

Chair and CEO's Addresses to the Annual General Meeting

In accordance with Listing Rule 3.13.3, Janison Education Group Limited (ASX: JAN) ("Janison" or the "Company"), attaches the Chair and CEO addresses and presentation to be given at the 2025 Annual General Meeting.

-ENDS-

This release has been approved by the Chair of Janison.

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About Janison

Janison is an Australian-owned education technology pioneer that supports organisations globally with leading online assessment solutions. For over 20 years, we've worked with governments, educators, and corporations to transform the way learning is assessed—making it more accessible, efficient, and impactful.

Our technology powers some of the world's largest and most trusted education programs, including NAPLAN Online for the New South Wales Government. With deep domain expertise and a track record of reliable delivery at scale, Janison enables seamless digital assessments for millions of learners worldwide. We are committed to helping educators and institutions deliver fair, effective and future-ready assessment experiences.



ANNUAL GENERAL MEETING 2025 CHAIR AND CEO ADDRESSES

CHAIR'S ADDRESS

Kathleen Bailey-Lord, Chair of the Board

Ladies and Gentlemen,

Welcome to our Annual General Meeting for Janison Education Group — our eighth since listing. It is a pleasure to reflect on a year of disciplined delivery, meaningful transformation, and growing confidence in our future.

Operating Context: Market Tailwinds and Opportunity

The global assessment services market, valued at around USD \$12 billion in 2025, is projected to more than double by 2032. Governments and institutions worldwide are accelerating the shift from paper-based to digital assessment, driven by demand for efficiency, accessibility, real-time analytics, and sustainability.

In this environment, customers are increasingly seeking partners who can demonstrate three things:

- Proven scale in high-stakes delivery
- Regulatory-grade security and compliance
- Responsible integration of AI that preserves pedagogical integrity.

We believe these requirements align with Janison's strengths and position us to capture a share of an expanding global market.

FY25 Performance and Progress

Reflecting on FY25, there are three key messages:

First, we delivered our commitments. A year ago, we outlined a plan to strengthen foundations while maintaining growth. We delivered 9% revenue growth to \$47 million, commercialised our AI platform Jai, completed the recruitment and build of the executive team, and expanded our qualified pipeline by over 80%.

Second, we strengthened our competitive position. Platform wins, including the New Zealand Ministry of Education, which confirmed our reputation for secure, scalable delivery. Jai's launch reduced assessment creation time by 70% and delivered over seven million digital assessments across 117 countries demonstrating our ability to deliver at scale.

Third, we are positioning to accelerate. With an experienced leadership team and a growing sales pipeline, we enter FY26 with momentum. Early wins in Western Australia and advanced negotiations in New Zealand show our strategy is working.



Financial Discipline and Foundations

FY25 was the first of a two–three–year transformation. We deliberately reinvested to strengthen operational foundations to build resilience and scalability, essential to converting our opportunity into long-term value creation and investment. In summary, the FY25 outcomes:

- Revenue rose 9% to \$47 million,
- Operating EBITDA held steady at \$3.1 million.
- Operating cash flow was \$3.0 million, and
- The year ended with \$10.6 million in cash, a strong base to support continued investment.

Innovation and Market Validation

The commercialisation of Jai marks a pivotal step in Janison’s evolution. Now operational within Janison and adopted across ICAS, Jai has also been commercially launched with its first customer, Chartered Accountants Australia and New Zealand. Jai enhances—rather than replaces—educator expertise and exemplifies our commitment to responsible, human-centred innovation.

Our recent successes, including the largest offshore government engagement in New Zealand, reinforce Janison’s credibility as a trusted delivery partner for mission-critical, high-stakes assessments. With ISO 27001 certification and a growing pipeline of enterprise and government clients, we are building both market share and trust.

Leadership and Governance

FY25 was our first full year under CEO Sujata Stead’s leadership. Sujata has brought focus, execution discipline, and deep sector experience. Under her direction, we’ve strengthened our executive team, delivered growth, and commercialised a globally relevant AI platform.

Our Board also evolved during the year. We welcomed Jodie Baker as Chair of the Audit and Risk Committee and Stephe Wilks to the board. Stephe brings deep experience in technology, governance, and corporate finance. We bid farewell to Vicki Aristidopoulos, who steps down at the conclusion of this AGM. We thank Vicki for her valuable contribution through a period of significant change.

Operational Learnings and Resilience

While FY25 brought strong results, it also reminded us of the importance of operational resilience. During the first year of digital delivery for NSW Selective High School testing, crowd management challenges at three venues required immediate action. Working closely with the Department, all students completed their assessments, reinforcing the strength of our partnerships and commitment to student outcomes.

We’ve embedded learnings from this experience into future delivery planning to ensure continued excellence and reliability.

Early Momentum in FY26

Since year-end, we secured a five-year contract in Western Australia to deliver the Online Literacy and Numeracy Assessment (OLNA). This assessment underpins student proficiency standards statewide.



This is a positive sign of the momentum we are intentionally building and validates our strategic positioning and expansion of markets outside NSW.

Looking Ahead

As we enter this second year of transformation, Janison is stronger and more focused than ever. Our "Innovate, Reposition, Scale" strategy provides clear direction. We continue to reinvest in the business to strengthen capabilities, we lay the groundwork for scalable, profitable growth in the years ahead.

With proven delivery capability, and a growing global customer base, Janison is focussing on how best to capture the accelerating demand for digital assessment solutions.

Appreciation

On behalf of the Board, I thank our shareholders for your confidence and patience as we invest for long-term success.

To our customers and partners, your collaboration and trust are the cornerstone of our innovation.

And to our Janison team, your expertise, creativity, and dedication enable us to deliver on our purpose: unlocking the potential in every learner.

With a strengthened leadership team, differentiated capability, and expanding market opportunity, we are confident in Janison's trajectory, building a stronger company today while shaping the future of digital assessment.

Thank you.

Kathleen Bailey-Lord

Chair of the Board
Janison Education Group

CEO UPDATE

Sujata Stead, Chief Executive Officer

Ladies and Gentlemen,

It's an honour to address you at my second AGM as CEO of Janison Education Group, and my first following a full financial year in this role.

FY25 was a pivotal year. We set out to transform while growing, and we delivered. We achieved 9% revenue growth to \$47 million and built the operational foundations for sustained performance.

Our achievements reflect focus, discipline, and a shared belief in our mission to unlock the potential in every learner.

Delivering Results While Building for the Future

In FY25, we grew revenue by 9% to \$47 million, generated \$3.0 million in operating cashflow, and held \$10.6 million in cash at year-end. Operating EBITDA remained steady at \$3.1 million, as we deliberately reinvested in the technology, people, and systems required to scale.

These investments were intentional and will continue to strengthen the platform for long-term value creation.

We assembled an experienced executive leadership team with deep capability across technology, growth, finance, and people including Simon Martin as CTPO, Sasha Hampson as Chief Growth Officer, Dharmendra Singh as CFO, and Courtney Smyth as Chief People Officer. Our new executive team join an already strong bench across operations, customer delivery, and AI research.

Together, this leadership group has brought renewed discipline, accountability, and pace. To further ensure governance is aligned to our strategy to scale the business, we appointed an experienced Head of Risk and Governance, Natalina Velardi.

Executing Our Strategy: Innovate, Reposition, Scale

In September 2024, we launched our refreshed strategy: Innovate, Reposition, Scale. It centres on three imperatives:

Innovate – through human-centred technology like Jai, that enhances learning while maintaining educational integrity.

Reposition – by moving up the value chain, providing integrated digital assessment platforms and expert services.

Scale – by expanding in core markets and entering adjacent opportunities through strong delivery and partnership execution.



This framework continues to guide every decision we make.

Innovation Leadership: The Success of Jai

The commercialisation of Jai, our AI-powered platform, represents a major milestone for Janison.

Launched with Chartered Accountants Australia and New Zealand as our inaugural customer, Jai is already demonstrating transformative impact.

Now operational within Janison and adopted internally across ICAS, Jai is enhancing efficiency and supporting educators through responsible, human-in-the-loop design.

This commitment to ethical innovation continues to differentiate Janison and strengthen partnerships with customers and institutions globally.

As Simon Hann, CEO of CA ANZ, noted: *"Our partnership with Janison helps propel us down the path of transforming learning and higher education in a way that is ethical, responsible, and empowering."*

Market Validation and Strategic Wins

FY25 also brought significant market validation.

We secured four new platform customers, the largest being New Zealand Ministry of Education. This engagement represents both our biggest current offshore government opportunity and the first adoption of Jai by a government education department.

We delivered over 7 million assessments globally across 117 countries, including NAPLAN Online for 1.3 million students, demonstrating unmatched scale and reliability.

Our qualified sales pipeline grew to \$28.6 million in FY25 and has since expanded to \$40 million in the first quarter of FY26, demonstrating commercial momentum.

Operational Learnings and Resilience

We also recognise that growth brings lessons. During the first year of digital delivery for the NSW Department of Education's Selective High School testing, crowd management challenges arose at a small number of venues.

We acted immediately with the Department to ensure every student completed their assessment. These experiences have further strengthened our operational protocols and reinforced our unwavering focus on delivery excellence. Our priority remains achieving the best possible outcomes for students.

FY26 Q1 Update: Building Momentum

The first quarter of FY26 has tracked in line with plan, with Revenue and EBITDA on target. In October, we launched our redesigned website, a significant milestone for our brand and digital presence, redesigned to optimise sales conversions and position Janison as a global leader.



Since year-end, we have secured a five-year, \$1.4 million contract with the Western Australian School Curriculum and Standards Authority (SCSA) to deliver its Online Literacy and Numeracy Assessment (OLNA) following a competitive tender where Janison was chosen to replace the incumbent provider.

This win, combined with our now \$40 million pipeline, validate our strategic positioning and demonstrate growing market confidence.

Our immediate priorities are clear:

Execute our go-to-market strategy – expanding partnerships and accelerating pipeline conversion across education and professional accreditation markets in APAC and the UK.

Expand platform capabilities – deepening Jai integration and continuing to modernise our technology stack to deliver enhanced value and reliability.

Drive operational excellence – embedding standardised global delivery frameworks to ensure consistency, efficiency, and quality at every customer touchpoint.

We are advancing these priorities within a disciplined investment envelope, balancing growth with control.

Multi-Year Plan and Long-Term Vision

Looking further ahead, we continue to build our rolling three-year plan through FY28. This plan defines clear milestones across ARR expansion, technology evolution, and operational scalability. It reflects our ambition to capture growing demand in a global assessment market projected to exceed USD \$26 billion by 2032.

Janison's integrated ecosystem, combining technology, services, and trusted school assessments, positions us strongly to lead this next phase of digital transformation in learning.

People and Culture

Our progress is only possible because of our people.

With our new Chief People Officer, we've renewed our focus on capability building, leadership development, and career pathways, ensuring Janison remains a place where great talent grows.

We've also strengthened critical delivery functions, adding dedicated Heads of Quality Assurance and Risk & Governance to uphold the highest standards in delivery and compliance.

Our people remain deeply committed to our purpose, unlocking the potential in every learner, everywhere.



Gratitude and Closing

To our shareholders, thank you for your continued trust and patience. The foundations we are building today are designed to deliver durable, compounding value in the years ahead.

To our customers and partners, thank you for believing in Janison's capability and vision. Your collaboration fuels our innovation and global growth.

And to our extraordinary team, thank you for your professionalism, resilience, and passion.

FY25 was transformative. We grew while evolving, delivered while investing, and strengthened the core of our business.

FY26 is about momentum, expanding our footprint, deepening our innovation, and executing with discipline as we continue to shape the future of digital assessment.

Together, we are unlocking Janison's full potential.

Thank you.

Sujata Stead

Chief Executive Officer

Janison Education Group

END OF ADDRESSES





FY25 Annual General Meeting.

Kathleen Bailey-Lord, Chair of the Board
Sujata Stead, Chief Executive Officer

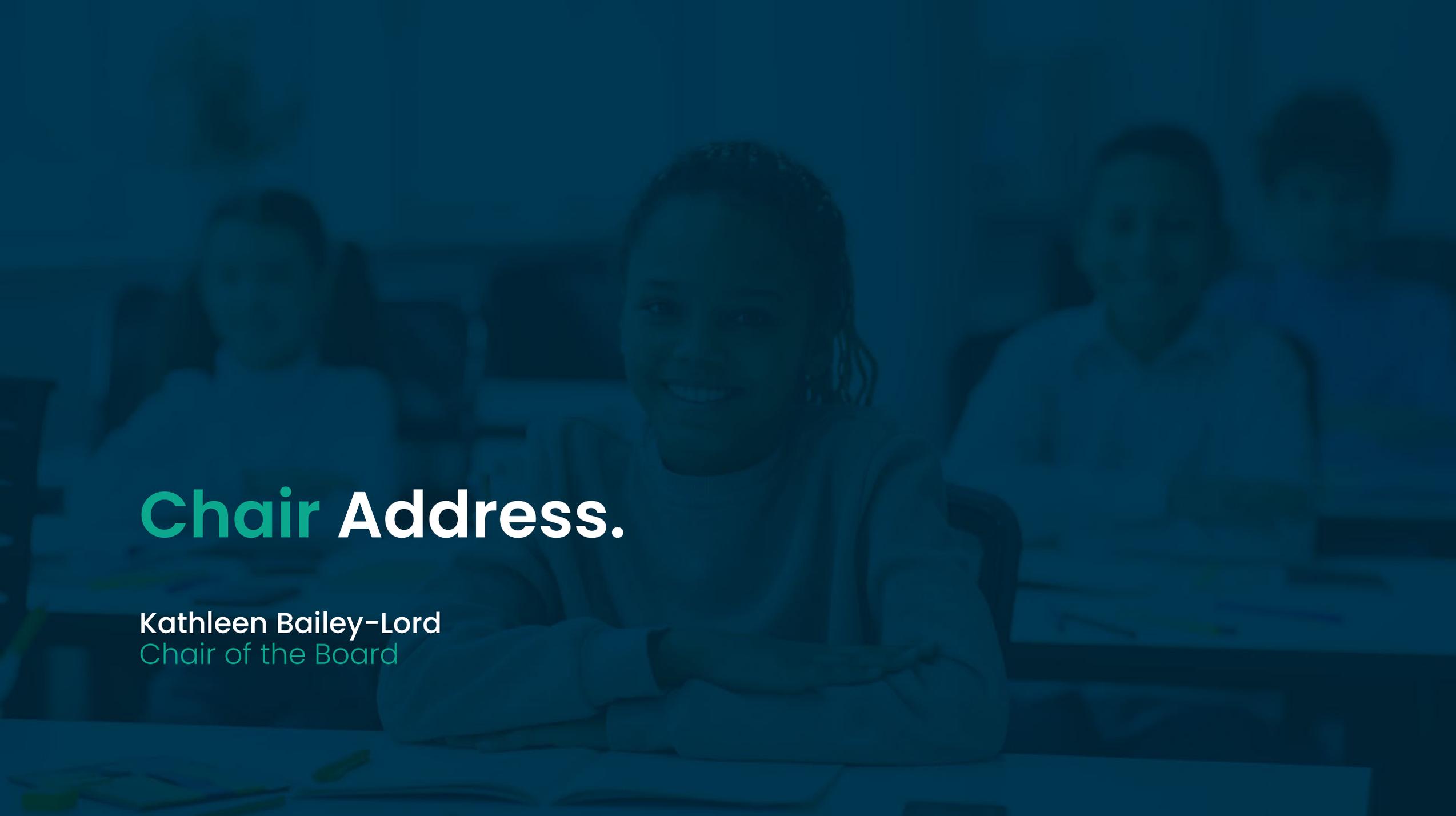
3:30pm, 23 October 2025

Janison.

Agenda.

1. **Formal Opening**
2. **Chair Address**
3. **CEO Address**
4. **Business Update**
5. **Q&A**
6. **Resolutions and Voting**
7. **Conclusion**



A group of people are seated around a table in what appears to be a meeting or conference room. The image is overlaid with a semi-transparent blue filter. The text is positioned on the left side of the image.

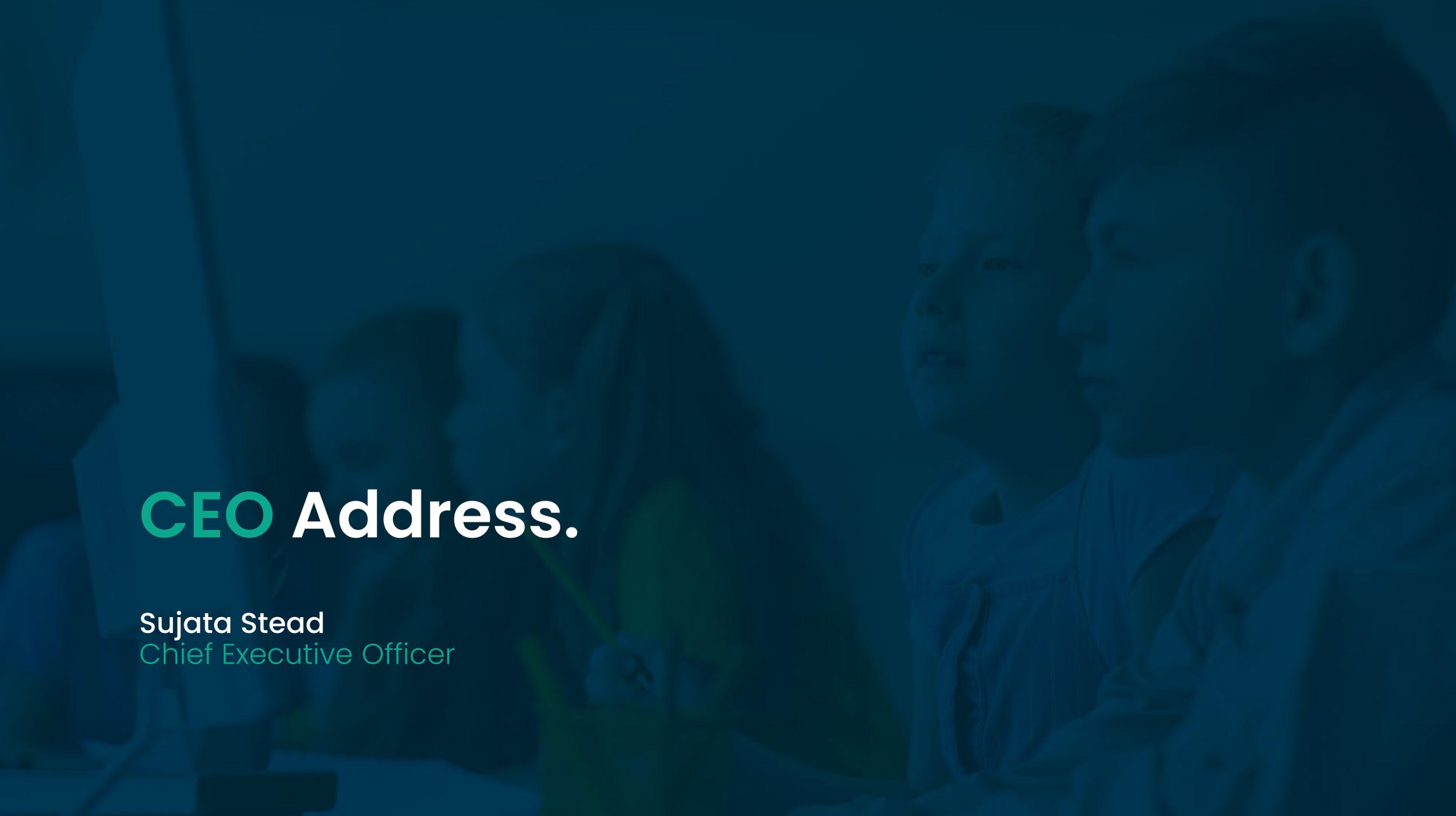
Chair Address.

Kathleen Bailey-Lord
Chair of the Board

Chair Address.

- **FY25 Performance and Progress:** Delivered our commitments with 9% revenue growth to \$47 million, commercialised Jai, and expanded qualified pipeline by over 80% to \$28.6 million while strengthening operational foundations.
- **Operating Context:** Global assessment market projected to more than double from USD \$12 billion to \$26 billion by 2032, with customers seeking proven scale, regulatory-grade security, and responsible AI integration—aligned with Janison's strengths.
- **Early FY26 Momentum:** Secured five-year Western Australia contract, validating our strategic positioning and market expansion.
- **Looking Ahead:** Continuing two-year transformation with "Innovate, Reposition, Scale" strategy, reinvesting to strengthen capabilities and build the groundwork for scalable, profitable growth in the years ahead.





CEO Address.

Sujata Stead
Chief Executive Officer

CEO Address.

- **Assembled experienced executive** team bringing renewed discipline, accountability, and pace across technology, growth, finance and people.
- **"Innovate, Reposition, Scale" strategy launched:** human-centred AI innovation, moving up the value chain, and expanding through strong delivery execution.
- **Jai , our AI Platform is** now fully operational within Janison and commercially launched with its first customer adoption.
- **Q1 FY26 tracking to plan** with pipeline now at \$40 million, Western Australia contract secured.





Business Update.

Sujata Stead
Chief Executive Officer

Dharmendra Singh
Chief Financial Officer

FY25 performance highlights – A year of strategic foundation and growth.

- As per our FY25 strategy, we successfully delivered growth while investing in building the foundation for scalable and sustained future growth
- Achieved revenue growth of 9% in a year of disciplined execution
- EBITDA and Cash position in line with prior period, reflecting reinvestment for scalable growth
- Strong balance sheet at Jun-25 whilst investing in growth capabilities

\$47m

9% up over pcp

REVENUE

56%

3% down over pcp

GROSS MARGIN

\$11m

\$10m at Jun-24

CASH ON HAND

\$30m

\$31m at Jun-24

ARR¹

\$3m

\$3m in pcp

EBITDA

\$3m

\$2m in pcp

OPERATING
CASHFLOW

¹ARR (Annual Recurring Revenue): total revenue expected over a year from recurring contracts and predictable revenue.

Meet the Executive team.



Sujata Stead
Chief Executive Officer



Dharmendra Singh
Chief Financial Officer



Rebecca Niemiec
Chief Operating Officer



Sasha Hampson
Chief Growth Officer



Wayne Houlden
Founder & Director of AI
Research



Simon Martin
Chief Technology & Product
Officer



Courtney Smyth
Chief People Officer



Derek Welsh
Chief Customer Officer

Year 1 transformation: Strong delivery with strategic foundations.

- Delivered 7 million tests worldwide, including NAPLAN Online for 1.3 million students across ~10,000 Australian schools
- Secured the **New Zealand Ministry of Education** as our latest strategic platform customer
- Year one delivered for **NSW Department of Education selective schools testing**; crowd-management challenges at three venues addressed jointly; focused on future testing informed by 2025 learnings
- Expanded qualified **sales pipeline by 80%** since Feb-25
- Delivered **15% ICAS product growth**
- **Launched Jai, our AI-powered assessment platform**, combining human expertise with AI to pave the way for the next generation of digital assessment



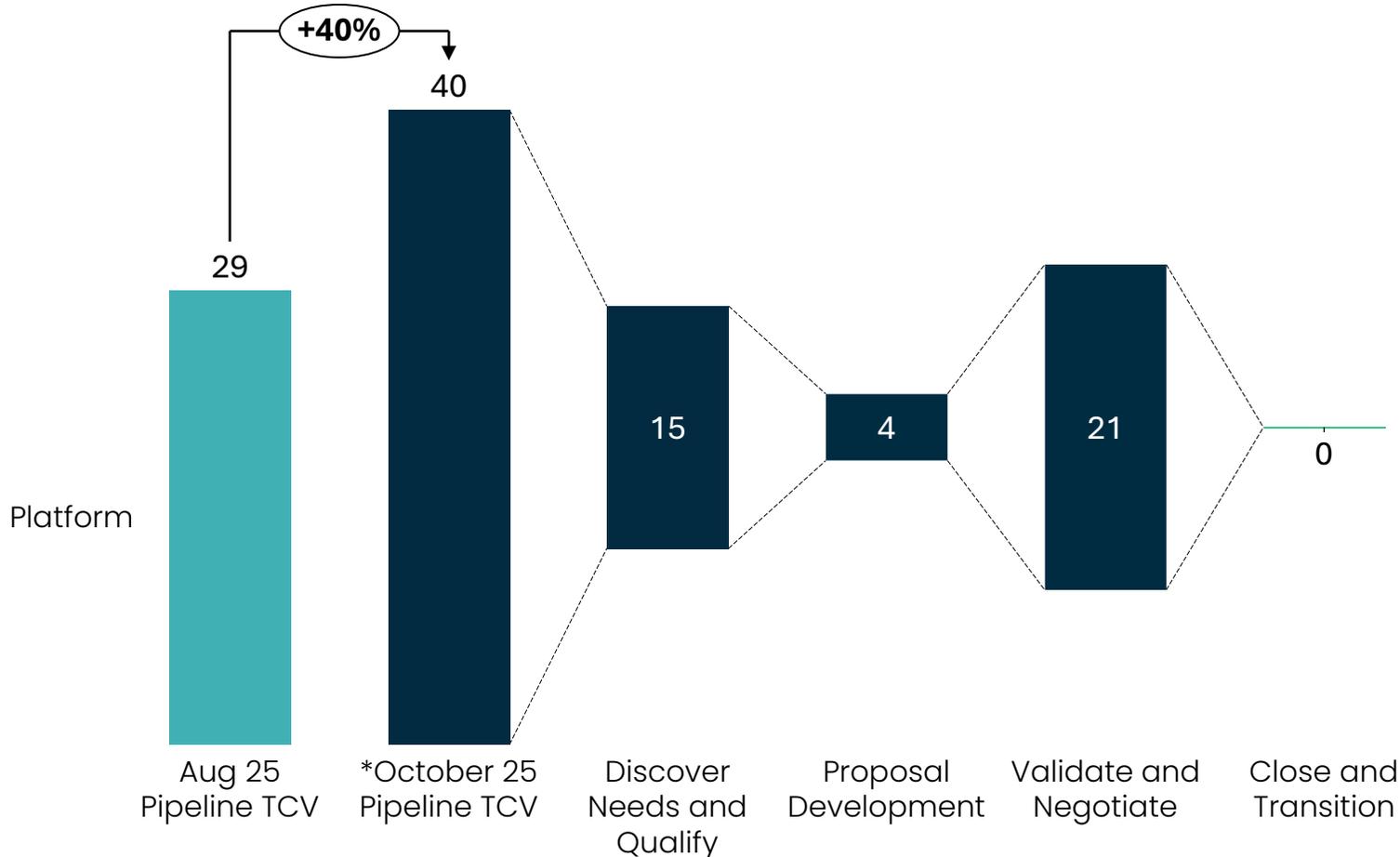
- Clear strategic 3-year roadmap
- Experienced executive team now fully assembled
- Stronger customer wins, higher-quality pipeline, and improved market positioning
- Building capabilities that support growth

Q1 FY26 Financial Performance Update

- Q1 trading consistent with internal expectations. Activity across core assessment and platform segments tracking broadly to plan
- Continued focus on cost discipline, cash management, and strategic investment in AI, and customer delivery capability with a growing pipeline (see slide 12)
- Overall, Janison enters FY26 with a solid financial foundation, prudent balance sheet, and clear focus on disciplined execution of our multi-year plan
- The Board will review financial performance in detail at the half-year results

Q1 FY26: Strengthened customer pipeline – Securing future growth

Platform Pipeline Opportunities (A\$m)



Comments

- Customer pipeline value increased to ~\$40m
- Key movements since the Aug 25:
 - Closed WA DoE deal (\$1.4m)
 - Increased pipeline by \$16m with new opportunities in Aus, NZ, UK and Europe in addition to expansion of potential services within existing targets
- Typical sales conversion lead time: 12–18 months
- Pipeline opportunities span both private and government clients
- Strategic focus remains on APAC, UK, and surrounding regions which is reflective of current pipeline opportunities

* Pipeline at 30% as 'qualified opportunities we are actively progressing' and they represent active commercial engagements with a defined path to close. Lead generation and pipeline building opportunities are currently excluded.

FY26 Focus.

Looking ahead

Janison has completed the first phase of building a strong foundation for sustainable growth and market expansion.

With a clear strategy and strengthened foundations, we are now focused on executing three core objectives while maintaining disciplined investment in future growth.

1 Execute Go-to-Market Strategy

Expand partnerships and optimise pipeline conversion, positioning Janison as a leading provider of AI-enhanced digital assessment solutions in APAC/UK and surround across Education and Professional Accreditation



2 Expand Platform Capabilities

Drive strategic investment in platform innovation, including advanced AI capabilities, to stay ahead of market needs and deliver greater customer value



3 Drive Operational Excellence

Standardise global delivery to ensure consistent, efficient, and high-quality experiences at every customer touchpoint



Closing Remarks.

- Delivering on our commitments
- Confidence in our trajectory
- Building momentum with discipline
- **Thank you** – To our shareholders for your confidence and patience, to our customers and partners for your trust and collaboration, and to the Janison team for your expertise and dedication in unlocking the potential in every learner.



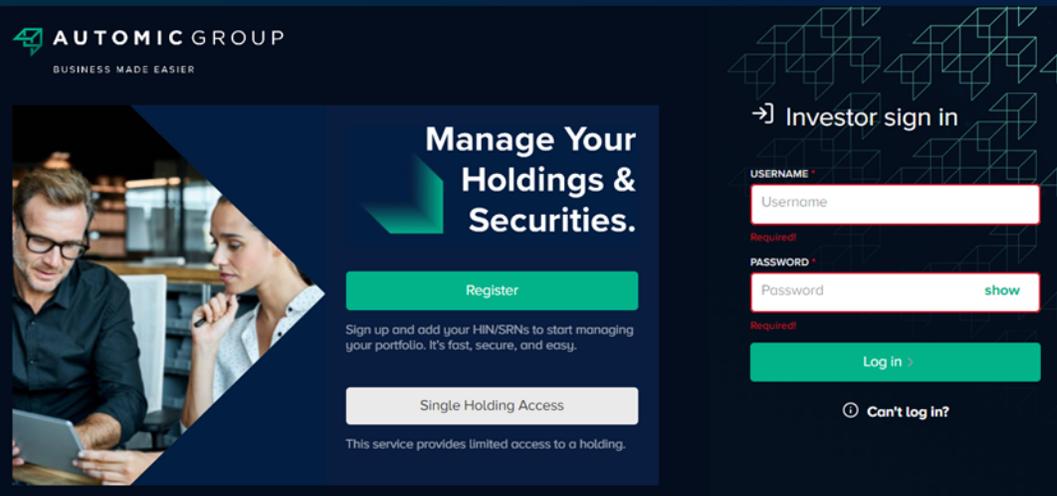


Questions?

J.

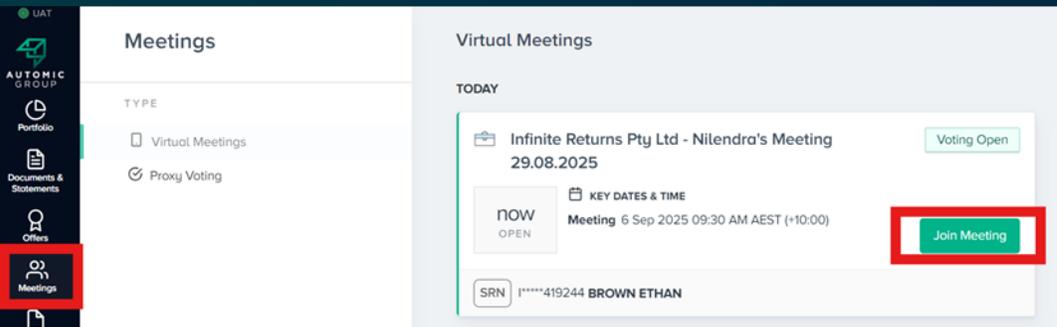
A group of students in a classroom setting, with a blue overlay. The students are looking towards the right side of the frame. The text "Resolutions and Voting" is overlaid in white on the left side of the image.

Resolutions and Voting

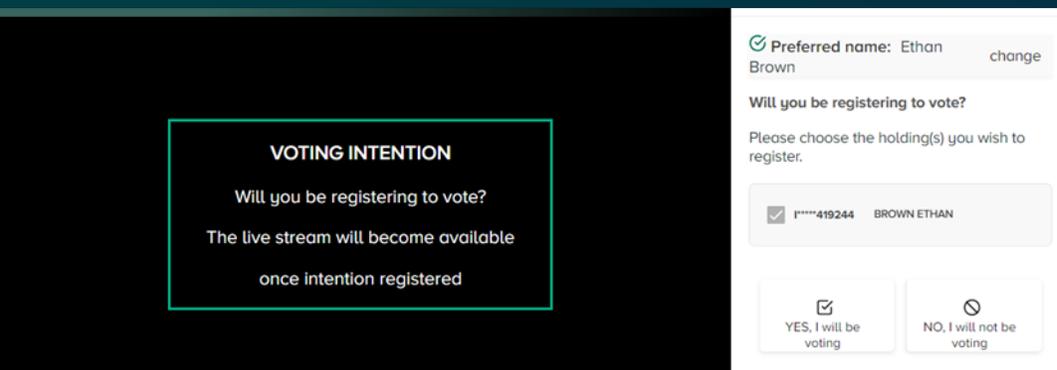


Login & Registration

01 Go to <https://investor.automic.com.au/#/home>



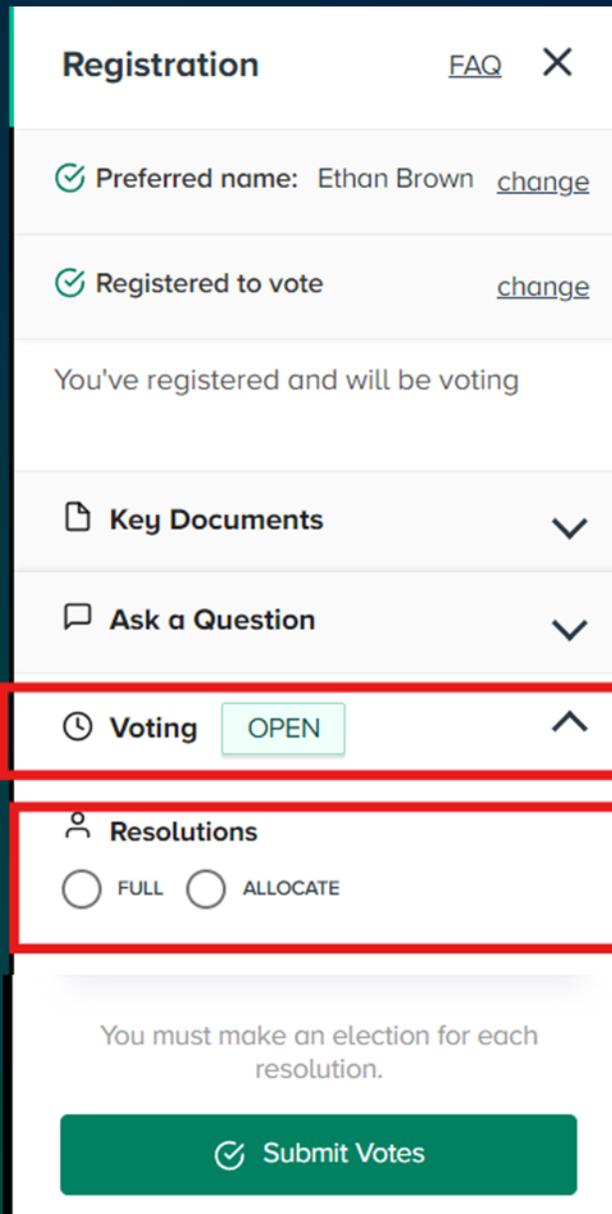
02 Under Meetings menu, click on "Join Meeting"



03 Follow the prompts to register your relevant holding(s)

For support call:

1300 816 159 (within Australia)
+61 2 8072 1479 (overseas)



Voting Instructions

01 Once registered and voting has opened, click on the "Voting" dropdown

02 Select either the "Full" or "Allocate" and then your voting direction for each resolution

03 Follow the prompts and "Submit Votes" before voting closes

For support call:

1300 816 159 (within Australia)
+61 2 8072 1479 (overseas)

Ask a Question

Ask a Question

Ask Question

My Questions

TEXT QUESTION

VERBAL QUESTION

QUESTION *

Type your question here...

0 / 500

CATEGORY / RELATED RESOLUTION

Select a category / related resolution

HOLDING *

Submit Question

Cancel

01

Click on the "Ask a Question" dropdown, then "Ask Question"

02

Choose Text Question or Verbal Question

03

Type your question then select the relevant resolution and holding/capacity. Once done click "Submit Question".

For support call:

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Proxies.

Total Shares	259,888,252	
Proxies Received	170,788,083	65.72%

Ordinary Business.

Financial statements and reports

“To receive and to consider the Annual Financial Report of the Company for the financial year ended 30 June 2025 together with the declaration of the Directors, the Directors’ Report, the Remuneration Report and the Auditor’s Report for that financial year.”

Resolution 1 – Adoption of Remuneration Report.

To consider and, if thought fit, to pass the following resolution as an Ordinary Resolution:

“That, for the purpose of Section 250R(2) of the Corporations Act and for all other purposes, approval is given for the adoption of the Remuneration Report as contained in the Company’s Annual Financial Report for the financial year ended 30 June 2025.”

FOR	103,852,956	99.77%
AGAINST	190,244	0.18%
DISCRETION	48,467	0.05%
EXCLUSIONS	66,067,416	
ABSTAIN	752,424	

Resolution 2 – Re-election of Kathleen Bailey-Lord as Director.

To consider and, if thought fit, to pass the following resolution as an Ordinary Resolution:

“That Kathleen Bailey-Lord, a Director who retires by rotation in accordance with the Company’s Constitution and ASX Listing Rule 14.5, and being eligible offers herself for re-election as a Director of the Company, effective immediately.”

FOR	170,648,689	99.90%
AGAINST	113,927	0.07%
DISCRETION	48,467	0.03%
EXCLUSIONS		
ABSTAIN	100,424	

Resolution 3 – Re-election of Joanne (Jodie) Baker as Director.

To consider and, if thought fit, to pass the following resolution as an Ordinary Resolution:

“That Joanne (Jodie) Baker, a Director who was appointed by the Directors on 10 February 2025 to fill a casual vacancy retires in accordance with the Company’s Constitution, and being eligible offers herself for re-election as a Director of the Company, effective immediately.”

FOR	170,692,340	99.93%
AGAINST	70,276	0.04%
DISCRETION	48,467	0.03%
EXCLUSIONS		
ABSTAIN	100,424	

Resolution 4 – Re-election of Stephe Wilks as Director.

To consider and, if thought fit, to pass the following resolution as an Ordinary Resolution:

“That Stephe Wilks, a Director who was appointed by the Directors on 1 October 2025 as an addition to the existing directors in accordance with the Company’s Constitution, and being eligible offers himself for re-election as a Director of the Company, effective immediately.”

FOR	170,702,129	99.94%
AGAINST	60,487	0.04%
DISCRETION	48,467	0.03%
EXCLUSIONS		
ABSTAIN	100,424	

Resolution 5 – Renewal of Proportional Takeover Provisions.

To consider and, if thought fit, to pass the following resolution as a Special Resolution:

"That, for the purposes of section 648G of the Corporations Act and for all other purposes, the Proportional Takeover Provisions set out in Clause 35 of the Company's Constitution be renewed for a period of three years from the date of the Meeting."

FOR	170,587,325	99.88%
AGAINST	152,291	0.09%
DISCRETION	48,467	0.03%
EXCLUSIONS		
ABSTAIN	123,424	

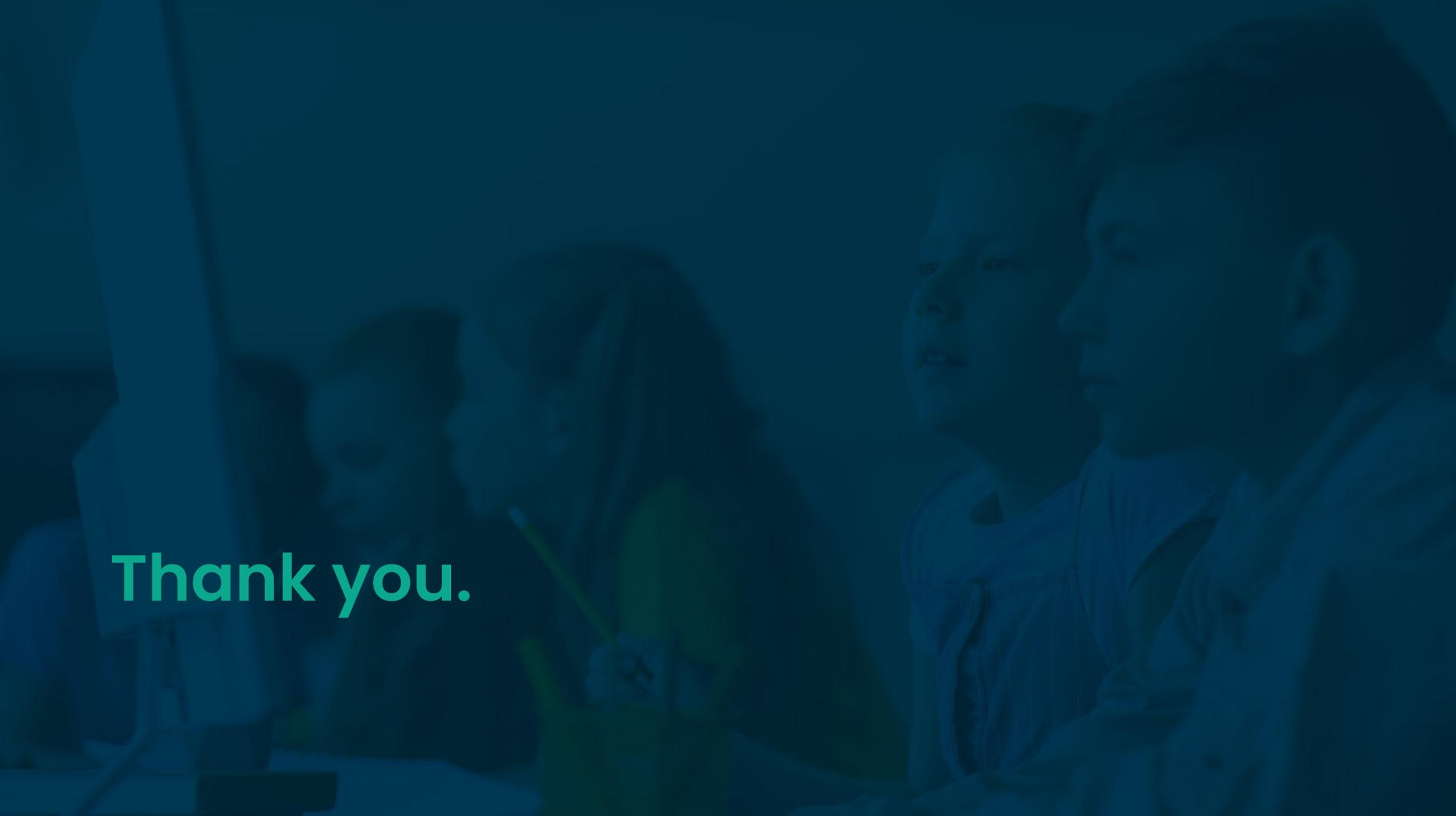
A group of students in a classroom, some holding papers, with a blue overlay. The students are looking towards the right side of the frame. The text "Conducting of poll." is overlaid in white on the left side of the image.

Conducting of poll.



Any Other Business

J.



Thank you.