

StepChange Holdings Limited

Capturing the Cloud Migration Wave

AGM Presentation — November 2025
Shane Bransby, Managing Director





“Given upcoming cloud migrations, investors are underappreciating the size of the global ERP TAM of US\$220 billion, growing at a 17% CAGR”

Morgan Stanley Research, Global Insight, September 2024.

“SAP has the global leading market share in ERP software”

SAP website – Gartner

Agenda

1. Company Overview
2. FY25 Achievements
3. Post-IPO Strategic Milestones
4. Market Opportunity
5. Looking Forward



1. Company Overview

Trusted SAP Enterprise Resource Planning (ERP) providing migration, implementation and optimisation projects for global Tier 1 enterprises and government

Who We Are

- Leading West Australian based SAP and IT consulting firm with 22 years' experience
- Delivering ERP transformation solutions to global and local businesses, primarily across the energy & mining and government sectors

What We Do – SAP Specialist In:

- Leadership & Strategy – guiding organisational change and transformation
- SAP & Applications – implementing, upgrading and optimising SAP systems
- Technology Innovation – cloud migration, AI adoption and digital solutions

Our Opportunity

- SAP is the global leader in ERP software, with 20-25% share in ANZ¹
- Mandated phase-out of SAP ECC on-premise systems in 2027 is driving 250+ Australian organisations to migrate to SAP S/4HANA cloud solutions
- Creates a multi-year wave of high-value cloud migration projects, where StepChange's expertise is directly aligned
- Focus on inorganic expansion across Australia with a highly fragmented SAP partner market, complemented by a strong pipeline of organic growth



Notes: (1) ANZ IT Services Market Report - Frost and Sullivan, September 2024.

2. FY25 Achievements

- Exceeded FY25 Prospectus Forecast with \$42.5m revenue and \$4.0m normalised EBITDA
- Strong headcount growth to 161 billable consultants
- Successful ASX listing in July 2025, establishing platform for future growth

3. Post-IPO Strategic Milestones

- Establishment of US operations in Houston to support Tier 1 energy clients and new growth pipeline
- \$11m Westpac facilities secured, enhancing balance sheet flexibility for organic and acquisition-led growth
- Appointment of Stephen Pacecca (CFO) – bringing deep finance, ERP and M&A experience
- Appointment of Jamie Morgan (GM) – 30+ years' IT leadership with ERP delivery expertise

4. The Next Wave of SAP Demand

Cloud Migration is a key driver of Business productivity, efficiency and scalability



Customer cloud migration

Organisations continue to adopt cloud solutions for their IT infrastructure over on-premise solutions

Cloud computing services are increasingly used for business software, including for ERP

SAP is phasing out support for legacy on-premise ERP (ECC) in 2027, forcing customers to migrate to cloud-based S/4HANA



250+ users in Australia

expected to migrate to S/4HANA as mainstream support for SAP ECC is terminated¹

Migration projects drive significant consulting demand and StepChange is positioned to capture this work with a proven track record delivering complex ERP migrations for Tier 1 customers in energy, mining and government



~ 60% of S/4HANA migrations globally are estimated to have started²

Notes: (1) Frost & Sullivan. (2) SAP Filings: Average Quarterly Currency Exchange Rate, Gartner, S&P Capital IQ, SAP Website.

Competitive Strengths

Distinct advantages over larger global firms and staffing agencies

Strength	StepChange	Staffing Agencies	Big 4 Firms
Proven SAP & Cloud Migration Expertise	✓ Specialised SAP partner with track record in S/4HANA	✗	● Generalist IT focus
Trusted by Tier 1 Enterprises	✓ Long-term relationships, average 12 years with top 5 clients	✗	✓
Independent and Conflict-free	✓ Independent, SAP-focused	✓	✗ Vendor relationships and cross-selling
Scalable National Platform	✓ ~160 consultants, expanding east coast presence	✗	✓
Smart Teams Delivery Model	✓ Agile, start small, prove value - scale fast without inflated partner fees	✓ Low cost, variable quality	✗ Partner-loaded pricing
Deep Industry Knowledge (mining, energy, government)	✓ Strong domain expertise in complex industries	✗	● Broad sector coverage

The StepChange Way

- Early and continuous business engagement aligned with client objectives
- Senior, industry-certified consultants – no juniors learning on the job
- Agile and collaborative, flexible to client needs
- Proven project delivery methods
- Deep industry knowledge in energy, mining and government

5. Clear Pathways for Growth

Multi-year cloud migration pipeline supported by expansion and consolidation opportunities

Organic



Cloud Migration from On-Premise

- SAP's phase out of its ECC on-premise by 2027 requires 250+ Australian organisations to migrate to cloud-based S/4HANA¹
- StepChange is positioned as a trusted partner to capture this demand



New Logo Wins Across Australia

- Strong pipeline of new customer opportunities
- Leverage strong WA client base to grow and scale east coast presence
- Opportunity to capture new Tier 1 and government clients nationally



Expansion of Service Offerings

- Leverage SAP ERP solutions to enable automation and AI/digital services for customers
- S/4HANA cloud cross-selling opportunities

Inorganic



Market Consolidation

- The SAP partner sub-sector is highly fragmented (>24k companies globally), many privately owned in Australia with no dominant market share
- M&A potential to accelerate growth, strengthen capability and expand client base nationally
- Management team with proven expertise scaling IT services businesses, currently exploring opportunities to establish leading market presence

Notes: (1) Frost & Sullivan.

FY26 Executing our Growth Strategy

- Continue reviewing selective inorganic M&A opportunities
- Maintain strong billable consultant utilisation numbers at 160+
- Deepen relationships with existing Tier 1 and Government clients
- Accelerate cross-sell opportunities through cloud migration projects
- Grow US presence and revenue contribution

Thank you

