapshot

Operating revenue

\$51.6m

YoY revenue growth

7.5%

Our Customers

The past financial year has seen many of our customers continue to operate in a challenging market shaped by economic pressure in New Zealand and broader global political and economic unease. With these conditions, we remained focused on helping customers progress their priorities.

We have seen growth in project activity and customer spend across many industry sectors, particularly in finance, health and food manufacturing.



NPS result

We survey our customers twice a year to better understand our performance. In our most recent customer satisfaction survey, we achieved a Net Promoter Score (NPS) of 70. We are extremely proud of this exceptional result, which remains well above the reported New Zealand industry benchmark for Professional Services (31)*.

Our satisfied/very satisfied ratings for account management, service delivery, and technical services increased, from already strong 80th-percentile positions to the 90th percentile.



Customer feedback

Feedback throughout the year highlighted our technical capabilities, our partnership approach, and our commitment to being proactive in addressing our customers' needs. We used these insights to strengthen how we work, refine our service delivery, and ensure we continue to support customers in the way they need us to.



Customer satisfaction at a glance



70
NPS

All percentages represent satisfaction ratings of 'satisfied' or 'very satisfied'.



94%

Account management



94%

Service delivery



96%

Technical services



*Source: Perceptive 2025 NPS® Industry Benchmark – New Zealand

Partner Ecosystem

Microsoft



We are a Microsoft Solutions Partner and our capabilities are recognised through six Microsoft Solutions Partner designations: Business Applications, Data & AI, Digital & App Innovation, Infrastructure, Security, and Modern Work.

We also hold two Microsoft specialisations: Small and Midsize Business Management and Analytics, reflecting deeper expertise in priority solution areas.

Microsoft Solutions Partner designations and specialisations

- Digital & App Innovation (Azure)
- Infrastructure (Azure)
- Modern Work
- Security
- Business Applications
 - Specialisation: Small and Midsize Business Management
- Data & AI (Azure)
 - Specialisation: Analytics



Microsoft Most Valuable Professionals (MVPs)

We have three Microsoft Most Valuable Professionals (MVPs) at Theta, recognised for their technical expertise, leadership and contribution to the Microsoft community: Soheil Bakhshi in Data Platform, Sudeep Ghatak in Microsoft 365, and Teddy Herryanto in Business Applications.



AWS



We have progressed from an Amazon Web Services (AWS) Select Partner to an Advanced Tier Partner, recognising our proven experience and continued expertise in AWS technologies.

Specifically, we have extensive knowledge of complex energy industry solutions, workload migration and modernisation to AWS.

Our AWS capability also includes cloud strategy and readiness assessments, solution architecture, migration planning, landing zone builds, governance frameworks, Well-Architected Reviews, security and compliance architecture and application modernisation. We also bring specialist expertise in areas such as serverless architecture and GenAI on AWS.

New partners

Over this past year, we welcomed two new partners to our ecosystem.



Employment Hero

Connect HR and payroll capabilities with Microsoft Dynamics 365 Business Central.



Orchestry

Achieve stronger governance across your Microsoft 365 environment.

People Power



Our strength comes from our people



43

eNPS
(Employee Net Promoter Score)



83%

Retention rate



6 years

**Average employee
tenure**



30

Nationalities



54

**Languages and
dialects**

The united nations of Theta

Each year, we conduct a survey to better understand who we are and the diverse backgrounds that shape our organisation. At Theta, we are a global village and take pride in celebrating our heritage.

We are proud to share that our people represent 30 nationalities and speak 54 languages and dialects.

Staff satisfaction and retention

We survey staff satisfaction every six months. Our most recent eNPS (Employee Net Promoter Score), a measure of employee satisfaction, was 43. This is above the average eNPS score for New Zealand-based IT companies, which ranges from 15-25.

Sentiment analysis of survey comments was predominantly positive, which gives us great feedback to keep on doing what our people appreciate, alongside constructive suggestions for making our workplace even better. Our retention rate (the percentage of employees who remain at Theta each year) is 83%. This reflects the high levels of satisfaction across our organisation.



Professional development

Our professional development programme continued throughout the year, offering a range of courses and learning opportunities. This included our ongoing participation in the Women Rising and Male Allies programmes, which we have supported for several years.

Team members also continued to work towards industry certifications, particularly in Microsoft and AWS technologies. One of our newer and most effective upskilling initiatives has been our lunch and learn sessions. These are led by specialists in specific topics, who share their knowledge with the wider team. Recent sessions have covered areas such as GenAI and Microsoft Fabric.

Some of our consultants attended professional consulting skills courses, while our management team continued to receive specialist training relevant to their responsibilities as people leaders.

We also introduced a quarterly GenAI Award to recognise innovative ways our people are incorporating GenAI into their work and customer solutions. It has been encouraging to see the range of practical and creative ways our team is applying GenAI.

Staff support

A core ethos at Theta is to do the right thing by our people.

We want our people to feel supported and secure through initiatives such as our Theta Staff Assistance Programme (via EAP services) and the Southern Cross Wellbeing One programme, which is provided free to all employees and discounted for their families. All our staff are paid above the living wage.

Wellness, connection and community



One highlight of 2025 was celebrating our 30th anniversary with a 90s-themed party held across all offices.



We took part in Round the Bays events across the country, with Theta team members and their families invited to participate.



We also continued to strengthen our connection with the community and support emerging talent through our internship programme.



117

Staff supported through the Women Rising programme (90 women and 27 men)

Gender pay gap

Following our first gender pay gap analysis in 2024, we have continued to monitor this measure. With processes in place to support fair and consistent pay decisions for both new hires and existing team members, we expect our gender pay gap to remain low and stable.

Giraffe Award



Every month a staff member or team is recognised for sticking their head above the trees and going that extra mile for our customers. We call it the Giraffe Award.

Here are our winners over the past year.

Gavin Langley
Geoff Best
Ilamaran Sivarajah
Irina Berenshteyn
Isa Sen
Jason Free
Joerg Rau
John Barlev
John van der Walt
Jon Song
Josh Simpson
Jurica Bogunovic
Karyll Urma
Kezia Njeri
Lenny Loh
Linda Moll
Lisa Wilson
Mahesh Vazhayil
Manmohan Bhatt
Martin Sutherland
Meg Hope
Meng Xie

Minal Misal
Nazli Nikraves
Paul Gatchalian
Peter Kenyon
Pieter Coetzee
Rajat Chadha
Rashid Khan
Richard Burgess
Sanjana Mishra
Shivendra Kumar
Shranal Kumar
Sinu Chandy
Siva Kishor Muthukuri
Soniya Patel
Susan Le Mesurier
Tharanga Chandrasekara
Vikas Bhalla
Vincent Okoth
Vishal Gaikwad
Vit Novak
Vivek Jayachandran
Volodymyr Leonov

Craig Rich

Principal Consultant, Data and Insights



Craig Rich brings a wealth of experience from more than 35 years in the industry to his role as Principal Consultant in our Data and Insights team. He is driven by a clear focus on people and on helping customers succeed.

"I love taking people on the journey and demonstrating just how phenomenal things could be. The success lies entirely with them, not with us."

Originally from Scotland, Craig studied IT and Digital Control at Paisley College of Technology.

He began his career as a European hard drive engineer at Seagate and then at Cognos (later acquired by IBM), before a chance encounter with a software presentation sparked his interest in data and dashboards.

Within a week, he had moved into the software side of the business, working his way up to a senior corporate role, and has worked in data ever since.

Craig moved to New Zealand in 2009 with his family, seeking a better life for his two children. After a few years, he did a three-year stint in Melbourne but returned to NZ just as the pandemic hit. He joined Theta, where his background and experience were a strong fit for a consulting role.



AI can do a brilliant job of churning out code, but you still need people with experience to know if it is right or appropriate and shape it into something valuable. It can make teams faster, but it doesn't replace the business knowledge, judgement and context that people bring.

Being a Principal Consultant in Data and Insights, Craig's role is highly varied. He works across sales, mentoring, recruitment, customer relationships, architecture, governance and project delivery. His main focus is simple: making things work well and ensuring customers get the best possible outcome from their investment.

Craig enjoys projects where people are eager to join the data journey but also loves the challenge where they need a bit of persuasion to see what's possible. He believes customers value Theta's breadth of knowledge and the ability to draw on expertise from across different teams and functions.

Alongside his customer duties, he works with Theta's GenAI Centre of Excellence, specifically focused on Microsoft Fabric and its fast-evolving AI capabilities, helping share knowledge across the business and with our customers.

Outside work, Craig enjoys staying active through fitness classes, running and ocean swimming, having completed the Rangitoto 4.6km swim. He also loves spending time in the great outdoors with friends and family.

With more than 35 years of experience and a passion for helping people succeed, Craig brings deep data expertise, practical leadership and a clear focus on delivering meaningful outcomes for customers.

Sanjana Mishra

Test Practice Lead, Project Delivery



Sanjana Mishra brings a strong background in technology and quality engineering to Theta, along with a passion for helping teams build better, more reliable testing solutions.

Originally from India, Sanjana studied electronics and IT after discovering an early interest in maths, science and gaming. Her career began at Infosys, where she was introduced to quality engineering through a fast-track graduate training programme. Working in consultancy gave her exposure to customers across different countries and industries. This eventually led to an opportunity at the Ministry of Social Development in New Zealand. Fifteen years later, New Zealand is home.

Sanjana joined Theta just over five years ago. At the time, the testing practice was small, but she has helped grow it into a team of eight. For Sanjana, one of the most rewarding parts of the role has been influencing the way testing is viewed across the business.

“Testing should not be seen as a phase at the end of a project; it needs to be embedded from the beginning as a shared responsibility across the team.”



GenAI is moving fast, so we need to move with it. My view is that GenAI is not going to replace quality assurance, but it’s definitely raising expectations...in a good way!

That shift has helped build stronger collaboration between testers, developers, delivery teams and customers. Sanjana works across digital, product and data teams, helping ensure testing (quality assurance) is built into the solution from the outset. For customers, she sees the value as confidence that the solution has been carefully assessed and that the final product is 100% ready for real-world use.

Sanjana is also focused on building her team’s capability in generative AI. As a member of the GenAI Centre of Excellence at Theta, she sees plenty of opportunities in this space.

Outside work, Sanjana is kept busy by her two daughters, aged seven and two. She enjoys staying active through squash, but dance is her creative outlet. A trained dancer across multiple styles, including her favourite, Indian classical dance, she teaches informal weekend classes for children and performs at Indian community festivals in Wellington.

With a strong background in technology and quality engineering, Sanjana brings practical testing leadership, a collaborative mindset and a clear focus on helping teams deliver reliable, customer-ready solutions.

Teddy Herryanto

Lead Consultant, Dynamics 365
Microsoft MVP, Business Applications



Teddy Herryanto has spent more than 20 years working in the ERP industry, building a career spanning development, consulting and end-user roles.

Originally from Indonesia, Teddy studied IT at Bina Nusantara University before beginning his career as a Navision ERP consultant and developer. A few years later, he moved to Japan, where he continued working in ERP and also took a year out to study Japanese full-time.

That experience shaped the way Teddy works today. In Japan, he saw the value of careful planning, detailed documentation and thorough requirements gathering. Later, after moving into an end-user role, he gained a deeper understanding of how people experience system change and what they need from a successful implementation.

Now a Lead Consultant at Theta, Teddy works primarily with Microsoft Dynamics 365 Business Central. His broad background means he can see projects from several perspectives: as a developer, functional consultant and end user.

He enjoys working closely with customers, understanding how their businesses operate, and designing solutions that are practical, useful and easy to adopt.

“I like building relationships with customers. Only by understanding the users can I know what to design.”



I like using AI to help refine user requirements. From there, I put those requirements into an AI agent, develop it, and then see where it goes. It helps speed up ideation.

Teddy was named a Microsoft MVP in 2025, a recognition of his contribution to the wider technology community. He regularly shares insights through his blog and LinkedIn, focusing on knowledge that others can apply in their own work. For him, the MVP programme provides a wider platform to share, learn and connect.

AI is also changing Teddy's day-to-day work. He uses it to clarify requirements, review code, analyse bugs and support documentation, while remaining clear that developers must still take ownership of the final outcome.

Outside work, Teddy enjoys learning new things, travelling and discovering new food with his wife. Long-haul adventures are on hold for now, with two young daughters at home, but exploring new places remains firmly on the list.

With more than 20 years of ERP experience across development, consulting and end-user roles, Teddy brings broad Dynamics 365 expertise, customer-focused thinking and a practical approach to designing solutions people can confidently adopt.

GenAI Centre of Excellence

Supporting customers with practical AI

Umair Khan
Lead AI Consultant

Jake Kim
Principal AI Consultant

Theta's GenAI Centre of Excellence (CoE) moves artificial intelligence from experimentation into production.

Head of GenAI CoE:
Gary Blumgart, Head of Data & Digital

Full-time members:
Jake Kim and Umair Khan



Jake Kim
Principal AI Consultant

Jake leads the GenAI CoE. He is an AI strategy and product leader with over 20 years of experience across telecommunications, fintech, mobile platforms and AI.

He holds an MSc in Computer Science from San Jose State University and an MBA from INSEAD. He has led global product initiatives at Samsung Electronics, including Samsung Pay across ten-plus markets and the inaugural launch of Samsung Bixby. He also served as Chief Product Officer at POSICUBE, where he led AI-powered product development focused on practical adoption and business impact.

Jake works with organisations to build scalable AI solutions, intelligent agents and the data foundations that underpin them.



Umair Khan
Lead AI Consultant

Umair (PhD, University of Otago) has over a decade of experience delivering AI solutions across healthcare, retail, manufacturing, insurance and the public sector.

His work spans AI strategy, governance, architecture, model development and deployment. He also has deep expertise in large language models, RAG systems, AI agents, responsible AI and Microsoft Azure.

Umair focuses on turning emerging AI capabilities into production-ready solutions that generate measurable business impact for customers.

The CoE also includes contributors from across Theta, bringing a broad range of perspectives, experience and specialist knowledge.

12

Contributing members from other practices

4

Delivery

3

Digital

2

Product

1

Data & Insights

1

Dynamics 365

1

Cyber Security

Two years in, the GenAI CoE has shifted from proof of concept to delivering tangible outcomes: consulting with clients on AI strategy and agent implementation, applying AI to improve Theta’s own internal processes and delivery, and building the AI capability of our people so that every Theta practitioner can use these tools as a genuine force multiplier.



From exploration to execution

Customers are now arriving with defined use cases and allocated budgets, asking how to implement AI rather than whether they should.

This year saw strong engagement across a broad customer base, with significant AI projects delivered and an AI-first development approach applied across several of our largest accounts.

With dedicated full-time members now in place and a formalised AI-first delivery methodology demonstrating acceleration on pilot projects, the GenAI CoE is well positioned to meet this growing demand.



Future focus areas

Our priority for the year ahead is to move from pilot to scale. We will formalise the AI-first delivery model into a repeatable methodology and expand it across more Theta projects.

We will continue to grow our customer pipeline, with a particular focus on public sector, healthcare and financial services.

Internally, each Theta practice will develop a structured AI uplift plan to embed AI systematically rather than in an ad hoc way.

We will also continue building Theta’s profile as a thought leader in the New Zealand AI market through our executive lunch series and industry events.



Agentic AI is where customer demand is heading, and we have built the capability to meet it.

Our Practices

Our seven practices combine deep expertise and modern capabilities, working together to deliver value across every industry.

Who
we are

What
we do

Revenue across practices



Digital

34%



Dynamics 365

24%



Project
Delivery

10%



Data & Insights

14%



Continuous
Computing

13%



Cyber
Security

3%



Energy

2%

Collaboration across teams

Many customer engagements span more than one practice. By combining specialists from across Theta, we can deliver integrated solutions that are practical, scalable and aligned to customer needs. Here are some examples of areas that require close collaboration.



Data, AI
& insights



Platform
modernisation



Cloud
modernisation &
optimisation



Security &
governance



Automation
& streamlined
operations



Delivery & change
adoption

Digital



Head of Digital
Jeff Wogen



Practice Leads
Amir Abid
Emmanuel Auffray
Mark Enfield
Kim Lumsden
Hamish Strong
Sudeep Ghatak



Revenue
34%

Key areas

- Cloud solution architecture & strategy
- Cloud platform architecture & strategy
- Cloud data architecture & strategy
- Digital development
- UX/UI design
- Collaboration solutions
- Modern platforms
- Integration



Summary of the year

The incorporation of AI into our workflows remained a dominant theme, particularly through the increasing use of AI-assisted coding tools to improve speed, quality and consistency.

Several large organisations trust us as their digital partner and we have had the opportunity to help deliver their digital strategies. Our focus on partnership, practical problem-solving and quality delivery remains central to our approach and to the outcomes we achieve.

Over the year, we have had the opportunity to sink our teeth into many exciting projects, from helping Hutt City Council create a more connected digital experience for both staff and residents, to the ongoing evolution of a large-scale digital system for a government agency.



Trends

Customer interest in AI continued to grow throughout the year. While many organisations are exploring tools such as Microsoft Copilot, there is often uncertainty about how to move beyond these entry points and apply AI in more meaningful, business-specific ways. We have focused on helping customers see the broader opportunity.

There is also increasing interest in how AI can be incorporated into the delivery of digital solutions, both to enhance the solutions themselves and to improve the way they are designed and built.



Partner growth

A major focus area was our investment in our AWS partnership, which resulted in achieving AWS Advanced Partner tier status. For our customers, this means improved access to AWS-backed support and resources across cloud strategy, migration, modernisation, data, analytics, application development and managed services.



Team updates

Following a steady first half of the year, consultant numbers increased progressively in the second half, reflecting growing customer demand. This growth positions the team well to continue supporting customers effectively while strengthening our capability across key areas of delivery.



Governance and controls

We maintained a focus on strong governance and effective decision-making to support delivery quality and sustainable growth. As the practice continues to mature, clear forums, accountabilities and controls in place will help us scale with confidence.



Tooling and automation

The rapidly evolving ecosystem of tools available to support and accelerate our work has been one of the most exciting developments of the year.

Compared with a year ago, the range and maturity of these tools have improved significantly. This has helped us optimise workflows, improve delivery efficiency and enhance the overall quality of our work. We are excited by the pace of change and the possibilities still ahead.



Focus for next year

Our focus for the coming year is clear: to only keep up is to fall behind.

We will continue to look for what is next, particularly at how AI can create greater value for our customers. This will include continuing to evolve our ways of working, building practical AI capability across the team, and helping customers move from interest in AI to real business outcomes.



Dynamics 365



**Head of
Dynamics 365**
Joerg Rau



Regional Managers
Craig Barberini
John van der Walt



Practice Leads
Stefnie Davies
Ivor Whibley



Revenue
24%

Key areas

Microsoft Dynamics 365:

- Business Central
- Customer Service
- Field Service
- Customer Insights
- Sales
- Power Platform
- Contact Centre for Customer Service



Summary of the year

We successfully completed a broad range of projects, from large-scale NAV to Dynamics 365 Business Central migrations through to specialised, complex food manufacturer solutions alongside our partner Aptean. Our work was recognised with Aptean's Partner of the Year award for our region.

We also developed a customer service solution for Hutt City Council, including a portal, Geographic Information System (GIS), and integrations, built on Dynamics 365 Customer Service. This setup provides a solid foundation for other councils and similar use cases, streamlining all case-based processes and enabling better data utilisation and more informed decision-making for future AI initiatives.

Our partnership network continued to grow, including a new partnership with Employment Hero and the expansion of our reseller network for Theta 365 extensions.

We retained the Microsoft Advanced Specialisation in Small and Midsize Business Management, which reflects the depth of our capability within Microsoft's Business Applications. We are proud of this achievement as Microsoft sets a high bar. Reaching this milestone is a testament to our team's dedication, expertise and commitment to excellence.

We attended and participated in various conferences, including those held in Sydney and Bangkok. In Sydney, we were a sponsor at the ANZ Business Central Day, where we presented on a range of topics, including achieving AI integration within a Dynamics 365 Business Central environment. We also presented at Directions EMEA and have been confirmed as a 2026 sponsor of Directions Asia in Vietnam, reinforcing our growing profile in the international community.

In addition to our conference activity, we delivered two webinars during the year to help customers navigate the latest updates in Dynamics 365 Business Central.



Trends

We observed continued demand for Dynamics 365 business applications, as well as advisory, implementation and integration services. Customers want to simplify workflows and gain real-time visibility across their business.

More broadly, the market continued to value trusted delivery partners that can combine technical capability with business understanding. Customers increasingly expect successful implementation outcomes, proactive strategic guidance and a clear pathway for future optimisation and scale, especially using AI.



Team updates

The team continued to develop its capability over the year, with a focus on strengthening leadership and specialist expertise.

We were pleased to see several new appointments, with John Meaker, Chandra Bohara and Amanuel Tadele Tufa taking on Delivery Unit Lead roles, and John van der Walt appointed as Regional Manager South.

The broader team continued to build capability through practical delivery experience, knowledge sharing and ongoing training. These efforts have helped ensure that our team is consistently on the pulse of how and where our customers can benefit.



Tooling and automation

We also expanded our Microsoft Marketplace presence by adding new applications under the 365 Extensions brand. We have doubled the number of Business Central apps available in the Marketplace from 11 to 22. As more partners discover our apps and become resellers, our reach continues to grow, and customers worldwide benefit from improved productivity.



Focus for next year

Looking ahead, the focus for next year will be on continuing to mature the practice and strengthening the value we deliver to customers.

One key priority is to deliver a Dynamics 365 and Business Central MCP server for Theta Assist, our enterprise GenAI product. This will enable customers to connect AI agents securely to their business systems, allowing them to retrieve information, trigger workflows, support decision-making, and complete routine tasks using natural language. By bringing agents closer to operational data and processes, we can help customers improve productivity, reduce manual effort, and unlock more value from their Microsoft business applications.

More broadly, next year's priorities will include continued improvement in delivery maturity, stronger standardisation across the practice, and targeted investment in areas that support scale, quality, automation and innovation.



Data & Insights



Head of Data & Digital
Gary Blumgart



Practice Leads
Leo Liu
Adrian Simpson
Sefton Thesing



Revenue
14%

Key areas

- AI, generative AI & machine learning
- Automated data testing
- BI strategy & governance
- Budgeting & forecasting
- Cloud data platform architecture
- Data catalogs
- DataOps
- Data security & privacy
- Data strategy & data governance
- Data platforms
- Data visualisation services & training
- Power BI governance



Summary of the year

The data and insights world has continued to shift at pace. The focus has moved beyond reporting what has happened, towards building governed, AI-enabled ecosystems that help organisations make better decisions and act faster.

For customers, this has changed the nature of data work. Data platforms have become an essential foundation for their organisations, supporting AI-assisted decision-making.

This shift has created strong demand for modern data platforms, including Microsoft Fabric, alongside growing interest in AI-enabled analytics, governed self-service, natural-language interfaces and practical GenAI solutions.

Across delivery, the team has continued to support customers with advisory, implementation and consulting services to help them modernise their data foundations and prepare for AI adoption.



Customer outcomes and delivery excellence

The team delivered a strong portfolio of customer engagements across regional government, central government, education, utilities, logistics and commercial sectors.

Microsoft Fabric was a key focus during the year, with implementations delivered for several customers. The team also provided consulting and implementation support across other data platform technologies, including work with a government organisation to shape its data platform direction.

Demand for custom AI solutions also increased. The team delivered AI-led solutions for two enterprise-scale customers, reflecting growing customer interest in practical, outcome-focused applications of AI.

Another government customer continued to advance its Power BI journey with our support while also exploring broader data platform options. This work reflects the wider market shift from reporting-focused engagements towards integrated data platforms.



Trends



AI is now embedded across the delivery lifecycle, shaping how solutions are designed, developed, tested, documented and supported. Tools such as GitHub Copilot, Claude and other large language model assistants are changing how data professionals work and how users interact with data.



Modern data platforms such as Microsoft Fabric, Databricks and Snowflake continue to evolve, with AI capabilities becoming more deeply embedded. These platforms are becoming intelligent, AI-enabled environments.



AI agents are emerging across the data and insights landscape. However, adoption still depends on strong controls, trusted data foundations and effective governance.



Customers are also exploring natural-language queries, chat-based analytics and automated explanations, meaning data must now be ready for AI, not just reporting.



Data governance has become a core enabler of AI and analytics. Organisations are focusing more on data ownership, governance responsibilities and safe use of data. This is increasingly a board-level concern as AI adoption grows.



Consistent business definitions are becoming critical as self-service analytics expands. The goal is governed self-service, where users can explore data independently while maintaining quality, security and consistency, and reducing organisational risk.



Team updates

Two new members, Jake Kim and Umair Khan, joined the Generative AI Centre of Excellence (CoE), strengthening our capability to deliver AI solutions for customers.

The broader Data and Insights team remained stable during the year, providing continuity for customers and maintaining delivery momentum.



Governance and controls

Governance and delivery controls continued to mature through Centre of Excellence (CoE) activity. For our Data and Insights team, this has primarily occurred through our GenAI CoE and Microsoft Fabric CoE.

Our CoEs help ensure delivery remains structured, consistent and aligned with market expectations.



Focus for next year

Over the next year, our focus will be on integrating AI more deeply into customer delivery in a way that is structured, repeatable and scalable. Key priorities include continuing to build capability in Microsoft Fabric and AI, embedding AI into delivery to improve speed and quality, and using our Centre of Excellence teams to strengthen consistency, reduce risk and improve customer outcomes.

Our team will also need to stay responsive to the rapid evolution of platforms and AI tools as the rate of change is tremendous. A further priority is to design highly flexible solutions that avoid dependence on any single AI model or vendor, so customers can adapt as technology, cost and risk change.

Continuous Computing



Head of Continuous Computing
Steve Ashby



Practice Lead
Donald Long



Revenue
13%

Key areas

- Application support
- Cloud services
- Database services
- Licensing
- Platform & infrastructure management services
- Desktop management services
- Service desk & service delivery



Summary of the year

Continued growth in consulting, reselling and recurring support revenue has been facilitated by the introduction of more defined processes supported by automation tools. In particular, our Microsoft CSP licensing offering reflects the value customers place on the value-added advisory services we provide. To handle the growth, we have partnered with Dicker Data as our distributor for Microsoft CSP licensing and we are beginning to see the benefits flow through to both our customers and Theta.



Customer outcomes and delivery excellence

A continued high level of customer satisfaction achieved with our support and service delivery is very positive especially in tight economic times. This reflects the team's continued commitment to driving valued outcomes for our customers.



Trends

Tough times in the NZ economy have led customers to look for ways to ensure service support and availability for their users without adding headcount. We have seen an increase in customers turning to us for comprehensive Service Desk services delivered directly to customer users. This can occur when an internal resource moves on or there is a temporary need for additional resources. We are well placed to meet this need.

While the 'march to the cloud' continues, we are seeing that cloud/on-premises hybrid environments still have a place as a significant paradigm rather than an interim state. We are therefore maintaining the skills and capabilities to supply and support on-premises server environments.



Team updates

We continue to develop and enhance the team capabilities and service offerings. This year we have added a procurement role to the team and an additional licensing and optimisation team member. We are currently recruiting for a Service Delivery Lead role to facilitate the growing breadth of managed services.



Focus for next year

Our strategic initiatives for this year continue from last year:

- **Service development through productisation**
Reduce uncertainty by offering price-per-outcome services.
- **ITIL maturity**
An ongoing programme to improve our delivery processes built around the ITIL framework.
- **Service improvement through process automation**
We will continue to accelerate automation and the use of AI while ensuring we maintain the high level of human interaction that customers value.
- **Market share improvement by leveraging supplier relationships**
We will continue to leverage our growing partnership with key technology distributors to improve the quality of services and gain access to more opportunities for growth.



Project Delivery



Head of Delivery
Phoebe Dobson



Practice Leads
Anton Bearsley
Arshad Farooq
Caroline Paver
Ella Huffam-Hopkins
Sanjana Mishra
Shallu Tagra



Revenue
10%

Key areas

- Project & programme management
- Agile/Scrum Master services
- Business analysis services
- Testing services – functional, automation, performance/load



Summary of the year

GenAI has become a common part of project delivery, influencing both how work is completed and the solutions delivered to customers. Across projects, it is being used to support sense-making, clarify requirements, improve development and testing productivity and reduce administrative effort.

Customer demand for GenAI-enabled solutions has also increased. This includes helping customers build capability with AI tools, maturing proof-of-concept solutions into production-ready offerings, supporting data migration and using Theta's AI-enabled products such as Helpfruit and Theta Assist. This reflects wider market interest in using AI to improve efficiency, decision-making, service delivery and operational outcomes.

As GenAI use grows, it has reinforced the importance of human capability in successful project delivery. Project managers continue to rely on strong stakeholder management, communication, facilitation and relationship-building. AI simply cannot replace the context, trust or effective engagement that happens when humans interact with each other.

The business analysis function at Theta has continued to shift from a documentation-heavy support role to a more strategic, outcomes-focused capability embedded in delivery. GenAI is helping to create clearer requirements and decision points. This allows our business analysts to focus more on the work that requires human judgement: facilitation, stakeholder alignment, critical thinking and ensuring solutions address the right problem.

Our testing team has also evolved, with GenAI supporting test design, automation and productivity. This includes using tools such as Copilot and Claude for test case generation, as well as Claude Code, alongside modern automation frameworks to support scalable, maintainable test automation. We are moving towards a model where testing is more integrated, proactive and insight driven, with a stronger focus on quality throughout the delivery lifecycle rather than validation at the end.



Team updates

Our team has remained stable throughout the year, providing continuity and consistency as we progressed our work programme. This stability has been particularly valuable in maintaining customer confidence and ensuring that project knowledge is retained across the delivery lifecycle. With close to 400 active projects in the past financial year, we're in a fortunate position to work with a wide variety of customers, helping them transforming their technology.



**Process and
continuous
improvement**

Throughout the year, we've increased delivery certainty and predictability, supported by clearer governance, stronger delivery discipline and consistent ways of working across the portfolio.

Continuous improvement has remained an important focus. Our Project Playbook outlines how we deliver projects and is regularly reviewed and updated to ensure it continues to provide value to customers and delivery teams.

Regular learning sessions for the team and retaining and gaining relevant certifications for our staff continue to be a key focus.

Tooling and automation have continued to support improvements in how we plan, manage and deliver projects. AI and automation tools are increasingly being used to reduce administrative effort, improve documentation quality, support analysis and provide faster access to project information.

Governance and controls have remained central to ensuring projects are delivered in a structured, transparent and accountable way, while also improving project health visibility. We have continued to focus on maintaining clear project oversight, effective decision-making and appropriate escalation pathways.



Focus for next year

Looking ahead, the mechanisms through which we deliver projects will continue to evolve as GenAI becomes more integrated into our ways of working. It presents opportunities to improve efficiency, consistency and responsiveness, while also reinforcing the need for appropriate human oversight, quality assurance and strong professional judgement.

Our focus will be on understanding how to use GenAI to deliver practical value to customers, while maintaining the quality, transparency and trust that underpin successful delivery. Ultimately, we want to provide the best possible value for customers in an AI-enabled world. This means combining the benefits of new tools and technologies with the experience and relationship-based delivery capability of our people.

Cyber Security & Networking



Head of Cyber Security

Liz Knight



Revenue

3%

Key areas

- Adversary & vishing simulations
- AI business impact reviews
- Security awareness training
- SOC as a service
- Cloud architecture reviews
- Networking design & implementation
- NIST reviews, Essential 8 maturity reviews
- Vulnerability scanning
- Secure by Design reviews
- Managed detection & response service
- Security Improvement Service
- vCISO Service



Summary of the year

The cyber security landscape has evolved rapidly over the past year, necessitating ongoing evaluation of our solutions and controls to ensure robust protection for both Theta and our customers. We remain committed to driving cyber resilience by leveraging “best-of-breed” technologies through strategic partnerships with industry leaders such as CrowdStrike, Palo Alto Networks, Juniper HPE, KnowBe4, Arctic Wolf, Microsoft and Nova Security. Combined with our team’s advancing expertise and certifications, we continue to strengthen our proactive capabilities—ranging from automated configurations designed to neutralise breaches in real-time to comprehensive incident response strategies that prepare our customers for any eventuality.



Customer outcomes and delivery excellence

This year marked the successful onboarding of our first Arctic Wolf customers. By partnering with Arctic Wolf for managed SOC services, a vital pillar of modern cyber resilience, we can provide industry-leading, 24/7 monitoring across endpoint, SaaS, cloud and networking.



Trends

Unsurprisingly, AI-assisted attacks have risen this year, primarily accelerating existing tactics including phishing, social engineering, reconnaissance and scripting. Multiple major breaches initiated with successful vishing attacks and deepfake technology is starting to have a real impact on how infiltration is initiated.

Breakout times are much faster. Once an adversary gains initial access, their next objective is to ‘break out’ and move laterally to access high-value assets. We are seeing this breakout time significantly decrease year-on-year, and we are also seeing the dwell time – the time attackers are inside systems before detection – increasing.

Not all attacks are sophisticated: Adversaries are increasingly bypassing complex tactics in favour of the path of least resistance – the human element. We are seeing a surge in ‘front-door’ entries via social engineering and the use of legitimate tools and administrative functions, which make breaches harder to distinguish from normal activity.

Our vendor partnerships and consulting offerings are tailored to help customers protect against and respond to these threats.



Team updates

Our consultants are committed to continuous professional development, consistently advancing their expertise through certification programmes across our vendor and specialist landscape. We maintain a robust portfolio of premier accreditations, including CISSP, ISO 27001 Lead Auditor and hold advanced technical certifications from Palo Alto, Juniper, Fortinet, Microsoft and CrowdStrike. We are also proud to have both of Theta’s Te Ao Māori Scholarship students, who are focusing on cyber security, completing internships in our practice.



Process and continuous improvement

This year, we have significantly optimised our incident response framework to better support our clients during critical cyber events. Key developments include a specialised Business Email Compromise (BEC) toolkit and a pragmatic Incident Response (IR) plan template designed for rapid execution and efficient recovery. We have also expanded our consulting portfolio to include vishing simulations and AI Business Impact Reviews, enabling organisations to identify and mitigate vulnerabilities arising from rapid advances in artificial intelligence.



Governance and controls

In addition to maintaining our ISO 27001 certification and continuously improving our cyber resilience, we proactively monitor the evolving governance and security landscape surrounding generative AI to refine our internal operations and client-facing consulting. By continuously enhancing our proprietary tools and frameworks, we empower our teams to leverage generative AI securely. Central to this strategy is Theta Assist, our dedicated SaaS solution. Operating within a private Azure tenant with robust data protections, Theta Assist allows our teams to drive project innovation while ensuring sensitive enterprise data remains isolated and secure.



Focus for next year

The New Zealand Government’s recent cyber security discussion document signals a pivotal shift from a voluntary framework toward a structured, potentially mandatory approach. While the initial focus remains on critical infrastructure, the implications for the broader business community are significant, particularly with proposed monetary and criminal penalties for serious breaches. We anticipate this will drive a sense of urgency for New Zealand organisations to enhance their cyber maturity. Our experienced team is primed to guide our customers through this transition, ensuring robust resilience in a tightening regulatory environment.

Energy

Centre of Excellence



Head of Energy
Matt Owen



Consultants
Paul Casey
Karthik Raja



Revenue
2%

Key technologies

- AWS

NZ wholesale electricity market:

- Energy & demand response trading applications
- Reconciliation & reporting
- Meter data processing
- Demand forecasting
- C&I pricing
- Risk analytics

Markets outside New Zealand:

- Demand response trading applications used, for example, in Australia, Republic of Korea, Taiwan, Singapore, Canada, Ireland and Europe.



Summary of the past year

Our Centre of Excellence for Energy continues to deliver strong value for customers by providing access to a dedicated team of energy specialists and the broader capabilities of Theta. We work across our practices to provide end-to-end services, from 24/7 application support through to data platforms, integration, cloud services and mobile solutions. This means we are well placed to help energy organisations respond to increasingly complex operational, regulatory and customer requirements.



Trends

Over the past financial year, the energy sector has faced a combination of market pressure and structural transformation. Security of supply, declining gas availability, rising interest in demand-side flexibility and the continued growth of renewable generation have all increased the need for better data, stronger system visibility and more responsive digital platforms. The sector has also continued to move toward a more connected, decentralised and data-driven operating model.

As a result, we have seen growing demand for modern data platforms, improved data management, integration across critical business systems, and practical use of AI to improve productivity, planning and decision-making. There is also increasing focus across the sector on real-time data access, forecasting, network visibility and the digital capabilities needed to support distributed generation, flexibility services and changing customer expectations.



Focus for next year

Looking ahead, we expect continued investment in cloud platforms, data modernisation, AI-enabled productivity and digital solutions that improve resilience, operational efficiency and visibility across the energy value chain. As the sector adapts to a more renewable and flexible electricity system, organisations will need technology partners who understand both the industry context and the practical realities of delivery.





Head of Product Group
Andrew Taylor



Team
10

Products

- **365 Extensions:**
20+ productivity apps for Microsoft D365 Business Central
- **EVA Check-in:**
Workplace sign-in, safety, compliance and emergency tools
- **Theta Assist:**
Governed AI, visible ROI
- **Helpfruit:**
Smarter customer self-service for the AI age
- **Glasstrail:**
Find and reduce your external cyber exposure risks
- **Mixiply:**
Vibe coding, collaboration and digital portfolios for learners



Summary of the year

It has been another strong year for the Product Group, with continued momentum across our product suite. This year’s revenue increased by over 25% from the previous year, providing clear evidence that our investment in innovation, customer value and international growth is paying off. Here’s a roundup of what’s happening in each product:

365 Extensions
Our Microsoft Business Central apps continued to perform well throughout the year, with strong demand from both local and global markets. Several more apps were added to the suite, driven by project demand and the opportunity to move existing solutions into the Microsoft Marketplace. This has continued to strengthen our position in the Business Central ecosystem, while our partner relationships have grown and become an increasingly important part of our sales and delivery model.

EVA Check-in
EVA Check-in has also had a strong year, particularly in the construction sector. Growth has been especially encouraging in the United States, with further momentum in Canada, often supported by demand from Procore customers. We have broadened EVA’s value in emergency management, with new SOS capability and significant improvements to evacuation processes through the mobile app. The mobile experience is now richer and more capable, with several new features that make EVA Check-in more useful in the field and more valuable to customers managing complex site and workforce environments.

Theta Assist
Theta Assist has continued to evolve at the pace of the AI market, which is no small task. Keeping up with new AI developments is critical, and Theta Assist has done so every step of the way. New models have been supported within days of release, ensuring customers and internal users can access the latest capabilities quickly and securely. Theta Assist has advanced into agentic use cases, with scheduling, batch processing and MCP tooling enabling more connected, automated workflows. Building our own product means we remain at the forefront of AI in New Zealand, with hard-won experience proving much more valuable than reading the latest blog post.

Helpfruit
Helpfruit has taken a major step forward with the addition of new ticketing features. It is now a complete customer support system, removing the need to integrate a separate ticketing product. With an AI chatbot, live chat, help pages and a unified inbox all included, Helpfruit provides a more complete and cohesive customer support experience. Importantly, organisations starting with Helpfruit now get AI answering and AI ticket routing built in from the beginning, rather than treated as an afterthought. Helpfruit is the key ingredient for our product team being able to support so many products.

Glasstrail
Glasstrail has moved its scanning engine from GCP to AWS. This change has delivered both cost savings and significant speed improvements for scans, while also aligning the product more closely with our wider cloud partnership strategy. With AI now more capable than ever of finding and exploiting weaknesses in customers’ internet-facing assets, Glasstrail is an essential tool for all organisations.



Trends

Demand patterns across the year show encouraging signs for several areas of the portfolio. 365 Extensions continues to perform strongly globally and remains a key driver of growth. The combination of marketplace availability, partner engagement and practical customer need has created a solid platform for continued expansion.

Construction interest in EVA Check-in has remained strong even in the softer New Zealand market. Internationally, demand from the construction sector continues to grow, with the United States standing out as a key market and Canada also showing positive signs. We've seen increased interest in EVA's Supplier Management module as well, which is becoming more relevant as customers look for better ways to manage contractor, supplier and site compliance.

AI has evolved quickly, and Theta Assist has kept pace. The market is moving beyond simple chat experiences into more agentic, connected and automated workflows. Theta Assist is well positioned for this shift, with scheduling, batch processing and MCP tooling helping users connect AI to the systems and processes they already work with. Training and adoption of AI remain a challenge for businesses and the potential of the technology is often outpacing the capabilities of the teams we work with – so training demand has increased and can't be considered only a one-off event.



Customer outcomes and delivery excellence

Customer satisfaction remains a strong measure of the quality and value of our products. EVA Check-in was again recognised by Info-Tech Research Group as a Data Quadrant and Emotional Footprint Champion, reinforcing its strong market position and the value customers continue to see in the platform.

Across the wider product suite, positive customer reviews reflect the quality of delivery and the care the team puts into solving real customer problems. A notable example is our case study with the Western Bay of Plenty District Council. The council has implemented both Theta Assist and Helpfruit within its operations, and this has delivered strong outcomes for the organisation.



Process and continuous improvement

The way we build products has changed significantly this year. AI-assisted coding, primarily through Claude Code, has increased the pace of development work and allowed the team to move faster across a range of product initiatives.

This increase in development speed has required other parts of the product team to adapt. Testing, documentation, marketing and product management have all had to find new ways to keep pace with faster delivery cycles. This has pushed us to improve processes, tighten feedback loops and think differently about how work moves from idea to release.

We have gained significant benefits from using our own products internally, particularly Theta Assist and Helpfruit. One example is using Theta Assist connected to Helpfruit, Jira and Teams through MCP. This enables workflows such as gathering relevant developer conversations from Teams, ticket updates from Jira, and product feature documentation, before suggesting the help content revisions needed for the next release. This kind of connected workflow shows the practical value of AI when it is connected into everyday systems, not sitting outside them.

The Product Group has also been a significant contributor to the GenAI Centre of Excellence. Many CoE initiatives have been supported by Theta Assist capabilities now used across Theta to improve productivity and keep the company at the leading edge of AI adoption. This has been an important part of both improving our own ways of working and demonstrating what is possible for customers.



Focus for next year

Looking ahead, our 365 Extensions will continue to be a major focus, as these products remain strong sellers and an important part of our global growth strategy. Conferences are one of the major marketing initiatives for these products, and we're set to attend both Directions Asia in Vietnam and Days of Knowledge in Australia in 2026. Our presence at these industry events gives us valuable opportunities to strengthen partner relationships, generate new demand and increase visibility in key markets.

Across the full product suite, we will continue to invest in regular updates, customer-led improvements and targeted marketing. The focus remains on building products for the international market that solve real business problems, are easy to adopt, and continue to improve over time.

The coming year will see continued focus on AI-enabled workflows, stronger marketplace presence, deeper partner engagement and improved internal productivity. With strong products, growing global demand and a team that continues to adapt quickly, the Product Group is well placed for another year of growth.

Cooney Lees Morgan

Modernising connectivity for a hybrid legal workforce

Cooney Lees Morgan optimises hybrid work, security and reliability with support from Theta, Juniper Networks and Westcon-Comstor.



“As far as a networking change is concerned, this was a heart transplant! From planning, preparation and cutover, everything was extremely well documented and communicated, and the result was a cutover with literally zero issues.”

James Curtis,
IT Manager, Cooney Lees Morgan



Read the full story

Challenges

- **Outdated equipment**
Core switches were approaching end-of-life, causing unreliable connectivity and leaving the infrastructure vulnerable.
- **Patchy Wi-Fi**
Employees experienced dropped sessions when transitioning between LAN and Wi-Fi in the office, disrupting workflows.
- **Redundancy gaps**
A lack of network redundancy meant any equipment failure could severely impact their office operations.

Patchy Wi-Fi, inconsistent user connectivity and outdated switches meant routine work, such as moving between meetings, could result in dropped virtual desktop sessions. For a legal firm, where every second and document matters, this friction was unsustainable.

Solution

Cooney Lees Morgan chose Theta to deliver a seamless infrastructure upgrade, selecting Juniper Networks’ Mist platform for its AI-native, reliable and simple networking capabilities.

With Theta leading the architecture, design and implementation, and Westcon providing distribution support, the project delivered a fully integrated AI-powered wired and wireless network.

Outcomes

By working with Theta to implement Juniper Networks’ Mist platform, Cooney Lees Morgan achieved a seamless, modernised network experience that empowers staff and strengthens security

- **Enterprise-grade performance:**
Staff now roam freely between spaces, maintaining stable sessions without interruption.
- **IT simplicity:**
80% of network cabling was removed and management moved to a single pane of glass.
- **Built-in resilience:**
Network components can now fail over automatically – no more service halts.
- **Stronger security:**
Advanced protections safeguard sensitive client data, meeting legal compliance requirements.
- **User confidence:**
With smoother technology, teams can focus on serving clients, not fighting tech friction.

Hutt City Council

Hutt City Council’s digital transformation creates a connected experience for staff and residents

Hutt City Council partnered with Theta to modernise its customer engagement systems, creating a connected digital experience that gives residents visibility, transparency and confidence in every interaction.



“The CRM gives us a solid foundation. It helps us use data better, make informed decisions and continuously improve how we serve our community. This is just the first step.”

Lyndon Allott,
Chief Digital Officer, Hutt City Council



Read the full story

Challenges

- **Fragmented systems:**
Customer requests managed across multiple, unconnected systems. Staff could not easily track an enquiry from submission to resolution.
- **Manual processes:**
Customer service teams manually logged tickets from emails, calls and forms. This was time-consuming and prone to duplication or error.
- **Repetition for customers:**
Residents often had to repeat their issues to different teams or agents, leading to frustration and inconsistent communication.
- **Limited visibility:**
Neither staff nor residents could easily see where a request was in its lifecycle or who was responsible for resolving it.
- **Reporting limitations:** Without unified data, tracking performance or managing SLAs was difficult.

Solution

Working with the Council’s digital and customer experience teams, Theta delivered a connected platform built around three key components:

Microsoft Dynamics 365 Customer Engagement: At the heart of the solution is a powerful CRM and case management system. It provides a single view of each customer interaction and enables automated workflows and SLA tracking.

Te Manu Kairangi | My Hutt City: A new public-facing portal built on Sitefinity allows residents to log requests, track progress and access updates online.

Azure Integration Services (AIS): Theta implemented an integration platform that connects Dynamics 365 with both internal and external systems, such as Wellington Water and Palmerston North City Council, for after-hours requests.

Outcomes

The new platform, Te Manu Kairangi | My Hutt City, transformed how Hutt City Council manages customer requests, delivering measurable improvements for both staff and residents.

For residents

- **Transparency:**
Residents can log and track requests online, with real-time updates.
- **Confidence:**
Customers see progress on issues without needing to call for updates.
- **Convenience:**
Multiple contact channels feed into one system, creating a consistent experience.

For council staff

- **Efficiency:**
Automated case creation and routing reduce manual workload.
- **Visibility:**
View related interactions, attachments and updates in one place.
- **Accountability:**
SLA tracking and reporting help manage workload and performance.

Western Bay of Plenty District Council

Helping improve internal productivity and resident self-service

A long-term Theta customer, Western Bay of Plenty District Council has embraced two software products developed by Theta's Product Group: Helpfruit for customer-facing digital services and Theta Assist for secure internal AI use.



Watch the testimonial



Challenges in AI enablement

Secure AI rollout To proactively keep up with AI technology, staff needed a private and controlled platform to learn and use generative AI within a secure and private environment.

- **Governance** Input sources had to be manageable and trusted. Shadow AI prevention is also paramount.
- **Scalable GenAI Solution** Over 300 staff needed a practical starting point that's easy to adopt in their existing environment.

"We wanted an AI product that was as secure and private as possible – we're seeing a lot of benefit [with Theta Assist]. Literally thousands and thousands of rows of information that we would take weeks to analyse literally can be done in minutes."

Richard Gilligan,
Technical Operations Team Leader, WBOP

Solution

To introduce AI safely across the organisation, Western Bay of Plenty District Council chose Theta Assist as a secure, private and controlled environment for all 300 staff. The platform gave the council control over input sources, helping teams work with trusted information rather than broad web results, and it was set up quickly with training that helped staff build confidence fast.



Challenges in citizen self-service

- **Finding a needle in a haystack** Residents struggled to find the right answers across a large volume of council information on the website.
- **Poor website search results** A website search often returned long, outdated results, which led to misinformation.
- **Service pressure** Routine questions drove calls and emails for a small support team, which lengthened response times for all queries.

"It [Helpfruit] saves us so much time, it saves us hours a week, from not answering the phone, not answering emails, and not having to work through paperwork to get the answers done. Helpfruit has been really helpful in helping us."

Valeta Duncan,
Customer and Library Services Manager, WBOP

Solution

To improve customer self-service, WBOP implemented its Awhi chatbot on the website through Helpfruit. Awhi is set up to use content the council already has on the web, plus pre-authored answers for common questions, giving residents faster access to accurate answers while ensuring responses were grounded in approved website content. The multilingual capability also made it easier for more people to get help in their own language.

Outcomes

By adopting Theta's software products, Theta Assist and Helpfruit, WBOP achieved faster access to trusted information, stronger self-service for residents, significant time savings for staff, and a more secure, practical approach to AI across the organisation.

- **Spearheading AI literacy:** More than 300 council staff gained access to a secure, controlled platform that supports practical, cost-effective AI adoption.
- **Faster data analysis:** Large datasets that once took weeks can now be analysed in minutes through Theta Assist's AI assistants.
- **Savings on software:** Using Theta Assist replaced the need to develop \$70,000 worth of planning software.
- **Improved resident self-service:** Helpfruit has effectively answered and handled over 2,000 questions and conversations within the first few months of deployment.
- **Stronger support for a small team:** Hours are saved each week through reduced calls, emails, and manual answer-finding through Helpfruit's AI-powered chatbot.
- **Better content management:** Helpfruit's weekly insights highlight missing answers, helping WBOP to update website content efficiently while keeping responses grounded in approved sources.

Giving Back



Each year, we give back to the community and support causes that make a meaningful difference. A key part of this commitment is our ongoing support for Cure Kids, whose work helps fund vital child health research in New Zealand. We are proud to contribute to an organisation dedicated to improving the lives of children and their families, and to play our part in helping create better health outcomes for future generations.



\$12,000

FY 2025-26

Raised for Cure Kids



\$190,000

Grand total

Raised for Cure Kids

Fundraising activities

We have been involved with plenty of fundraising activities, including auctions, raffles, international lunches, adventure races and Red Nose Day



Adventure races

Our pinnacle event each year is taking part in an adventure race. In 2025, members of the Theta team entered the 12-hour adventure race in Taranaki, as well as the 3-hour and 6-hour races in Whangamatā.



Auckland City Mission

This year, we supported Auckland City Mission through a food donation drive. Thanks to the generosity of our team, we collected and delivered donated goods during the Christmas 2025 period.



Bupa Healthy Cities

Our teams were involved with the Bupa Healthy Cities challenge, which supports nature regeneration projects across Australia and New Zealand. Theta collectively achieved 8,204,290 steps.

ŌRAUARIKI
WELLINGTON SCHOOL OF
BUSINESS AND GOVERNMENT



Kāpiti
Wharanga
Program

Jess Wilson
Te Ao Māori scholarship recipient

Internships and Te Ao Māori Scholarships

Our Te Ao Māori scholarship supports an undergraduate student of Māori descent in Technology or Computer Science fields, with Theta contributing \$5,000 per annum for up to three years towards their studies, as well as internship opportunities. We've partnered with the Māori Education Trust, which helps run the application process and contributes an additional \$2,000 per year towards the student's studies.

We continued our support for Student360 internships. The Student360 programme supports students with meaningful work experiences to deliver impactful pathways, empowering students to make confident career decisions after high school.

Te Ao Māori Scholarship

\$5,000 + **\$2,000**

Theta contribution

per year for up to three years

**Māori Education Trust
contribution**

per year



Student mentoring

Jim Taylor, Emerging Technologies Architect in the Digital team, delivered a presentation to Victoria University's Master of Software Development students on the rise of agentic AI. Jim has supported students for many years, and his ongoing contribution in this area is greatly valued.

We welcomed a new scholarship recipient, Jess Wilson. Jess joins our existing scholarship recipient, Kiisha-Rose Woodhouse. Our previous scholarship recipient, Caleb Cribb, also transitioned into a full-time Networking and Cyber Security Analyst role in the Cyber Security team.



Volunteer days

We provide our staff with access to a pool of 20 special leave days each year to support volunteer activities. Over this past year, these activities have included helping with the cleanup in Oakura after Cyclone Gabrielle and supporting pest control initiatives.



Caring for the environment

Our Theta Green Team is committed to driving positive environmental change across the business. From encouraging sustainable habits in our day-to-day operations to optimising our cloud storage, our focus is on reducing our overall carbon footprint. Our hybrid working model also helps lower the environmental impact per staff member by reducing commuting, electricity use, travel and total vehicle kilometres travelled.

We work with environmentally conscious suppliers and give preference to those that already hold or are actively working towards recognised environmental certifications. Sustainability is also built into our induction programme, helping to ensure these principles are understood from the outset. Each year, we review our suppliers' certification status, targets and initiatives to continue identifying opportunities to reduce our environmental impact. We also purchase carbon offsets for essential air travel.

Governance and Leadership



Stewardship and strategy

Theta is a privately owned New Zealand company with 30 shareholders. These shareholders elect board members based on the unique value they contribute. Each board member brings substantial business experience, enhancing corporate governance, conceptual thinking, and strategic planning. The directors play a crucial role in supporting and guiding management to achieve sound governance and growth. Despite being a private company, the Board aims to govern Theta to the standards of an NZX50 company.



Board members

Susan Paterson serves as the Chair of the Board, with Bob Gray and Terry Allen as Independent Directors and Matt Owen and Andrew Taylor as Executive Directors. Additionally, Terry Allen is a member of the Innovation Lab investment panel.



Meetings

In the 2025–26 financial year, there were eight scheduled board meetings, one unscheduled board meeting, two board and management strategy days and one Annual General Meeting of shareholders.



Director independence

Theta’s constitution requires 50% or more of the directors to be independent. For a director to be considered independent, they must not be an executive and must have no disqualifying relationship with the company.



9

Board meetings



2

Strategy days



1

Shareholder AGM



Environmental, social and governance

We remain committed to environmental, social and governance (ESG) principles. We actively support a range of initiatives under this framework. Environmentally, we are dedicated to reducing our carbon footprint through sustainable practices. Socially, we strive to make a positive impact by fostering an inclusive and diverse workplace and engaging in charitable activities. For governance, the Board is committed to the highest standards of ethical conduct and provides employees and representatives with clear guidelines on those standards. It has overall responsibility for the company's system of risk management. Financial statements are prepared monthly and are reviewed by the Board to monitor management's performance against budget goals and objectives.



Te Tiriti o Waitangi

As a country, New Zealand supports the United Nations Declaration on the Rights of Indigenous Peoples. It is particularly relevant to all Kiwis, as Māori hold a special status as our Indigenous people, tangata whenua, people of the land. In our Theta whānau, we recognise, respect and support the Treaty of Waitangi and seek to adopt the principles of Te Tiriti o Waitangi – Partnership, Participation and Protection – into our business practices.

We promote inclusivity and diversity throughout our workplace and seek to provide professional opportunities to members of the Māori community pursuing careers in IT.

Current initiatives include:

- Two Theta Te Ao Māori scholarships and associated internships
- Celebration of Matariki and other events throughout the year
- A Te Ao Māori group promoting Māori culture and language at Theta
- The establishment of a unique Theta Karakia
- Supporting Student360 with paid school holiday internships for Māori and Pasifika High School students to expose them to future career opportunities

We help organisations transform with technology.

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