2026 Full-Year Results

For the period ended 30 September 2026



Making life simple for our community

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Disclosure Statement

Technology One Limited FY26 Full-Year Presentation – 17 November 2026

Technology One Ltd (ASX: TNE) today conducted a series of presentations relating to its 2026 Full-Year results.

These slides have been lodged with the ASX and are also available on the company's website: Investor Relations | TechnologyOne

The information contained in this presentation is of a general nature and has been prepared by TechnologyOne in good faith. TechnologyOne makes no representation or warranty, either express or implied, in relation to the accuracy or completeness of the information. This presentation may also contain certain 'forward looking statements' which may include indications of, and guidance on financial position, strategies, management objectives and performance. Such forward looking statements are based on current expectations and beliefs and are not guarantees of future performance, and involve known and unknown risks, uncertainties and other factors, many of which are outside the control of TechnologyOne. TechnologyOne advises that no assurance can be provided that actual outcomes will not differ materially from those expressed in this presentation.

This presentation includes the following measures used by the Directors and management in assessing the on-going performance and position of TechnologyOne: EBITDAR, EBITDA, EBIT, ARR, NRR, Churn, Rule of 40 and Free Cash Flow. These measures are non-IFRS under Regulatory Guide 230 (Disclosing non-IFRS financial information) published by the Australian Securities and Investments Commission and have not been audited or reviewed. All financial information presented is inclusive of CourseLoop's financial results from the date of acquisition unless explicitly excluded.

Your Presenters



Edward Chung

CEO and Managing Director



Giovanni Rizzo

Acting CFO



Ben Malpass

EVP UK and EVP Local Government



Agenda

- FY26 Highlights
- FY26 Financial Results and Significant Achievements
- Building the Future and Long-Term Outlook

Our Vision

Making life simple for our community.

We build and deliver truly great products and services that transform business and make life simple for our customers.

Our Purpose

Our passion is to solve the complex.

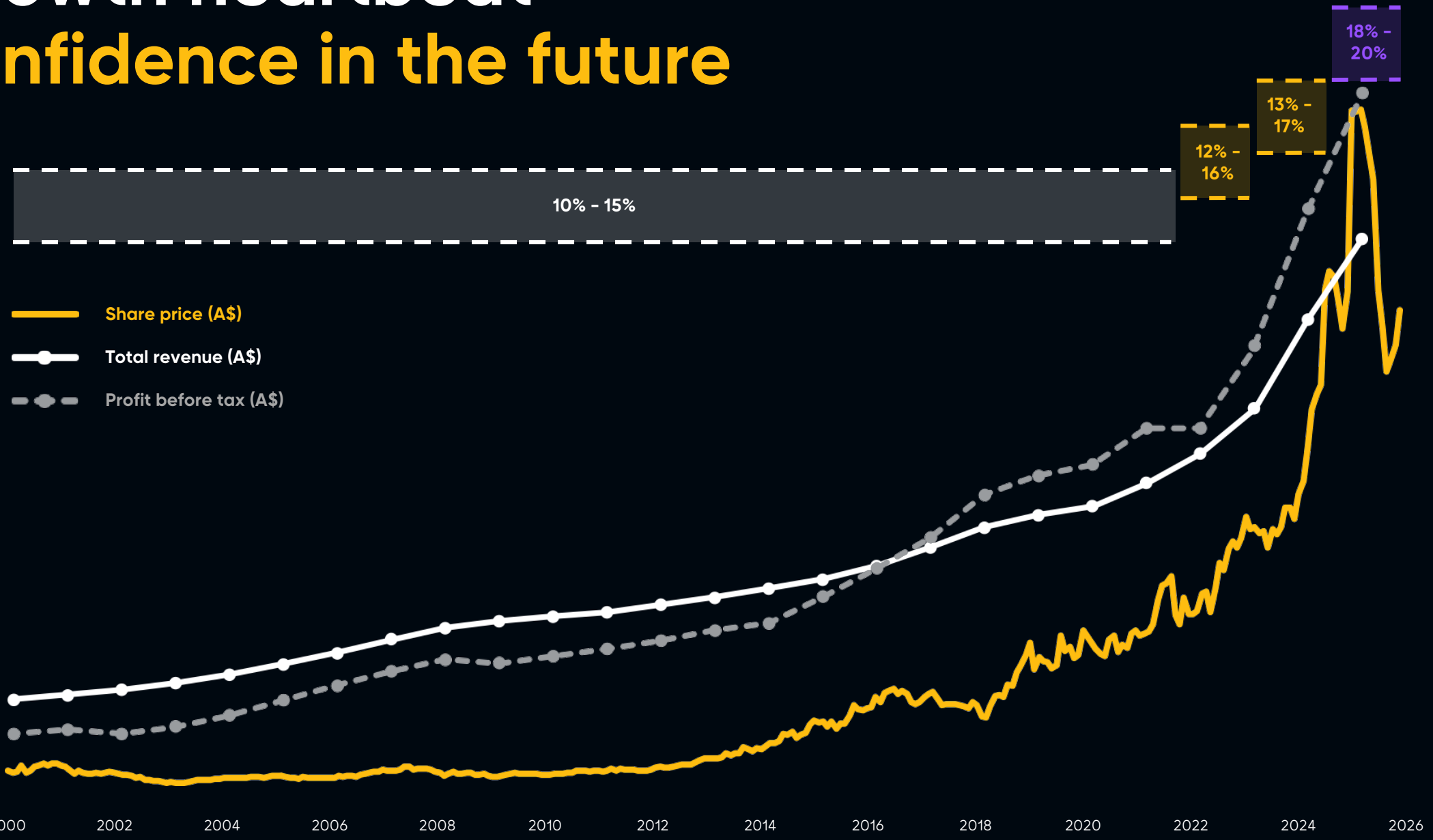
ERP is hard. Property & rating, student management, payroll — only a handful of vendors globally can do it. We take on what others can't.

Our Mission

Better our community, from its citizens to students, by leveraging our team's innovation, drive and determination.

We power the councils, universities, governments, hospitals and infrastructure providers our families rely on. Real purpose, real impact.

Growth heartbeat
confidence in the future



FY26 Achieved Top of Guidance Range

18%

ARR Growth to $652.1 m

✓ Top of Guidance Range

FY25: $554.6 m

20%

Profit before Tax Growth to $217.6 m

✓ Top of Guidance Range

FY25: $181.5 m

32%

Profit before Tax Margin

✓ Top of Guidance Range

FY25: 30%

40.5cps

Record Total Dividend

✓ Final Dividend Up 63% on FY25

FY25: 36.6cps

Performance of the Business - Constant Currency

- Even stronger underlying engine on a constant-currency basis
- Forex headwinds equated to a 1% impact on total ARR growth and a 7% to UK ARR growth
- Top of Guidance Range delivered even though largest ever forex headwinds experienced in FY26

	FY26 Statutory Result	FY26 Statutory Growth	Direct FY26 Forex Impact	Heartbeat of the Business	Growth vs. pcp
ARR ($'m)	$652.1m	18%	$8.0m	$660.1m	19%
UK ARR ($'m)	$61.0m	18%	$3.8m	$64.8m	25%
NRR (%)	116%	1 pt	1 pt	117%	2 pts

Our strategy in action

R&D fuels our growth

$500m ARR

Curriculum Management

SaaS+

Timetable and Scheduling

DXP

UK

SAM

Spatial

Vertical Focused

P&R

STM

Power of One

Finance One

END OF ON-PREMISE

Gen 1 **RDMS**

Gen 2 **PC**

Gen 3 **Internet**

ci

Gen 4 **SaaS**

cia SaaS+

Gen 5 **AI**

Ai Plus Guide

Total ERP solution

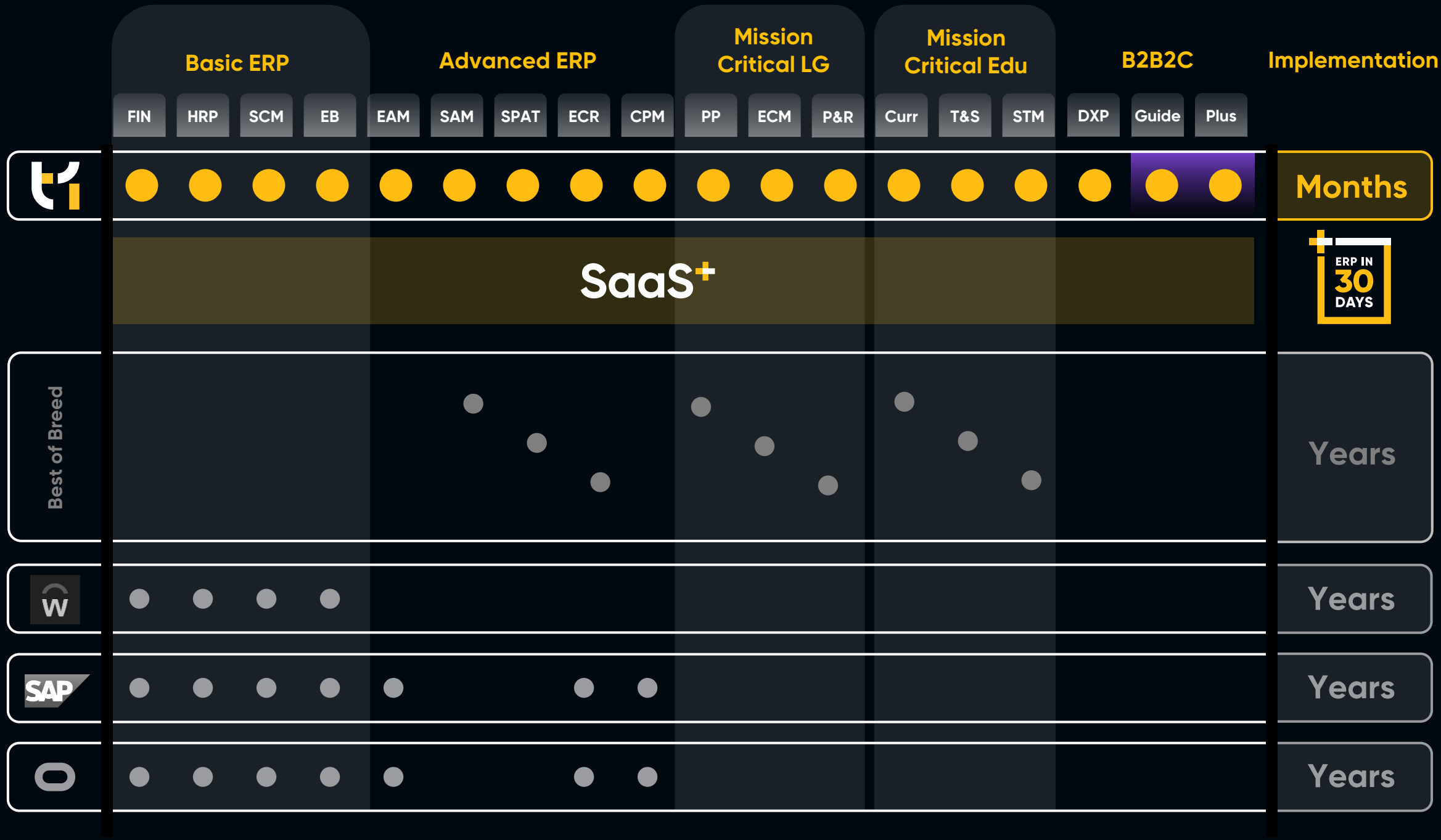
Plus

- App Builder Studio
- Business Analytics
- Corporate Performance Management
- Curriculum Management
- DxP Essentials
- DxP Local Government

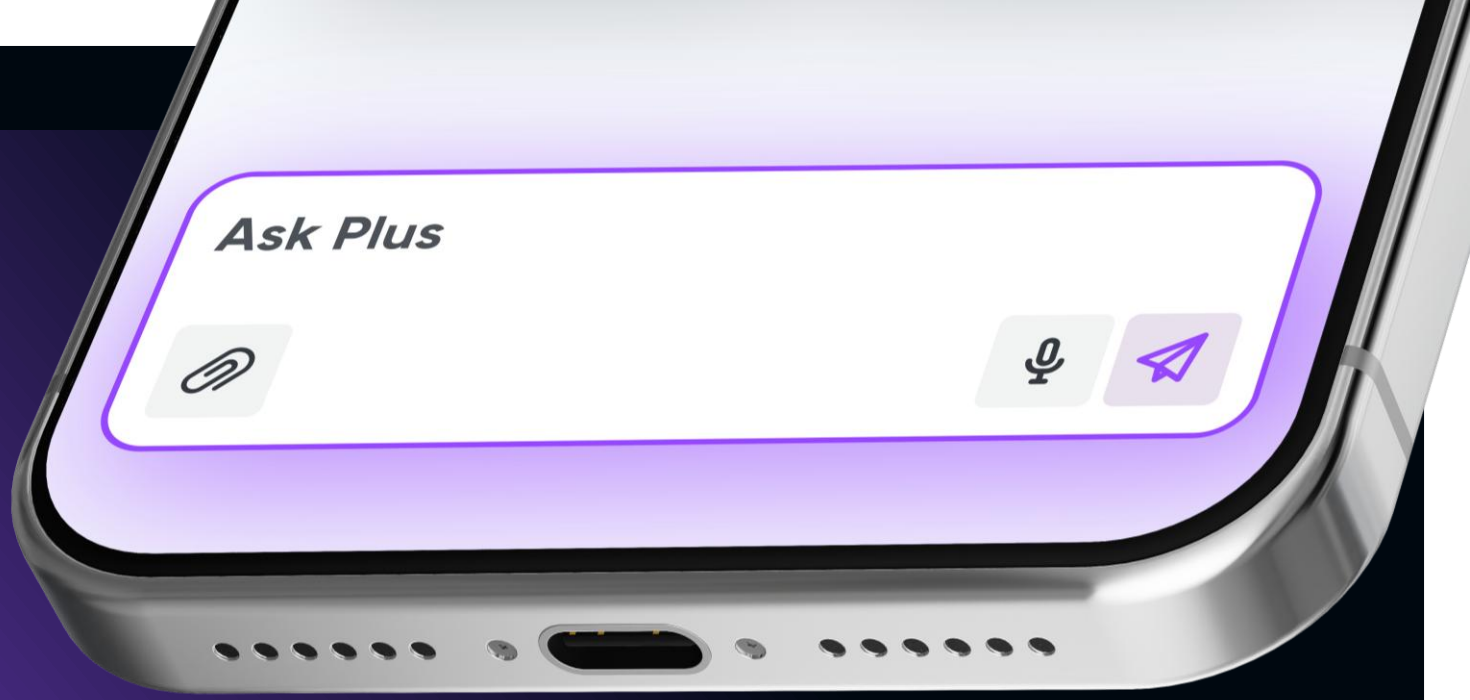
Guide

- Enterprise Asset Management
- Enterprise Budgeting
- Enterprise Cash Receipting
- Enterprise Content Management
- Financials
- Human Resources
- Payroll
- Performance Planning
- Property & Rating
- Spatial
- Student Management
- Supply Chain Management
- Timetabling & Scheduling

39 Years of Industry Focus. $1 Billion+ Investment.


Basic ERP
Advanced ERP
Mission Critical LG
Mission Critical Edu
B2B2C
Implementation
FIN
HRP
SCM
EB
EAM
SAM
SPAT
ECR
CPM
PP
ECM
P&R
Curr
T&S
STM
DXP
Guide
Plus
Months
SaaS+
ERP IN 30 DAYS
Best of Breed
Years
Years
Years
Years

Plus



technology1 5.0

Making life simple for our community

Conversational Experiences

+

Enterprise intelligence

+

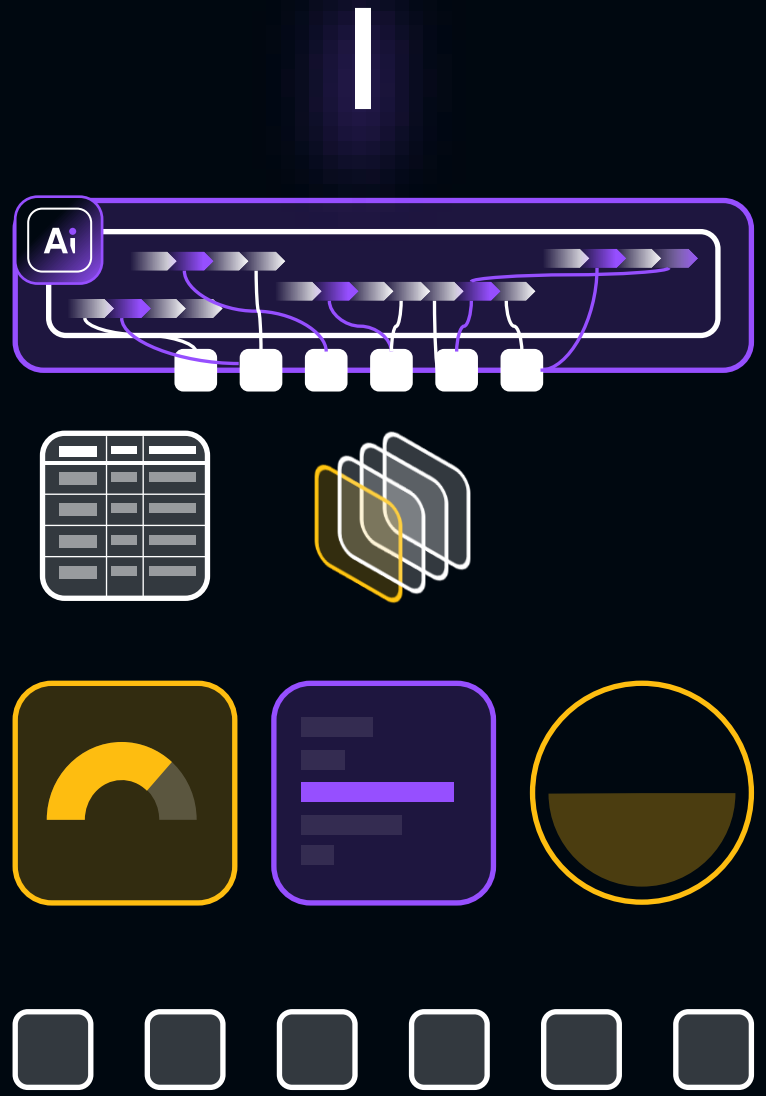
Enterprise Memory

+

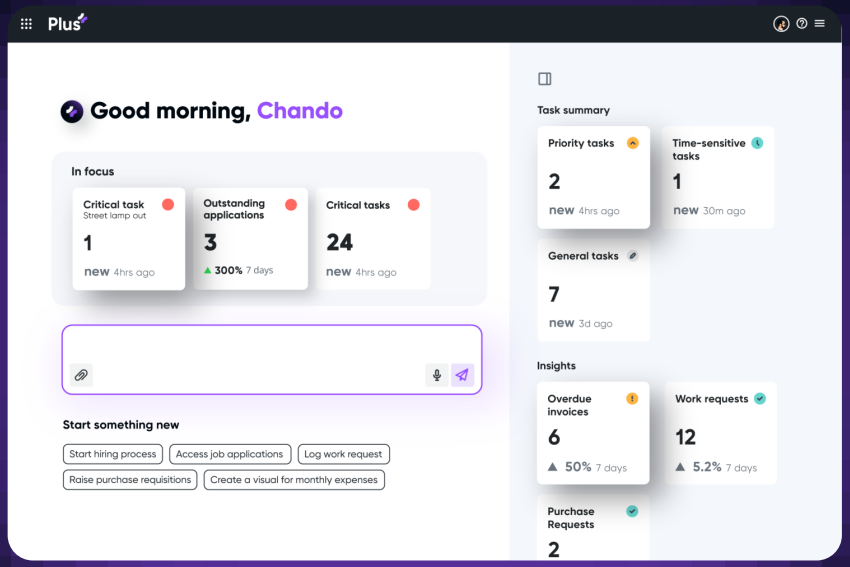
Connected platform

+

Systems of Record



Momentum Delivers Record Results



Making life simple for our community



Agenda

- FY26 Highlights
- FY26 Financial Results and Significant Achievements
- Building the Future and Long-Term Outlook

FY26 Results Summary

- Strength of Portfolio business delivers record FY26 new ARR
- Strong APAC Local Government ARR growth - up 23%
- UK ARR up 25% on constant currency
- SaaS & Recurring Revenue growth at 14% reflects the timing of ARR added

Profit growth
Up 20%

ARR growth
Up 18%

NRR
116%

PBT Margin
32%
Up 2 points

	FY26 $m	FY25 $m	VAR $m	VAR
Total ARR	**652.1**	554.6	97.5	18%
UK ARR	**61.0**	51.8	9.2	18%
UK Sales ARR	**12.4**	13.1	(0.7)	(5%)
NRR	**116%**	115%		1 pt
SaaS & Recurring Revenue	**631.4**	553.2	78.2	14%
Total Revenue	**680.8**	610.0	70.8	12%
EBITDA	**304.3**	255.7	48.6	19%
Profit Before Tax	**217.6**	181.5	36.1	20%
Profit After Tax	**163.4**	137.6	25.8	19%
12-month rolling Free Cash Flow (pre-tax)	**246.4**	225.5	20.9	9%
Cash and Investments	**299.7**	319.6	(19.9)	(6%)
12-month rolling FCF Margin (pre-tax)	**37.8%**	40.7%		(3 pts)
Rule of 40[1] (%) (pre-tax)	**55.4%**	58.6%		(3 pts)
PBT Margin	**32.0%**	29.8%		2 pts
EPS (cps)	**50.03**	42.13	7.9	19%
DPS (cps)	**40.50**	36.60	3.9	11%

1 Rule of 40 is defined as the sum of ARR growth and the 12-month rolling free cash flow margin pre-tax (free cash flow as a percentage of ARR).

FY26 Profit and Loss

Strong profit growth of 20% with a profit margin of 32% - Achieving Top of Guidance Range

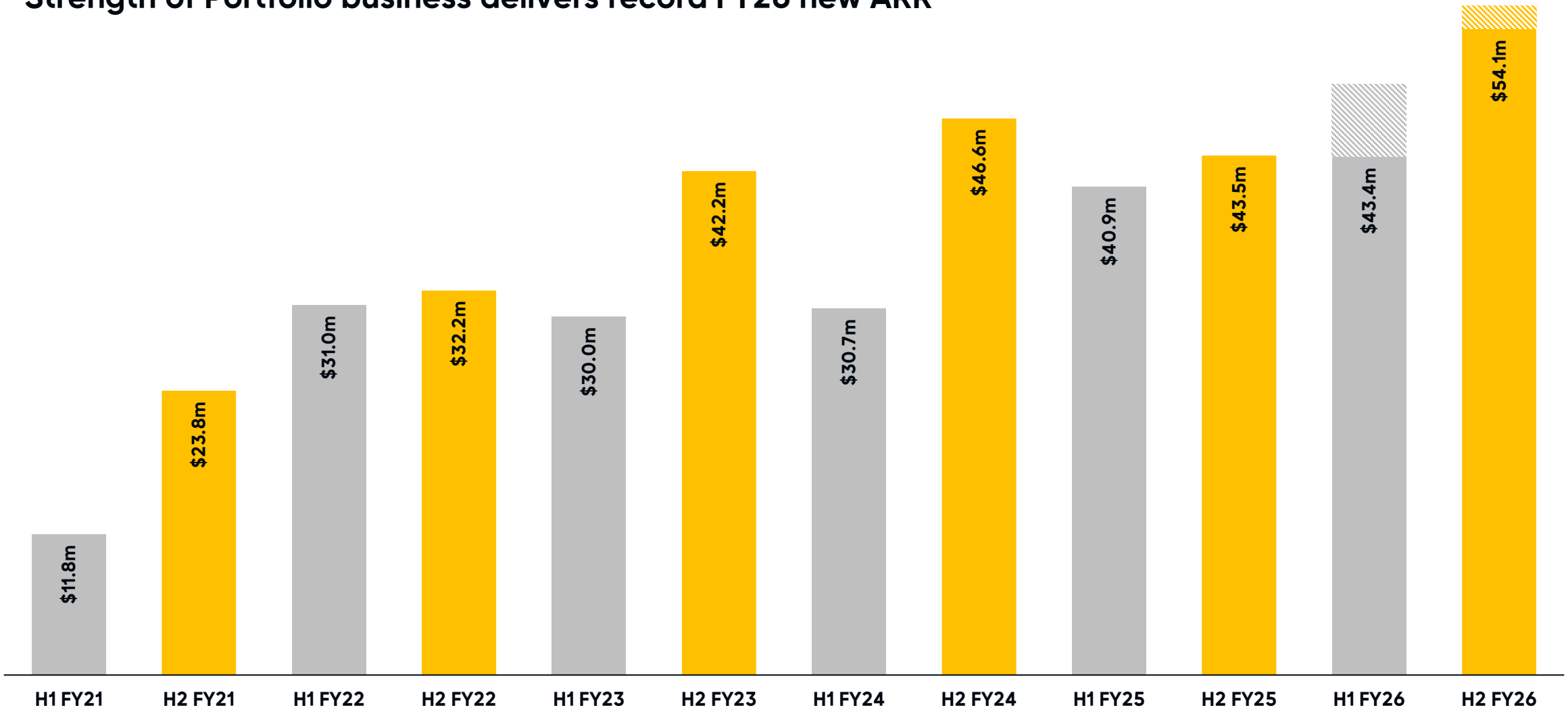
A$M

	FY26 Actual	FY25 Actual	Δ$M	Δ%
SaaS Fees	583.4M	506.9M	(1) +76.5M	+15
Consulting - AMS Recurring	48.0M	46.3M	+1.7M	+4
Revenue: SaaS & Recurring	**631.4M**	**553.2M**	(2) **+78.2M**	+14
Traditional New Project Consulting	39.0M	45.3M	(6.3M) (3)	(14)
Other Revenue	10.4M	11.5M	(1.2M)	(10)
Total Revenue	**680.8M**	**610.0M**	**+70.8M**	+12
Variable Costs	22.9M	23.0M	(0.1M)	(0)
Variable Customer SaaS Costs	66.7M	58.9M	(4) +7.8M	+13
Occupancy Costs	3.5M	3.3M	+0.2M	+5
Corporate Costs	30.6M	34.4M	(3.9M)	(11)
Depreciation and Amortisation	93.6M	80.8M	+12.8M	+16
Computer and Communication Costs	15.8M	13.4M	+2.5M	+18
Marketing Costs	21.2M	11.1M	(5) +10.1M	+91
Employee Costs	193.0M	188.4M	(6) +4.7M	+2
Share-based Payments	12.6M	11.6M	+1.0M	+9
Finance Expense	3.2M	3.5M	(0.3M)	(9)
Total Expenses	**463.2M**	**428.5M**	**+34.7M**	+8
Profit Before Tax (PBT)	**217.6M**	**181.5M**	**+36.0M**	+20
PBT Margin	**32%**	**30%**	**+2pp**	+7

1. **SaaS Fees 583.4M ▲ +15%**
   ARR up 18%, NRR at 116%
2. **Revenue: SaaS & Recurring 631.4M ▲ +14%**
   High quality SaaS and Recurring Revenue makes up 93% of Total Revenue
3. **Traditional New Project Consulting 39.0M ▼ (14)%**
   Expected decrease as we transition to SaaS+ only contracts
4. **Variable Customer SaaS Costs 66.7M ▲ +13%**
   Increase due to additional customers on SaaS platform
5. **Marketing Costs 21.2M ▲ +91%**
   Investment in global Showcase
6. **Employee Costs 193.0M ▲ +2%**
   Flat headcount driven by investment in AI

Record FY26 New ARR Performance

- Achieved record FY26 new sales ARR even though we had significant forex headwinds
- Strength of Portfolio business delivers record FY26 new ARR

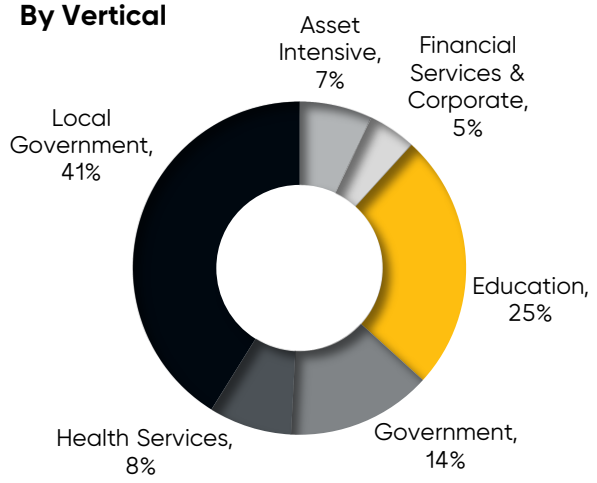


Multiple Levers for Growth

Vertical Industry, Regions and Products

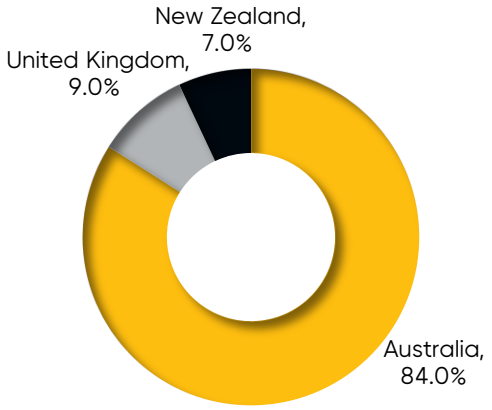
Market Penetration
6 Vertical markets

By Vertical



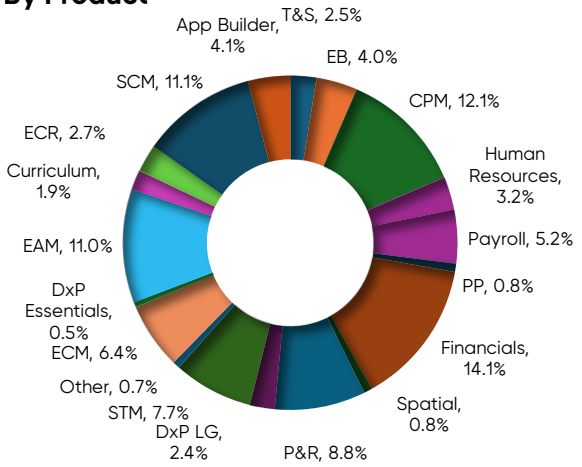
Diversified Geographies
Australia, NZ, & UK

By Region

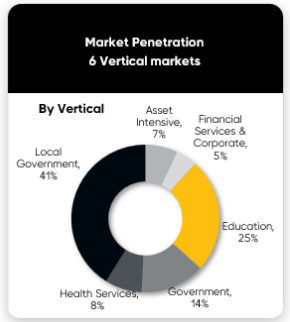


Product Penetration
22 Licensable products
Over 600+ licensable modules

By Product

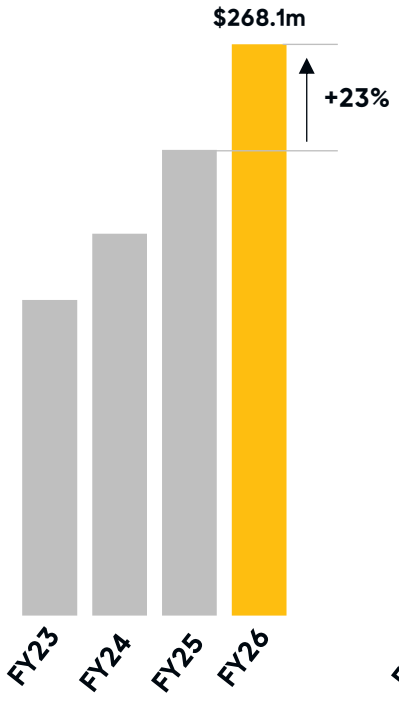


Strength of Verticals

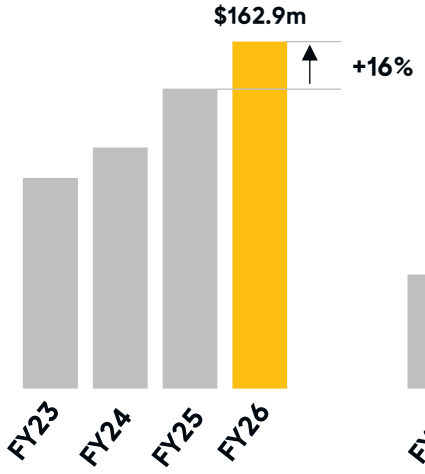


- **Total ARR of $652.1m up 18% (FY25: $554.6m)**
- **Our market penetration in any single vertical or region does not exceed 15%[1] of Addressable Market**
- **Record performance from Local Government – up 23% driven by Plus and Showcase Investment**
- **Renewed focus on Regulated Industries and Government with recent key appointments**

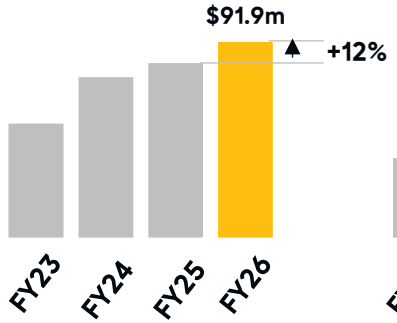
Local Government



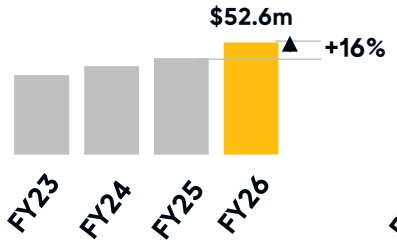
Education



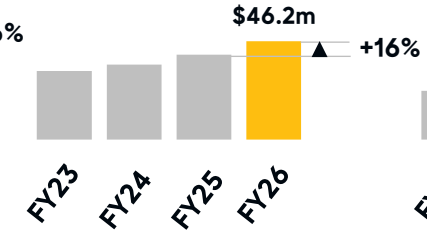
Government



Health & Community Services



Asset & Project Intensive Industries



Financials & Corporate



[1] Based on our existing customers and their use of TechnologyOne products and modules as a percentage of total addressable market.

City of DAREBIN

Full OneCouncil Solution

Standard SaaS+ Implementation

Selected as Darebin's innovation partner

Long term 10-year Agreement

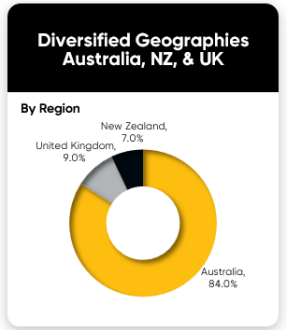
Over 150,000 residents

Darebin are leveraging our latest products

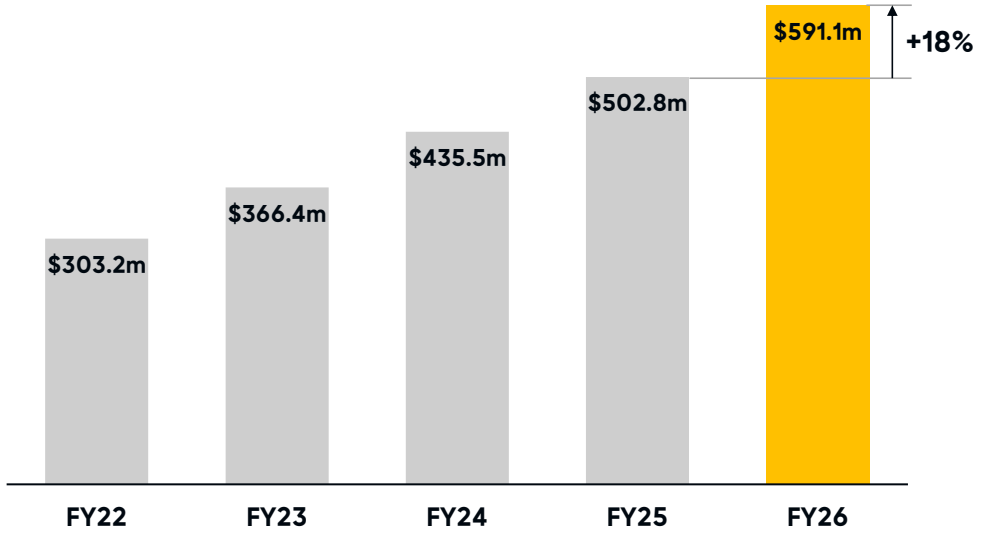
Including DxP, Invoice IQ, Plus and AI

Strength of Regions

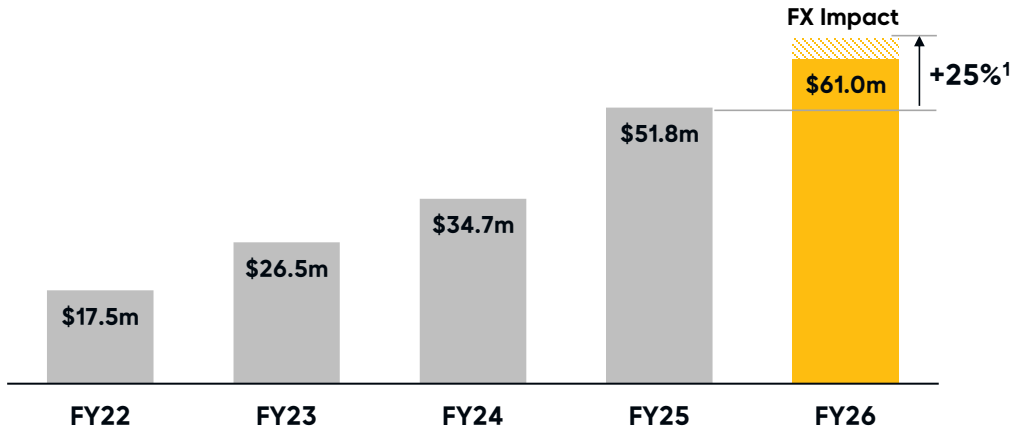
Regional geographies grows addressable market and growth opportunities



Australia New Zealand SEAP



United Kingdom



[1] *Based on Constant Currency*

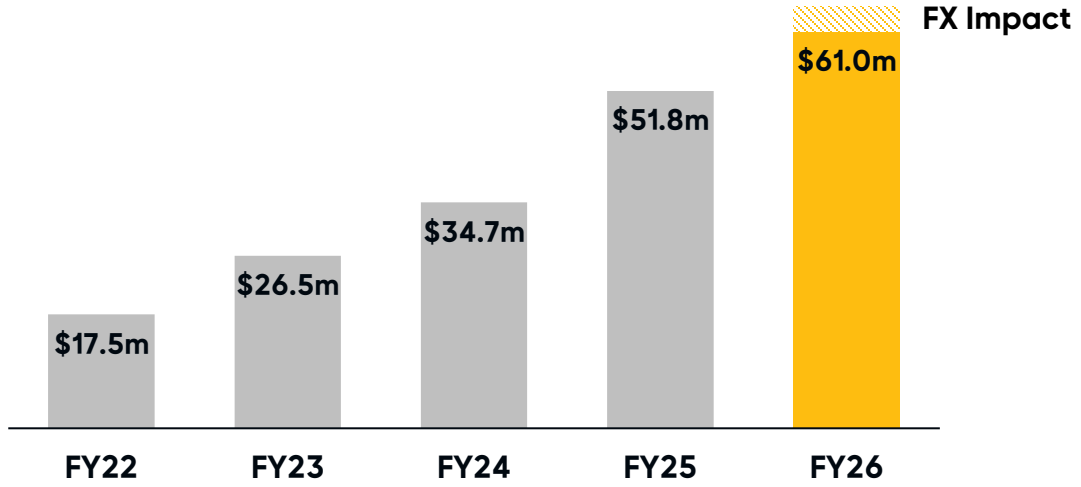
United Kingdom – Up 25% on Constant Currency

Our past investment has built a foundation for strong, sustainable growth

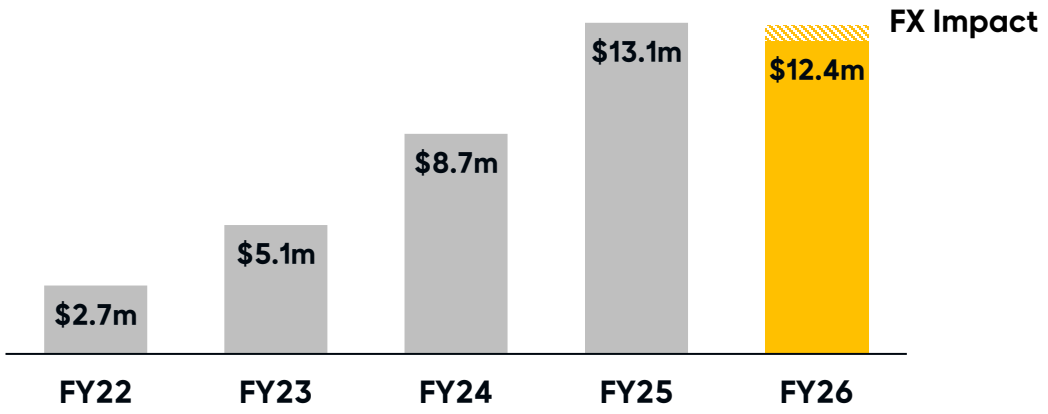
- FY26 UK ARR up 25% based on constant currency (up 18% reported to $61.0m)
- 4 Student Management opportunities came to market in FY26 – We won them all
- 6 new large council deals won in FY26

- There is no one like us in the UK market – this is driving our strong pipeline
- Significant opportunities ahead through LG amalgamation process and competitor changes in Higher Education

UK ARR



UK New Sales ARR



STOCKPORT
METROPOLITAN BOROUGH COUNCIL

Major Unitary Authority in Greater Manchester

Largest Councils in the UK are now adopting TechnologyOne Software

Our 2nd LG signing in Greater Manchester unseating global competitors

6 new significant UK LG Councils won in FY26

SRUC

Long-Term 10 Year Agreement

A new partnership with Scotland's Rural College (SRUC) will replace existing systems with the full OneEducation suite on one integrated platform.

TechnologyOne brings deep higher education expertise and a fully managed SaaS+ model to support SRUC's modernisation.

Includes Plus and Guide for Students, marking the first Guide agreement signed in the UK.

UNIVERSITY OF WINCHESTER

Long-Term 5 Year Agreement

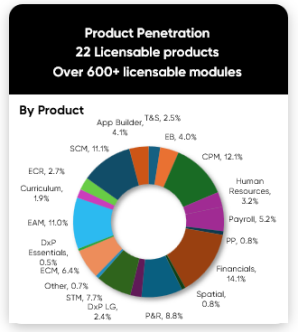
8th Student Management Customer in the UK acquired in the last 3 years

New agreement expands on previous mission critical capabilities of Curriculum Management and Timetabling and Scheduling to a full OneEducation offering

Create a single, integrated platform delivering a connected digital ecosystem across the University

Strength of Products

- Mission critical products for Local Government and Higher Education
- Advanced ERP products drive deeper product penetration
- B2B2C products drive new transactional revenue streams and increased traditional ERP product adoption



App Builder Studio

Business Analytics

Corporate Performance Management

Curriculum Management

DxP Essentials

DxP Local Government

Enterprise Asset Management

Enterprise Budgeting

Enterprise Cash Receipting

Enterprise Content Management

Financials

Human Resources and Payroll

Performance Planning

Property and Rating

Spatial

Student Management

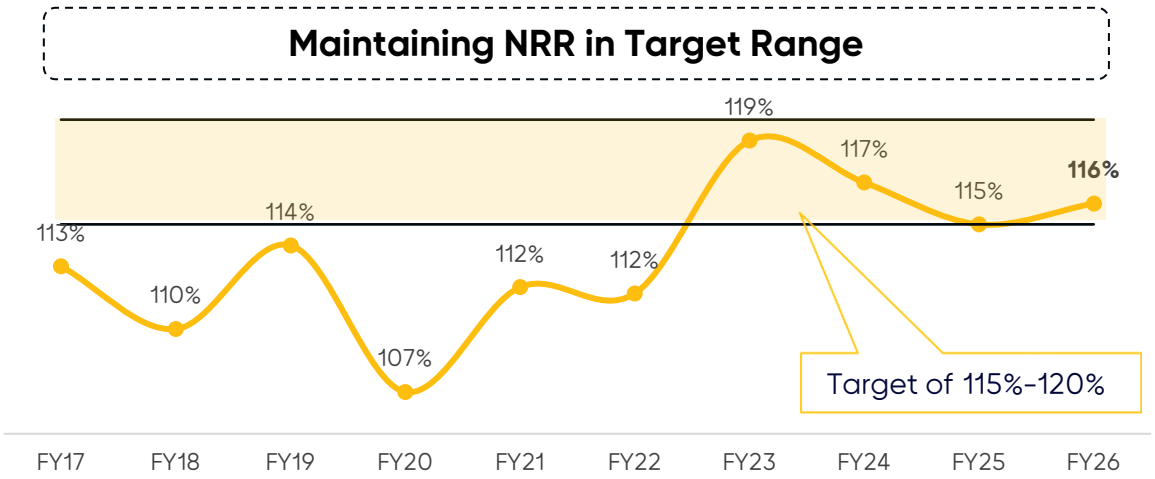
Supply Chain Management

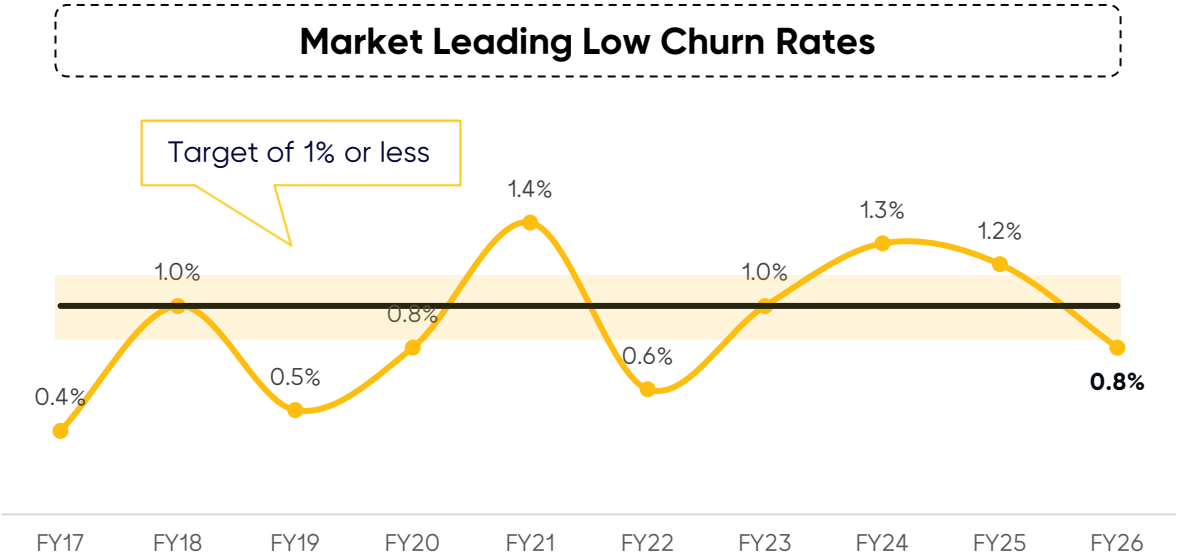
Timetabling & Scheduling

Plus

Guide

Strength of Products



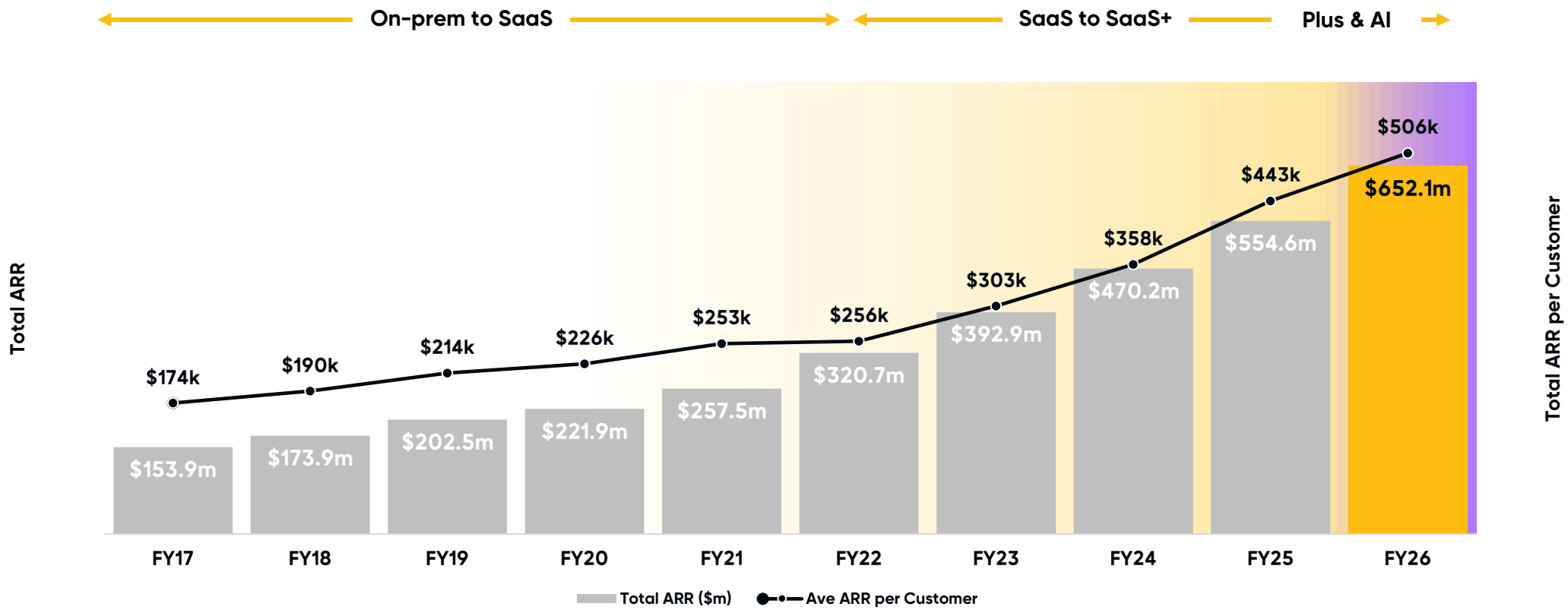


- NRR at 116% (117% at constant currency) within target range of 115% to 120%
- Our primary growth engine is expanding our relationships with customers
- At 115% we continue to double the size of the business every 5 years
- Industry leading low customer churn – 99%+ retention rate of customers

Total ARR and Average ARR per Customer

Maintaining Strong + Consistent ARR Growth

Plus, Guide and AI will drive ARR per customer up



SaaS+

Solution as a Service

SaaS+ resonates with our market

- Deep knowledge of our vertical markets
- Preconfigured solutions
- In-house delivery team
- One single SaaS+ subscription fee
  - Reduced Risk for our customers
  - Faster Go-Live with ERP in 30 days

100% of new agreements sold as SaaS+

SaaS+

Lifts ARR by 40%

Central Coast Council

NSW's Largest Council
350,000 residents and
2,500 Staff

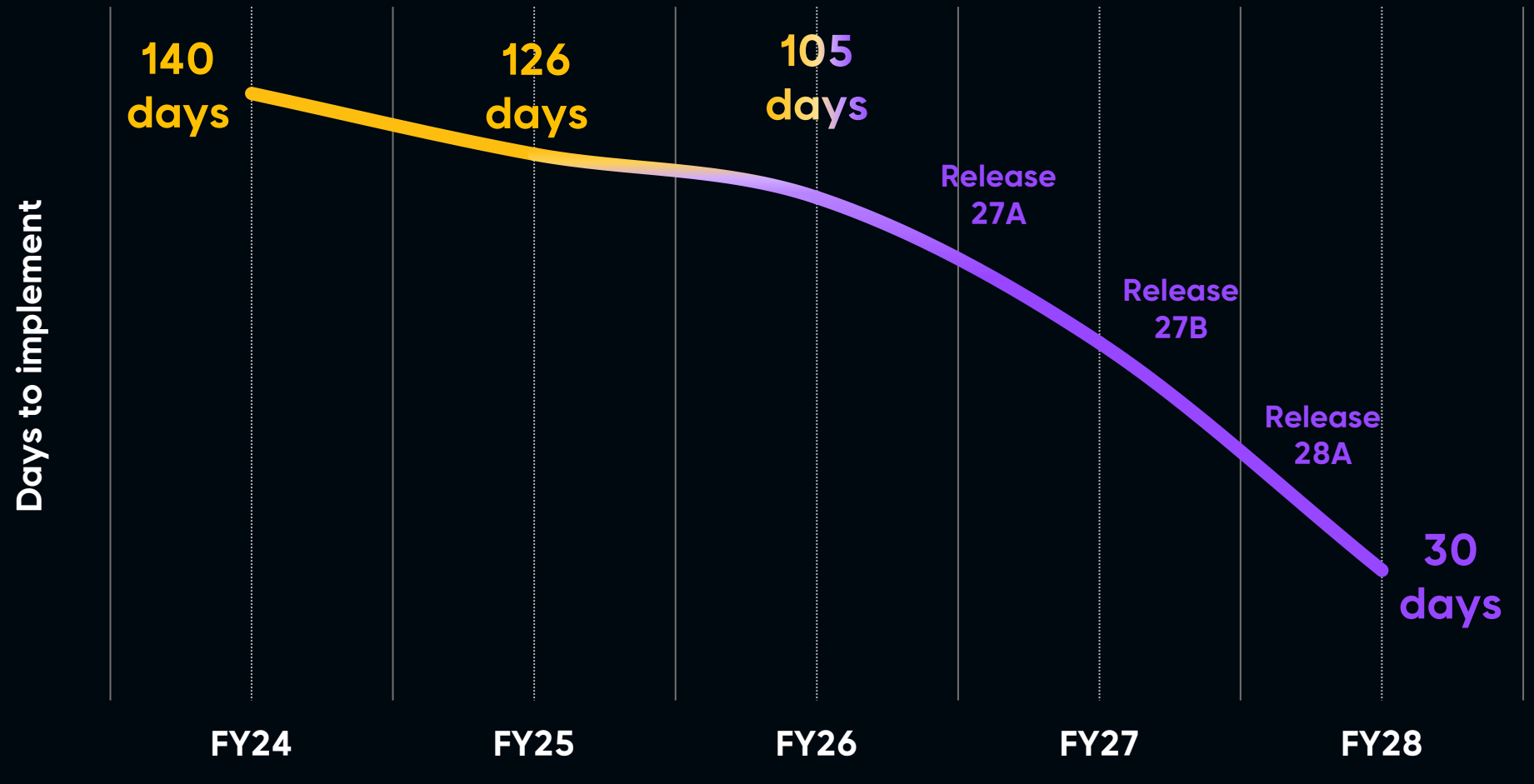
10-year OneCouncil
Agreement

SaaS+
Phase 1
Live in 8.5 months

Live with
Invoice IQ AI

SaaS+ Financials

The Drive to ERP in 30 Days will Increase Margins



ERP IN 30 DAYS

Powered by Ai

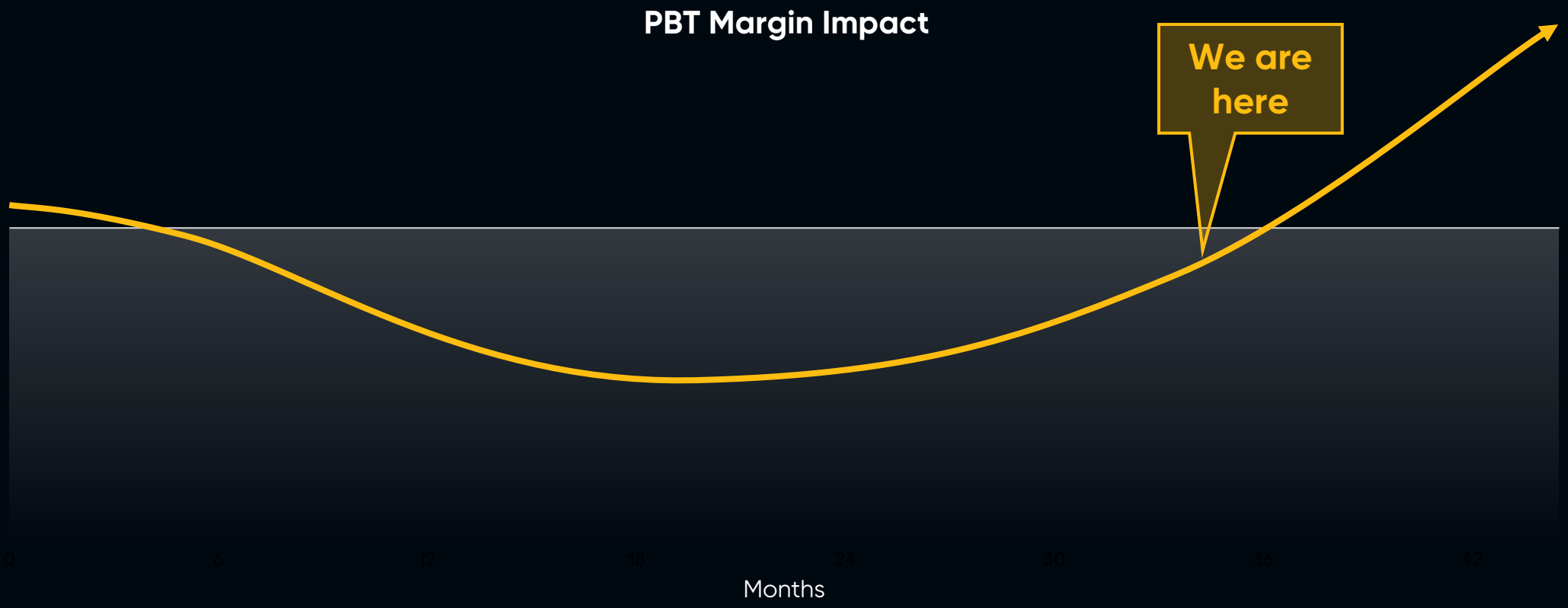
Making life simple for our community

SaaS+ Investment Profile

SaaS+ is delivering exactly as we planned and slightly ahead of schedule

We are exiting a period of headwinds from the investment in SaaS+

32% PBT margin (up 2 points) evidences the margin increase from SaaS+ that will continue into future years



Significant R&D Investment

For future growth

Plus

Guide

ERP IN 30 DAYS

SaaS+

Solution as a Service

App builder

New Products such as **Invoice IQ**

26A 26B

Powered by Plus

Plus

Continuous R&D staff investment

App builder

Build an app faster without having to code

Guide

SaaS+

R&D investment of $180m[1]

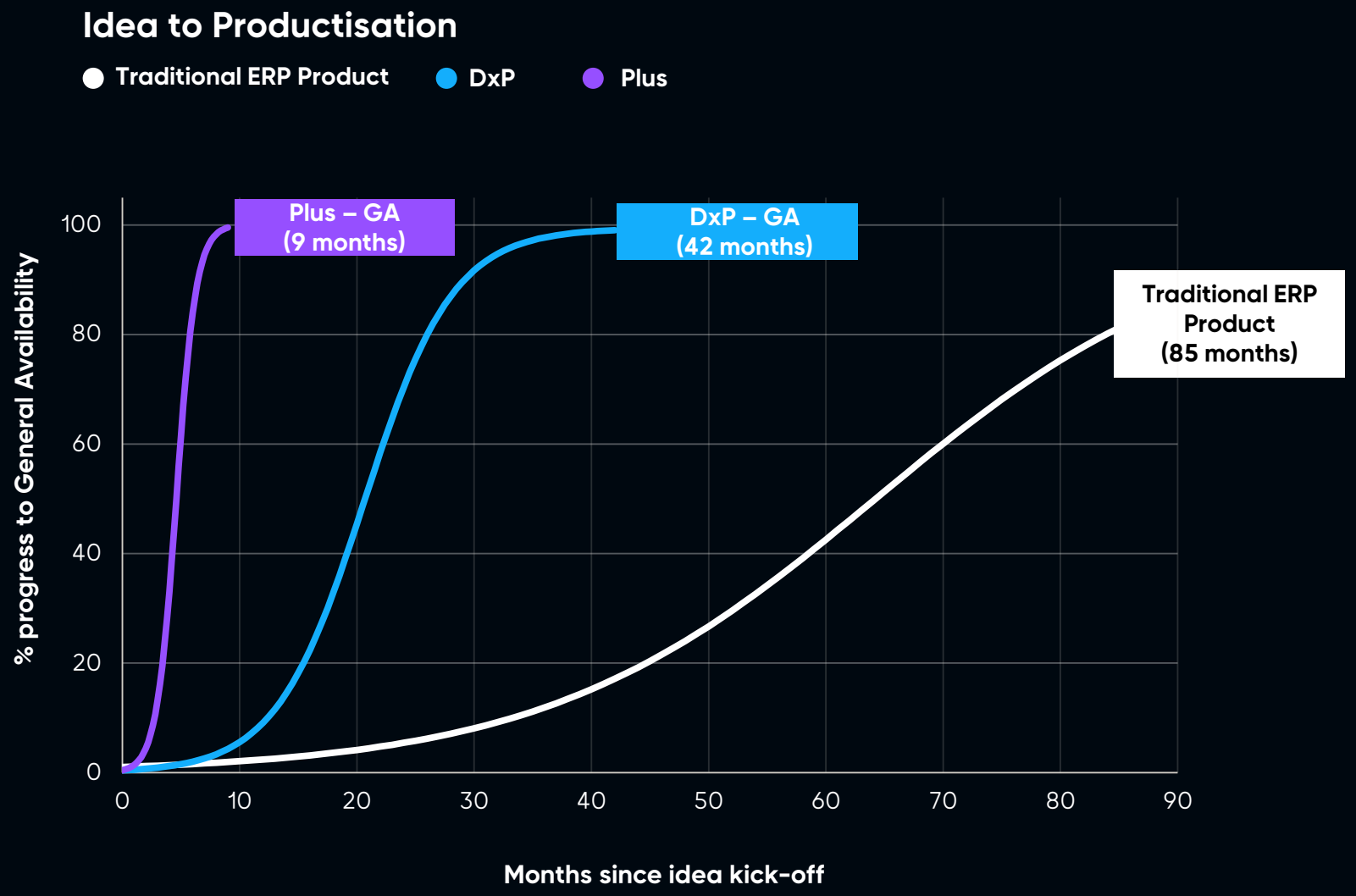
26% of revenue[2]

[1] *R&D expenditure before capitalisation*
[2] *Total R&D Investment as a % of Total Income*

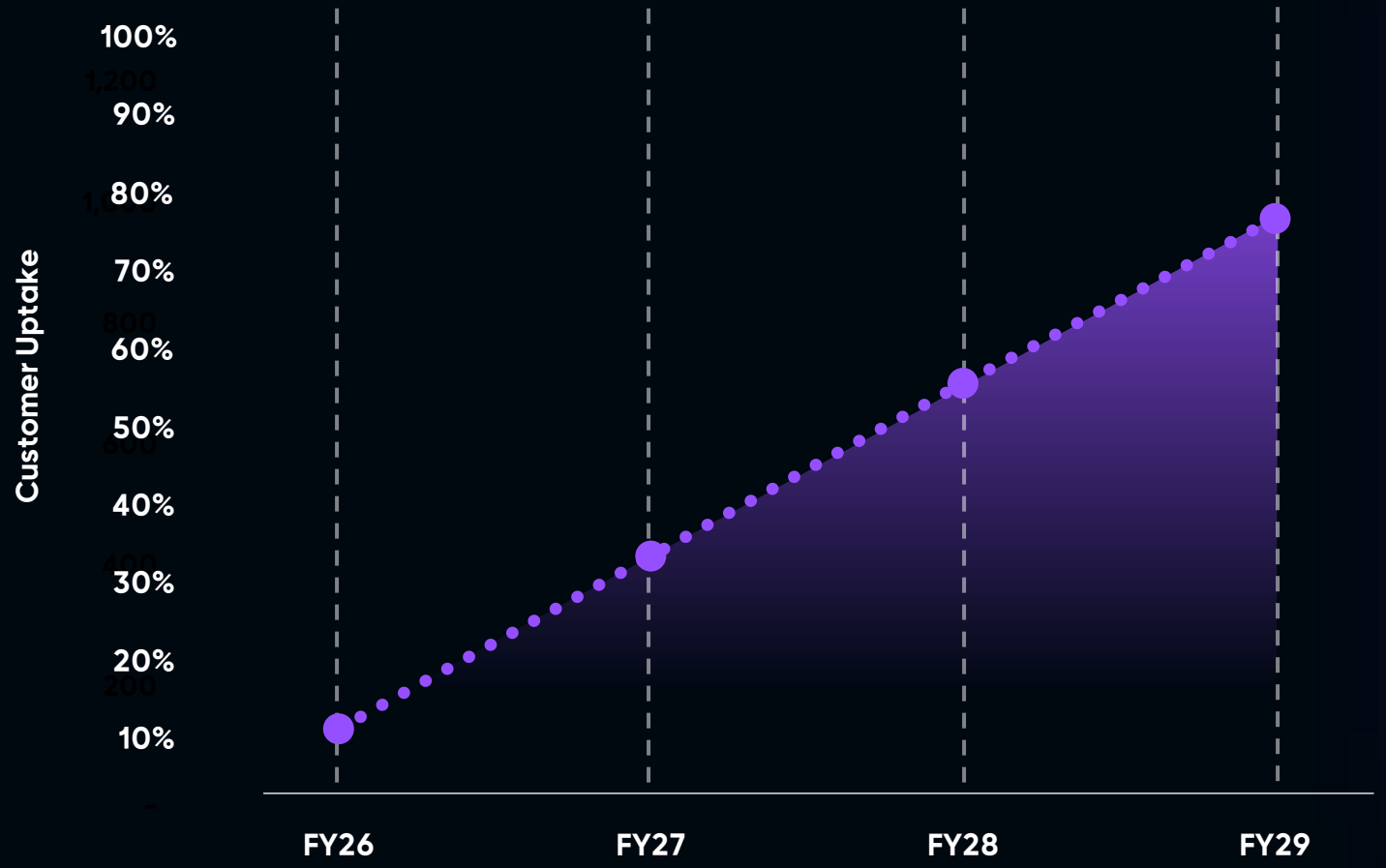
Ai is an Accelerant for our customers and for our business

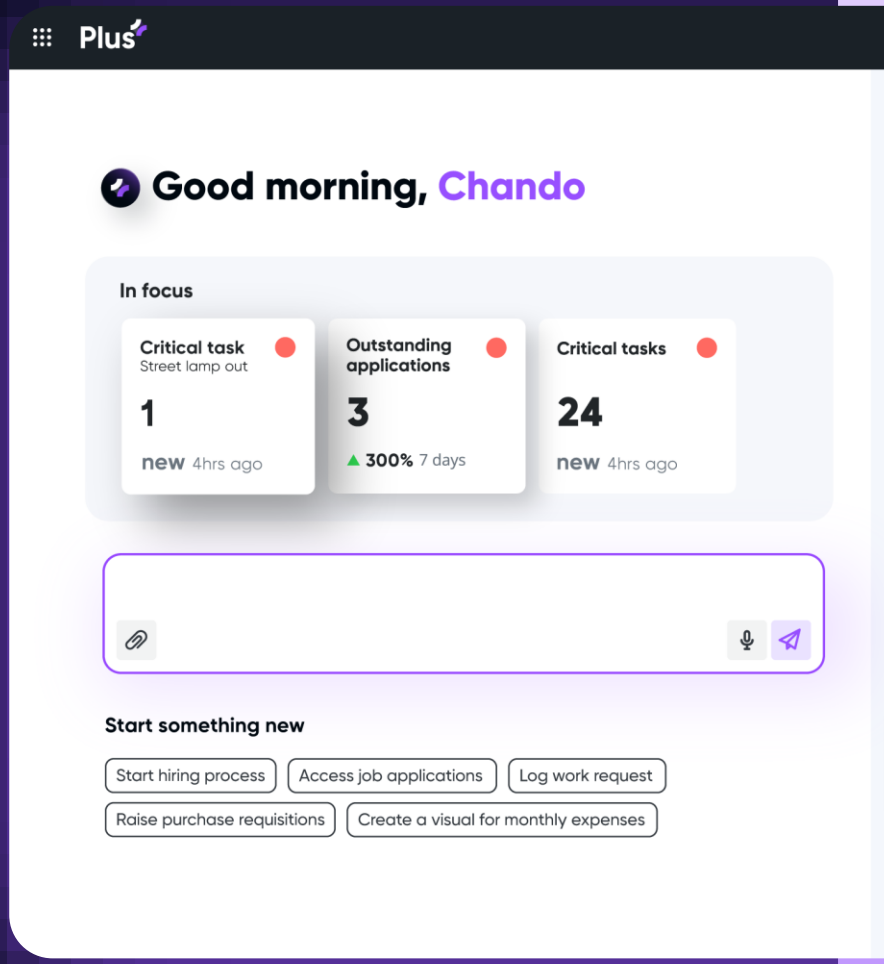
Accelerated Innovation

- Accelerated new product launch: Idea-to-Productisation time is collapsing as we leverage our existing business capabilities to deliver new value
- From 7+ years for the core platform, to 3.5 years for DXP, to just 9 months for Plus



Plus: Fastest Customer Uptake





** For illustrative purposes only. Actual rates of customer adoption post FY26 are not known or forecast at this stage.*

Making life simple for our community

Plus

Plus

100

Plus sales in FY26

$30m ARR

Additional new ARR product uptake from Plus deals

Total of 100 Plus deals sold in under 12 months

Fastest Customer uptake of a Product in the history of TechnologyOne

Fastest Product to reach $1 million in ARR in the history of TechnologyOne

$1 million new ARR Within 4 months of launch

JAMES COOK UNIVERSITY AUSTRALIA

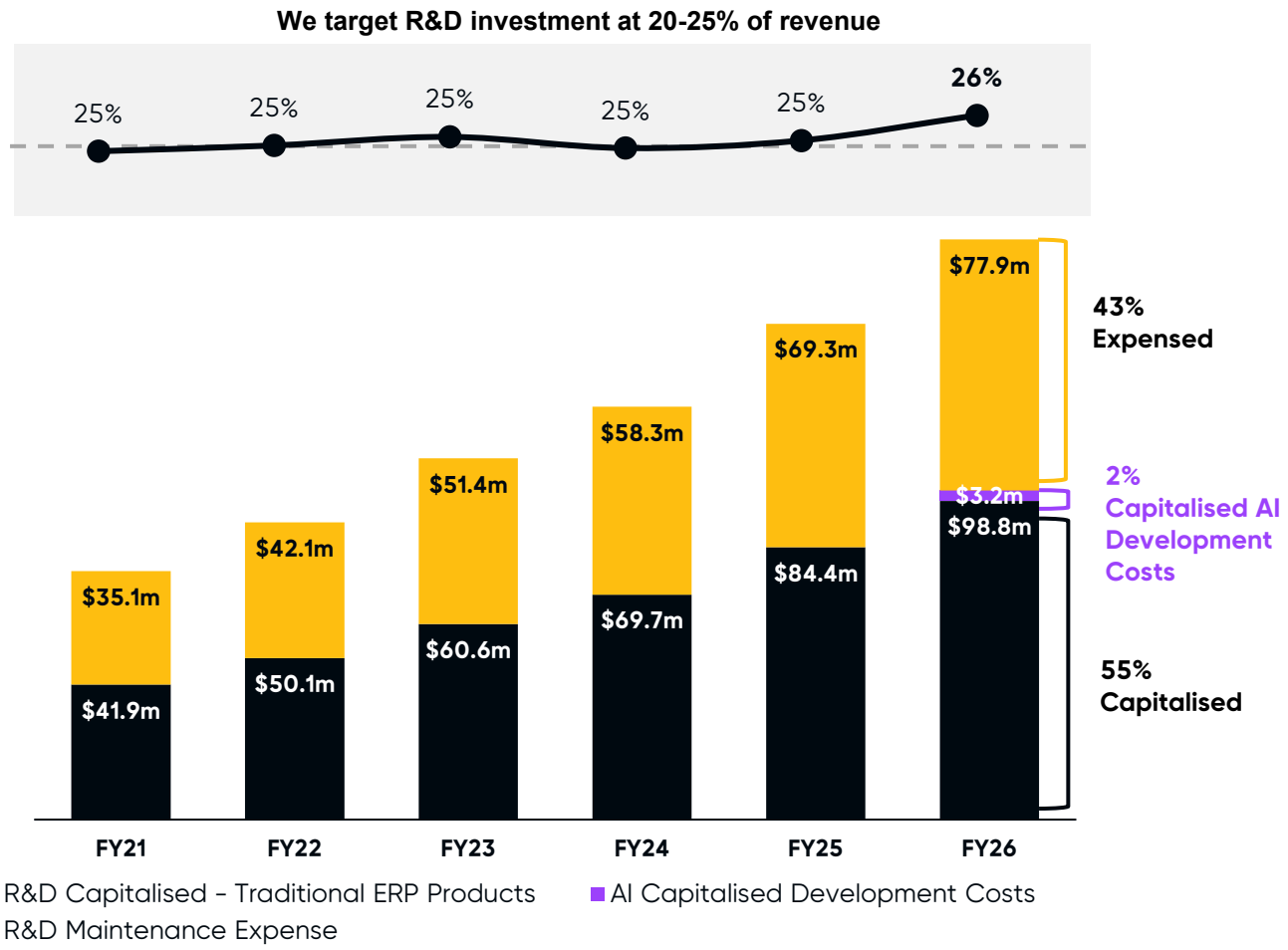
James Cook University has solidified its long-term technology strategy by signing a landmark 10-year deal with TechnologyOne

JCU acquired every product and module within our OneEducation suite to create the rich data ecosystem that Plus can leverage to help support the university's long-term strategic goals

Perfect case study of partnership, innovation, and the power of our vertical strategy – and it reinforces why we continue to grow and lead now into what I believe is the fifth era of technology innovation

R&D Investment

- **Driving sustained growth through strategic, consistent investment**
- **Continue to manage R&D investment, including new AI investment, within total cost base**
- **AI investment in FY26 represents 2% of total capitalisation**



We invest in R&D for long term growth

Record $180 million invested in FY26

Ai Plus Guide

ERP in 30

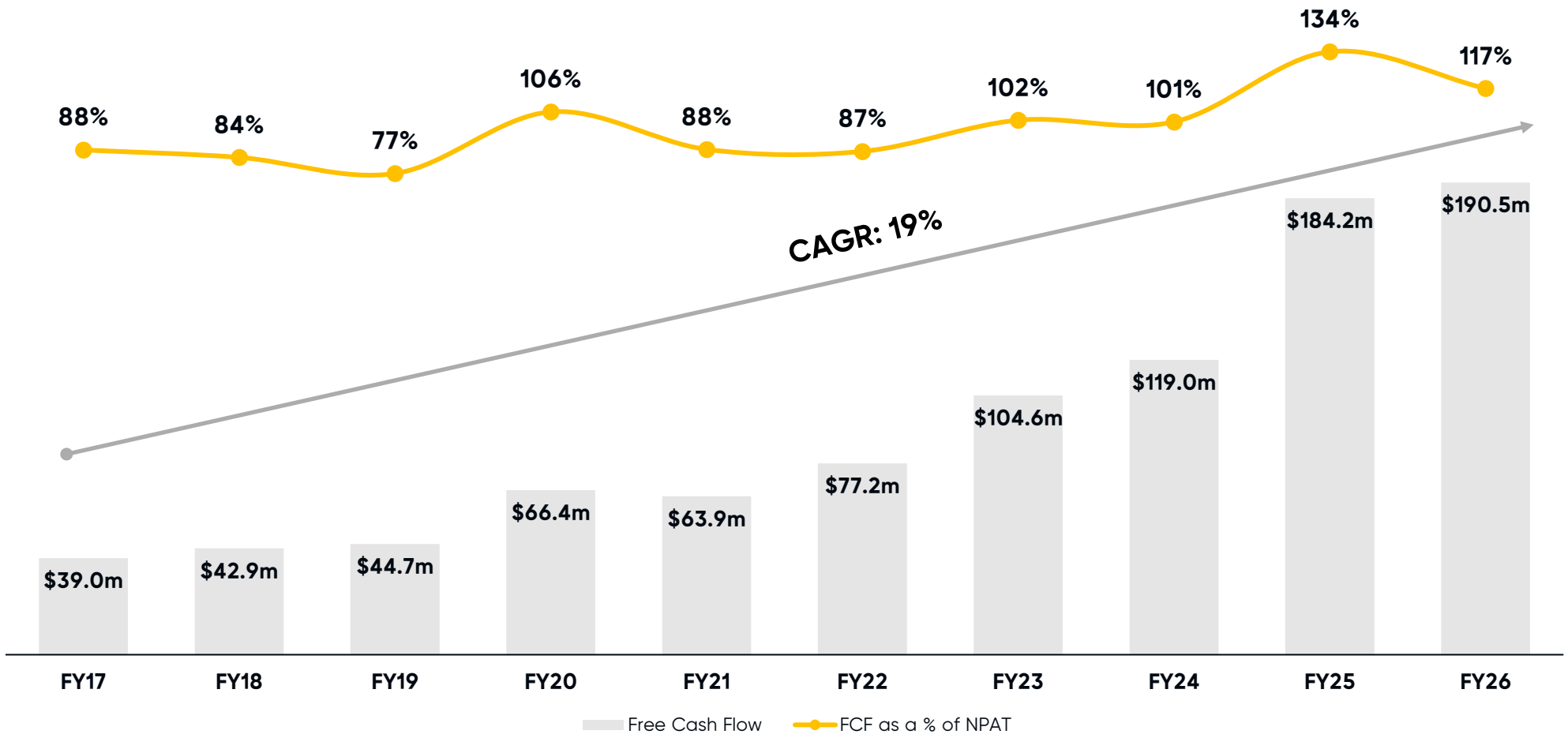
SaaS+
Solution as a Service

App Builder Studio

Invoice IQ

Free Cashflow Generation

Consistent Strong Free Cashflow generates levers for Shareholder Wealth



Cash Flow

Strong Operating Cashflow enabled by consistent performance

A$M

	FY26	FY25	ΔA$M	Δ%
Profit Before Tax	217.6M	181.5M	+36.0M	+20
Non-cash items	100.5M	87.6M	① +12.9M	+15
Changes in working capital:	54.2M	60.4M	(6.2M)	(10)
Net interest received	7.5M	6.2M	② +1.3M	+20
Income taxes paid	(55.9M)	(41.2M)	(14.7M) ③	(36)
= Operating Cash Flow	**323.9M**	**294.5M**	**+29.4M**	**+10**
Capitalised development costs	(100.5M)	(84.4M)	(16.1M) ④	(19)
Capitalised commission costs	(25.5M)	(18.8M)	(6.8M)	(36)
Payments for principal repayments of lease liabilities	(7.4M)	(7.2M)	(0.3M)	(4)
= Free Cash Flow	**190.5M**	**184.2M**	**+6.2M**	**+3**
Payments for property, plant & equipment	(3.1M)	(2.7M)	(0.5M)	(17)
Payment for purchase of business	(2.7M)	(43.7M)	⑤ +41.0M	+94
Payments for other intangible assets	(0.1M)	(0.5M)	+0.4M	+79
= Cash Flow after Investment Activities	**184.5M**	**137.2M**	**+47.2M**	**+34**
Dividends paid	(124.1M)	(78.4M)	(45.7M) ⑥	(58)
Proceeds from shares issued	9.4M	12.5M	(3.1M) ⑦	(24)
On-market shares purchases	(87.0M)	(30.4M)	(56.6M) ⑧	(186)
= Net cash flow from financing activities	**(201.6M)**	**(96.3M)**	**(105.3M)**	**(109)**
Effects of FX on cash and cash equivalents	(2.8M)	0.0M	(2.9M)	(28,500)
= Increase / (decrease) in Cash & Investments	**(20.0M)**	**41.0M**	**(60.9M)**	**(149)**
+ Cash at the beginning of the financial year	319.6M	278.7M	+41.0M	+15
= Closing cash	299.7M	319.6M	(20.0M)	(6)

① **Non-cash items 100.5M ▲ +15%**
Increase in amortisation of capitalised development assets and commissions and share-based payments.

② **Net interest received 7.5M ▲ +20%**
Interest from investment in term deposits.

③ **Income taxes paid (55.9M) ▼ (36)%**
Higher ATO installment rate in FY26 due to profit increase.

④ **Capitalised development costs (100.5M) ▼ (19)%**
Increase in R&D cap as expected due to increase in R&D spend.

⑤ **Payment for purchase of business (2.7M) ▲ +94%**
Earnout payments for Courseloop acquisition in FY25.

⑥ **Dividends paid (124.1M) ▼ (58)%**
Record dividends paid in FY26.

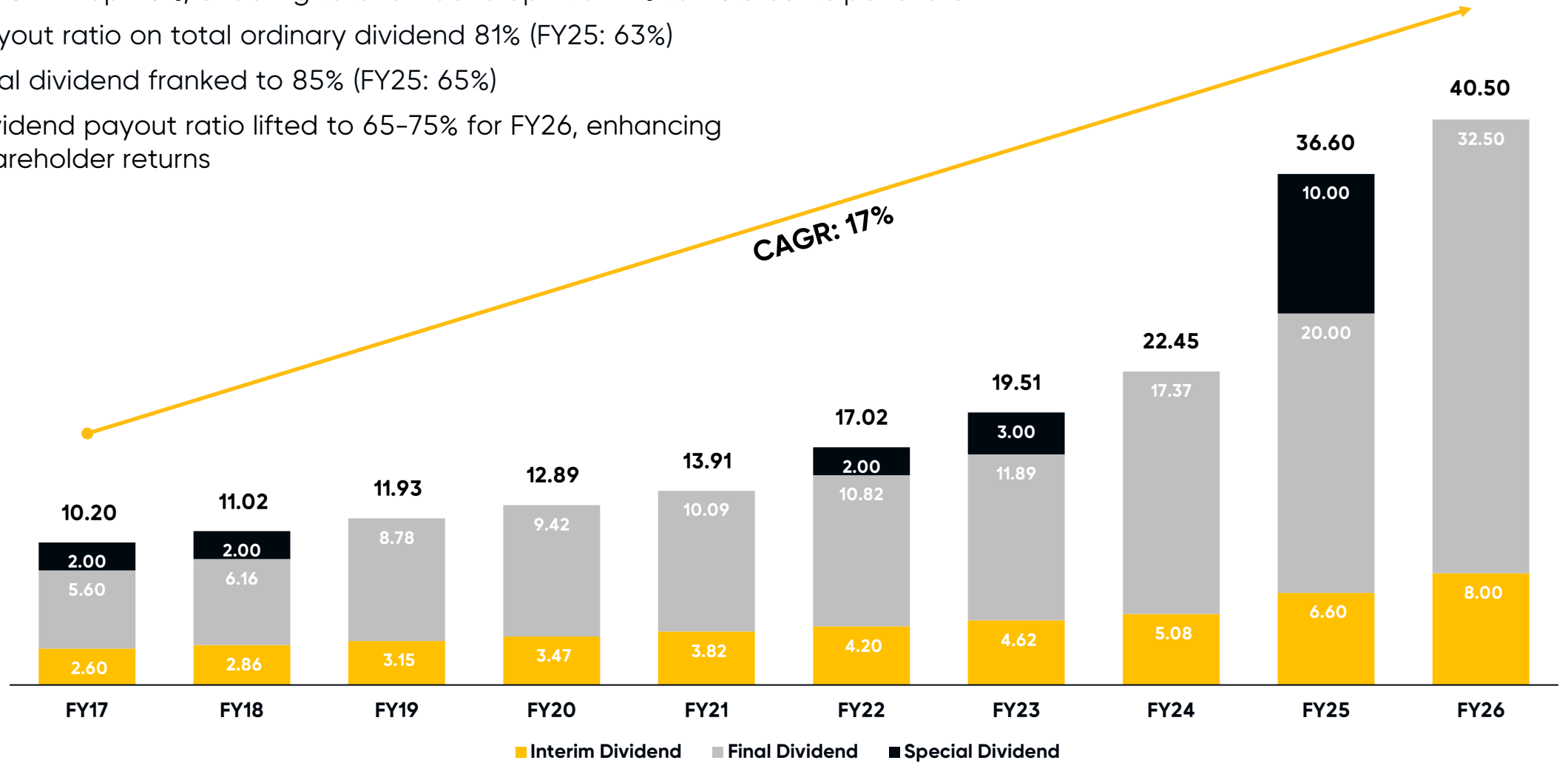
⑦ **Proceeds from shares issued 9.4M ▼ (24)%**
Fewer options exercised in FY26 compared to FY25.

⑧ **On-market shares purchases (87.0M) ▼ (186)%**
Started purchasing shares on-market in FY25 to settle employee share plan requirements.

FY26 final dividend up 63% to 32.5 cps

Significant uplift in final dividend from strong profit and cash result + Confidence in the future

- FY26 PBT up 20%, enabling total dividend uplift of 11% to 40.5 cents per share
- Payout ratio on total ordinary dividend 81% (FY25: 63%)
- Final dividend franked to 85% (FY25: 65%)
- Dividend payout ratio lifted to 65-75% for FY26, enhancing shareholder returns



Evolution of our Capital Management approach

Within a disciplined and incremental framework, we will continue to enhance shareholder value

FY25

1. Dividend payout ratio range: 55-65%
2. Franking credits applied to dividends: 65%
3. IP-related M&A: CourseLoop acquisition
4. Stable equity base: $30 million to purchase 0.8 million shares rather than issue for staff equity plans

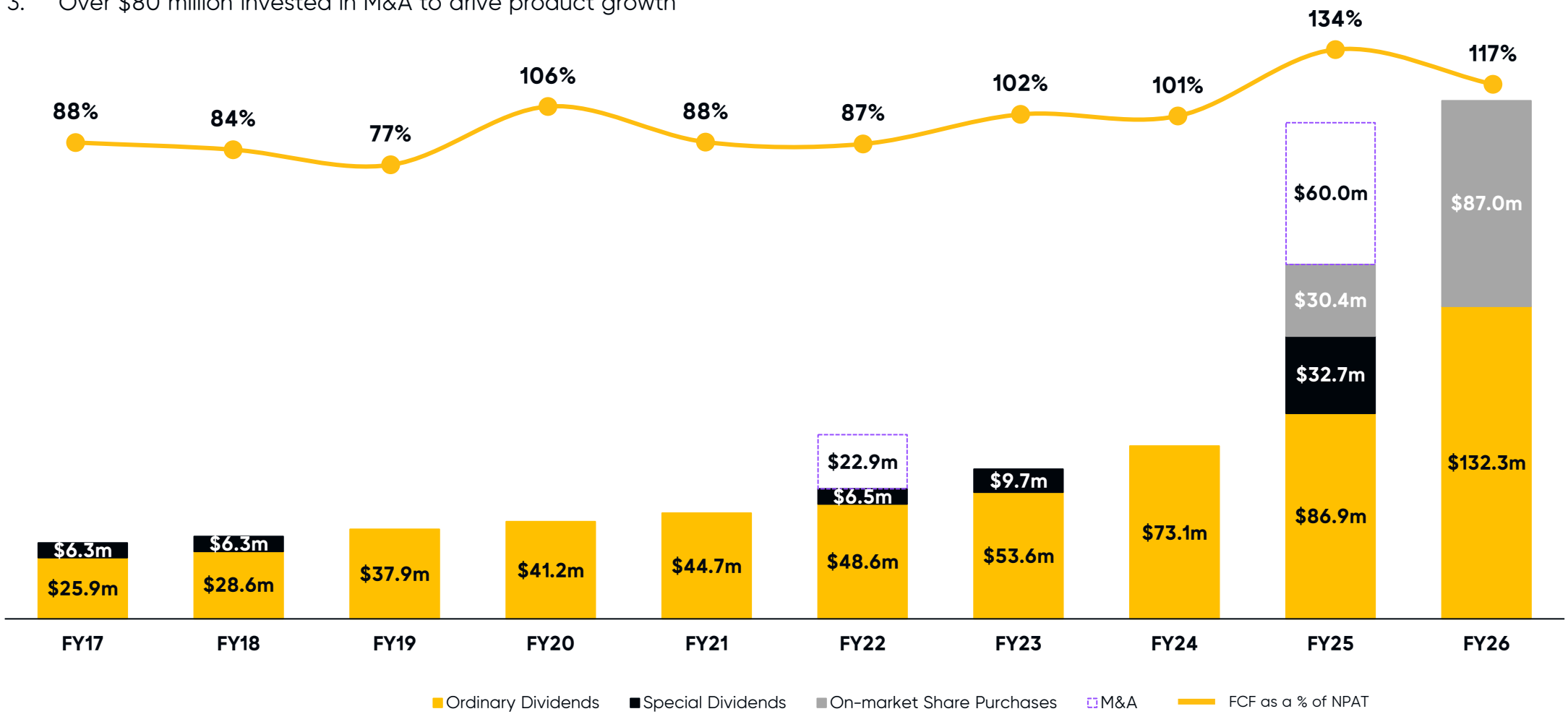
FY26

1. Dividend payout ratio range: 65-75% ↑
2. Increase franking credits on dividend payments – 85% on Final ↑
3. IP-related M&A: Disciplined approach ✓
4. Stable equity base: $87 million to purchase 2.8 million shares rather than issue for staff equity plans ↑

Capital Management

Strong free cash flow generation, no debt, robust pipeline enables capital management options

1. $494 million in free cash flow generated over the past 3 years - Over $320 million returned to shareholders over the same period
2. Stable equity base retained with $117 million spent to acquire shares on market to settle staff equity plans
3. Over $80 million invested in M&A to drive product growth



** Dividend payments shown in the chart above represent the dividends declared in each respective financial year*

Rule of 40: Top quartile of global SaaS software businesses

Rule of 40* = 55%

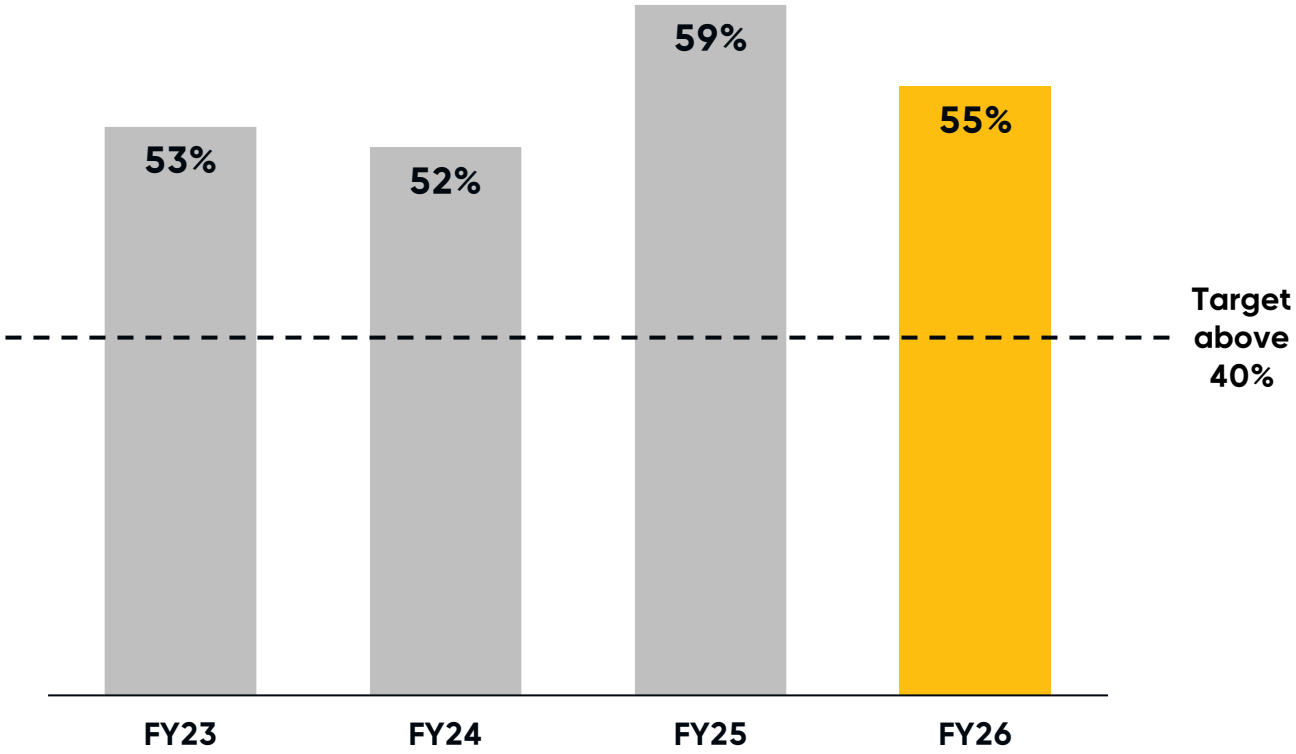
Free Cash Flow Margin

38%

Rolling FCF of $246.4m

ARR growth driven by strong NRR

Up 18% to $652.1m



* Rule of 40 is defined as the sum of the rolling 12-month ARR growth and the 12-month rolling free cash flow margin pre-tax (free cash flow as a percentage of ARR). This is a non-IFRS financial measure and is unaudited.

Balance Sheet

Strong balance sheet with no debt and significant cash holding enables flexibility

A$M

	Sep FY26	Sep 2025	Δ$M	Δ%
Cash & Investments	299.7M	319.6M	(19.9M) ①	(6)
Trade and other receivables	77.0M	60.8M	② +16.2M	+27
Prepaid expenses	19.1M	26.6M	(7.5M)	(28)
Contract assets	17.7M	18.1M	(0.4M)	(2)
Contract acquisition costs	17.8M	14.3M	+3.5M	+25
Other current assets	4.0M	6.5M	(2.5M)	(38)
= Total current assets	**435.3M**	**445.9M**	**(10.6M)**	**(2)**
Intangible assets	101.2M	105.6M	(4.4M)	(4)
Capitalised development	243.2M	204.3M	③ +38.9M	+19
Non-curr contract assets	1.5M	2.2M	(0.7M)	(33)
Non-curr contract acquisition costs	34.5M	29.6M	+4.9M	+17
Other non-curr assets	94.6M	103.8M	(9.2M)	(9)
= Total non-current assets	**475.0M**	**445.5M**	**+29.5M**	**+7**
= Total Assets	910.3M	891.4M	+18.9M	+2
- Trade and other payables	56.8M	40.9M	+15.9M	+39
- ST Provisions	30.6M	31.0M	(0.4M)	(1)
- Deferred revenue	335.8M	294.5M	④ +41.3M	+14
- Other current liabilities	13.5M	25.6M	(12.1M)	(47)
= Total current liabilities	**436.7M**	**392.0M**	**+44.7M**	**+11**
- LT Provisions	2.9M	2.5M	+0.4M	+16
- Lease liabilities non-curr	45.9M	46.2M	(0.2M)	(0)
= Non-current liabilities	**48.8M**	**48.7M**	**+0.1M**	**+0**
= Net Assets	424.8M	450.7M	(25.9M)	(6)
Contributed Equity	99.3M	89.8M	+9.5M	+11
Other Reserves	92.9M	159.4M	(66.5M)	(42)
Retained Earnings	232.6M	201.5M	+31.1M	+15
= Total Equity	424.8M	450.7M	(25.9M)	(6)

① **Cash & Investments 299.7M ▼ (6)%**
Increased dividends, on-market share purchases, offset by strong collections.

② **Trade and other receivables 77.0M ▲ +27%**
Timing impact due to customer billing cycles, expected trend.

③ **Capitalised development 243.2M ▲ +19%**
Delivery of AI Investments, continuing to invest for the long term.

④ **Deferred revenue 335.8M ▲ +14%**
Strong ARR growth driving increased Deferred Revenue.

FY26 Summary

Record profit, revenue, and ARR

Final Dividend up 63% to 32.5 cps

R&D investment for future growth of $180m, up 17% pcp

Total ARR up 18% to $652m

Profit Before Tax up 20% to $217.6m

Rule of 40 +55%

UK ARR up 25% (on constant currency) to $61.0m

Plus Guide

Our Investments Continue to Deliver

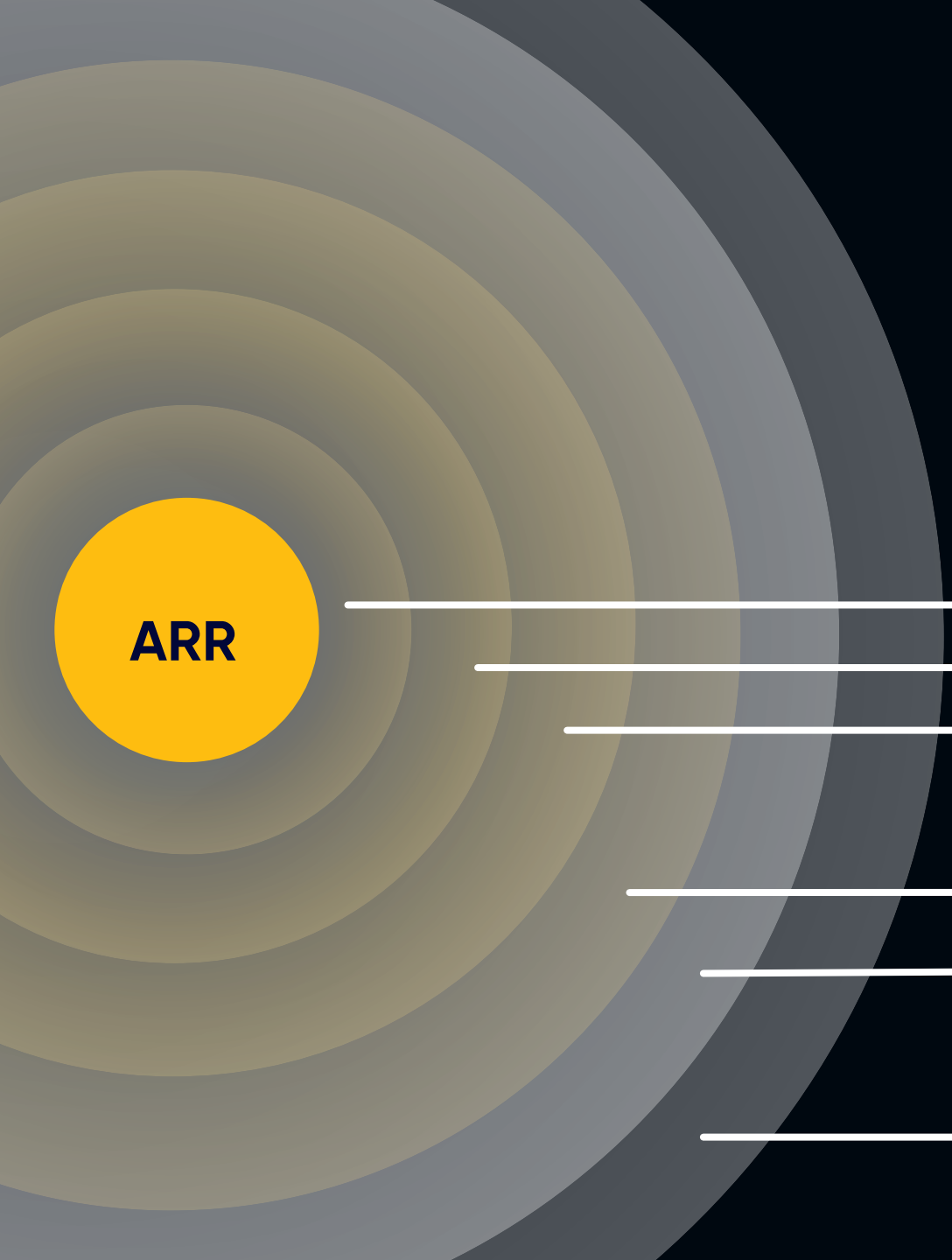


Agenda

- FY26 Highlights
- FY26 Financial Results and Significant Achievements
- Building the Future and Long-Term Outlook

Total Addressable Market $13.5b+
Multiple Platforms for Growth

- **Strong Net Revenue Retention (NRR) of 115-120%**
- **Significant economies of scale will drive Profit margins to 35%+**



Grow:

- Significant ARR whitespace in our APAC customer base
- Continuing growth in new logos in APAC
- Growth in rateables and students
- Inflationary growth in pricing
- Continuing growth in the UK

Build:

- Solution as a Service is a gamechanger, lifts ARR by 40%
- R&D over next 5 years doubles APAC ARR whitespace

Buy:

- Strategic acquisitions

ARR

Total Addressable Market Exponentially Increases with Plus and Guide

$13.5b++

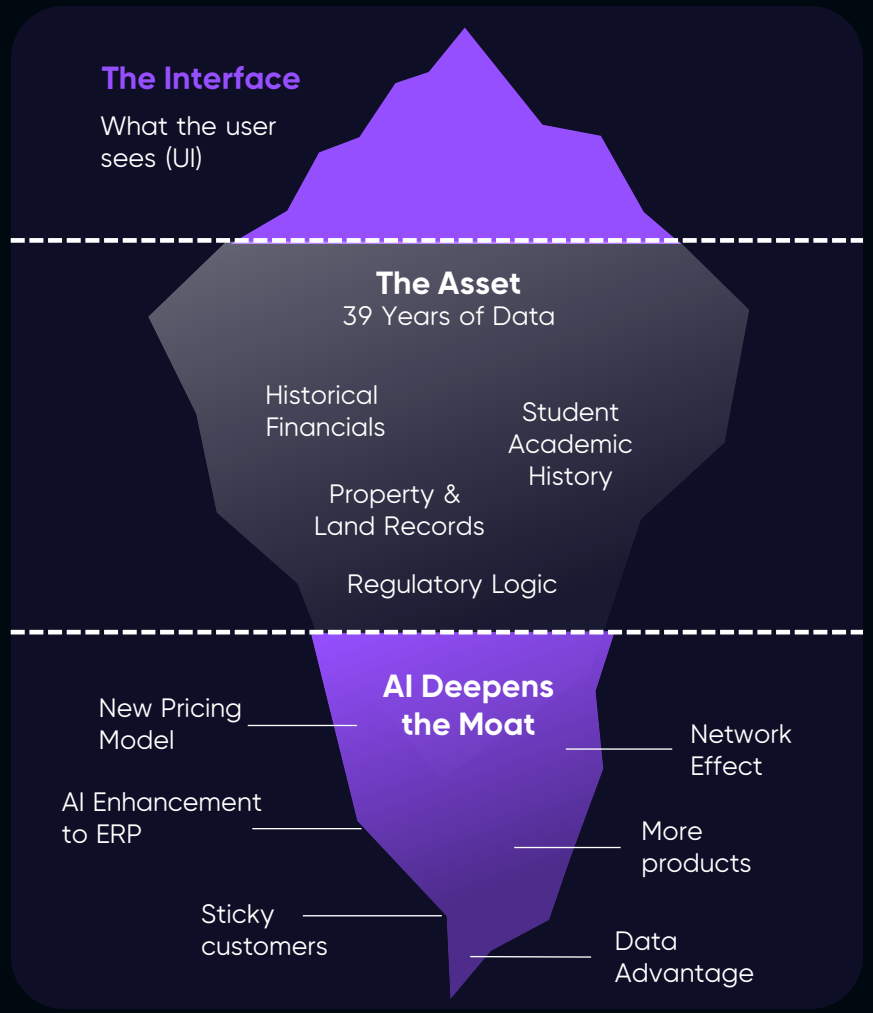
Our competitive strength: An organic moat

Levers for growth	Our competitive strengths
Vertical Expertise and IP	• Mission-critical software • Defence in-depth security and data sovereignty • Invest 20% to 25% total revenue in R&D continuously delivering new products and modules
Compliance Software	• Software built for highly regulated sectors
SaaS+ and ERP in 30 Days	• Faster time to value for customers • De-risking implementation
Customer Retention	• Industry-leading 99% customer retention
Execution Track Record	• We dream big and deliver • 39-year track record of delivery and execution



The 5th generation: AI is deepening the moat

Levers for growth	Our competitive strengths
1 New Pricing Model	• New Transaction Revenue - Conversations in Plus • New Transaction Revenue – Interactions in In-Product AI • New Transaction Revenue – Conversations and Interactions in Guide • New Advertising Revenue - Guide
2 AI Enhancement to ERP	• No clicks, no screens, just conversations = Makes ERP easy for everyone • Agents save time and money: faster, better, delivers more consistently = better outcomes for their customers • Increased software development through investment in AI = more productive and more efficient
3 Data Advantage	• More data = more learning = more augmentation = Valued Data Partner • Deeply integrated data increases customer value, raising switching costs • Power of data across an organisation is shared = No Silos
4 Product Up-take	• With Plus, more products represents more value to customers
5 Network Effect	• Guide extends Plus from staff to end-users — residents and students. The customer surface area expands from ~100 staff per council to every ratepayer and every student.



People are our power















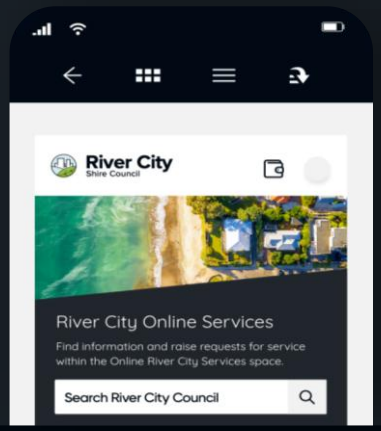




Long-Term Outlook

$1B+ ARR BY FY30

22 Products



Exponentially larger

Total Addressable Market

Plus

Guide

SaaS+

Multiple platforms for growth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Making life simple for our community

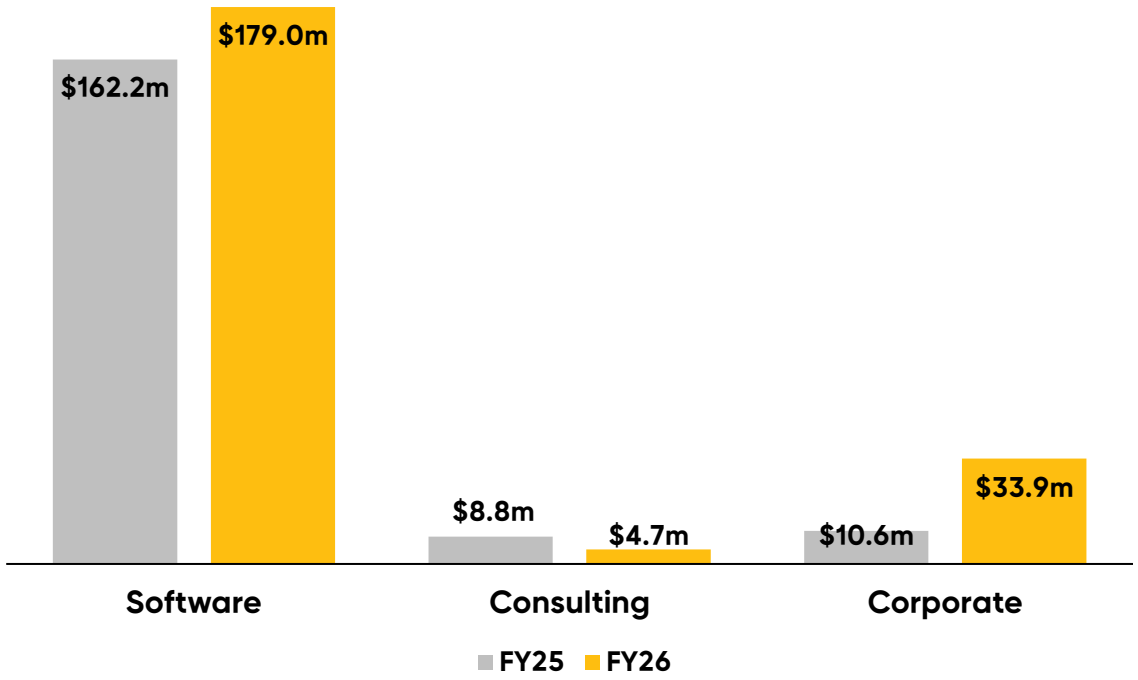
Appendices

Appendix A: FY26 Profit by Segment
Appendix B: R&D - Disciplined and Transparent
Appendix C: Drivers for Long Term Growth
Appendix D: Glossary

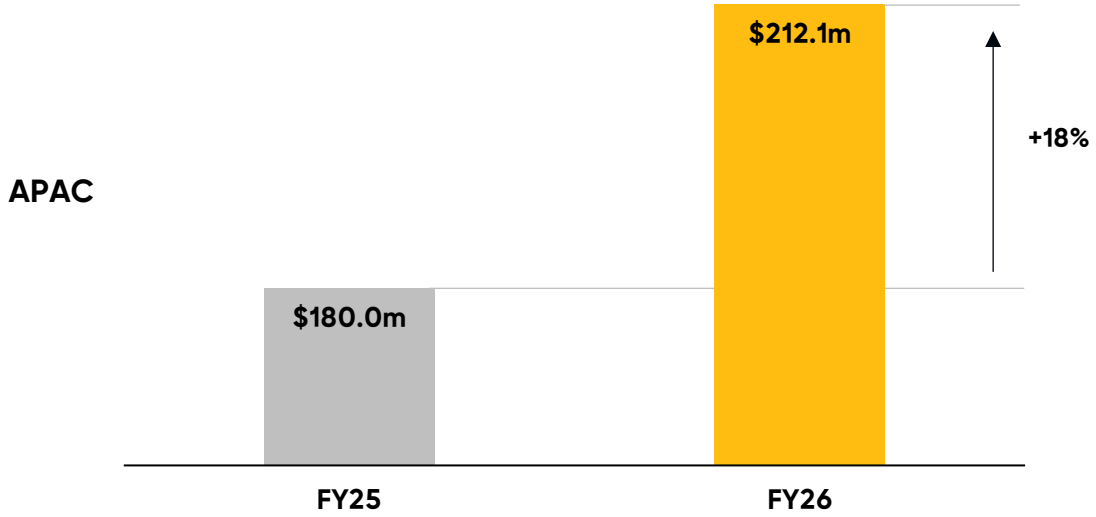
Appendix A:

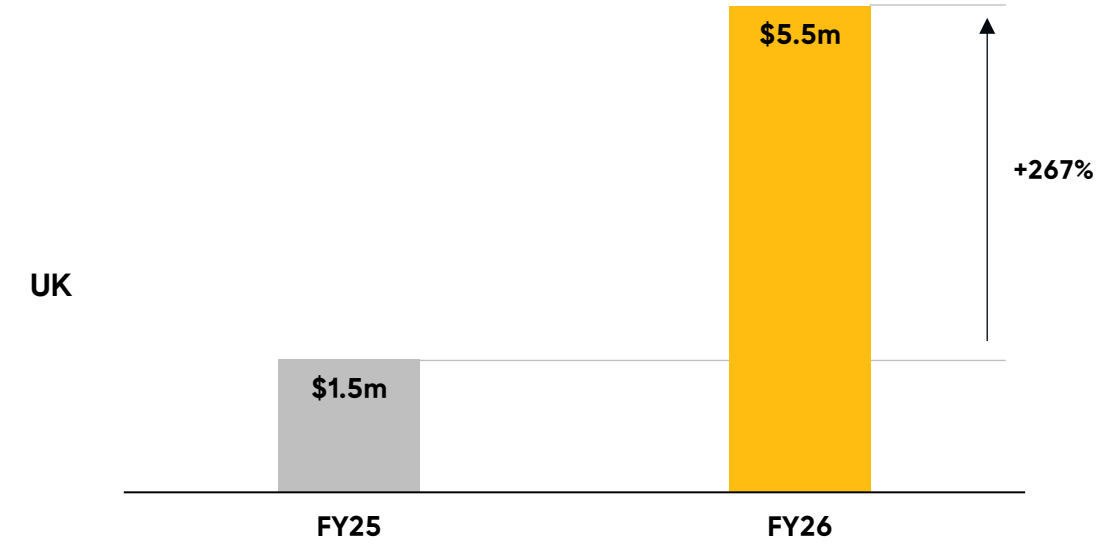
FY26 Profit by Segment

Strong Group profit of $217.6m, up 20% on pcp



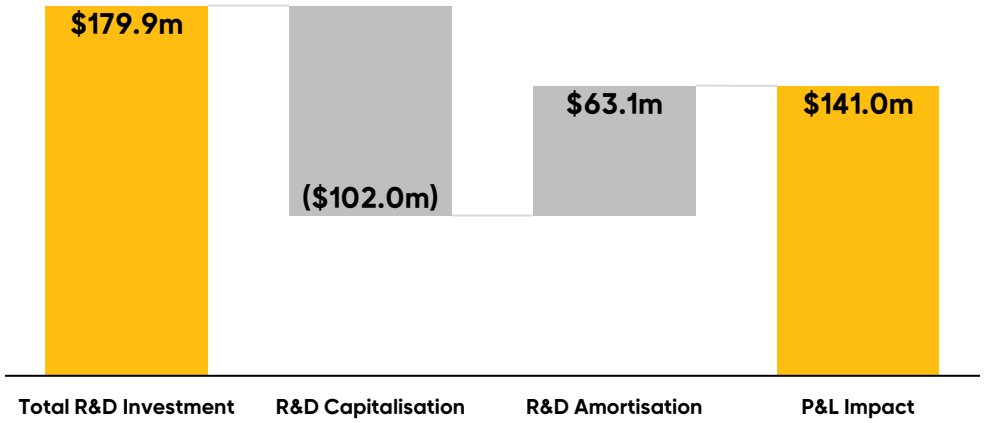
Geographic Segment Profit Analysis





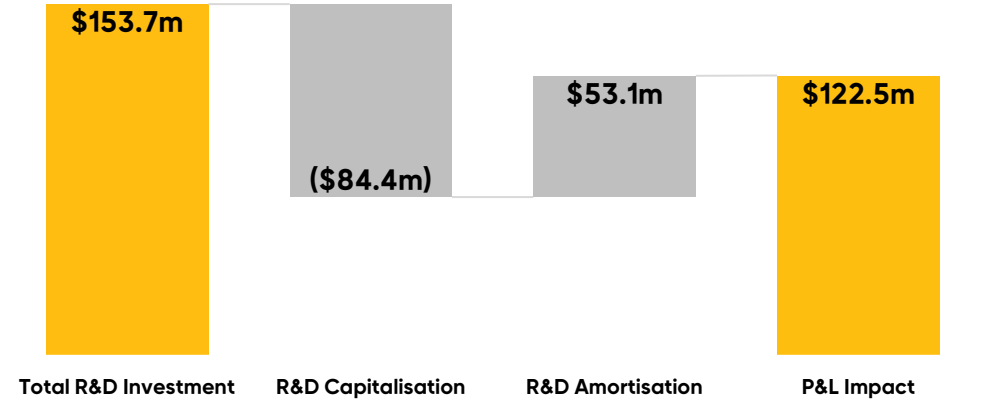
Appendix B:
R&D - Disciplined and Transparent

FY26



	R&D Investment ($'000)	Software Development - Capitalised ($'000)	Percent Capitalised %	Amortisation Expense ($'000)	Amortisation Period Years	Net Expense through P&L ($'000)
FY23	111,995	60,605	54.1%	34,055	5	85,445
FY24	127,995	69,719	54.5%	45,319	5	103,595
FY25	153,727	84,397	54.9%	53,143	5	122,474
FY26	179,881	102,000	56.7%	63,077	5	140,958

FY25

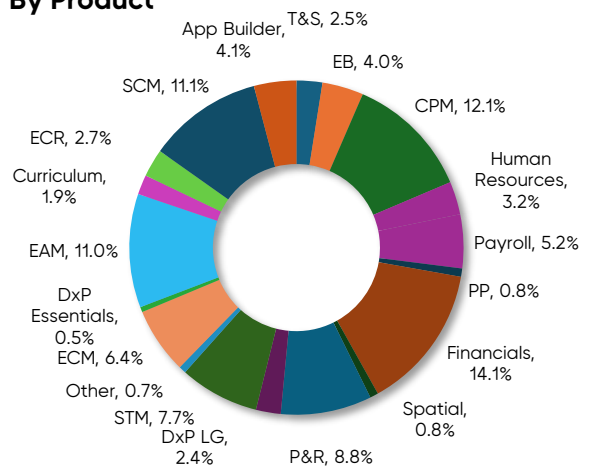


Appendix C:
Drivers for Long Term Growth

Diversified revenue streams

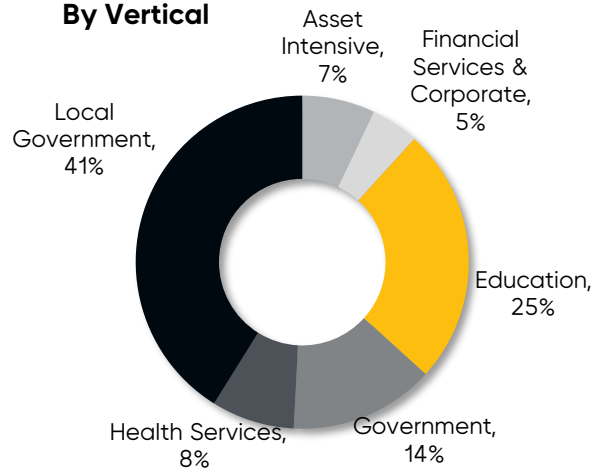
Increase Product Penetration
22 Licensable products
Over 600+ licensable modules

By Product



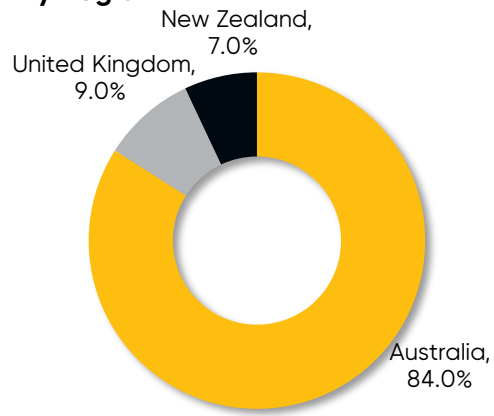
Increase Market Penetration
6 Vertical markets

By Vertical



Expand Geographies
APAC & UK

By Region



Strong, very loyal customer base

- PROVIDES MISSION CRITICAL SOLUTION – STICKY CUSTOMER BASE
- 99%+ CUSTOMER RETENTION RATE
- 90%+ OF OUR REVENUE IS NOW SAAS AND RECURRING
- TECHNOLOGYONE GLOBAL SAAS ERP SOLUTION

Appendix D:
Glossary

Annual Licence ARR	Annual Recurring Revenue relating to annual licence fees for On-premise customers
APAC	Asia Pacific - Includes Australia, New Zealand, Malaysia and the South Pacific
ARR	Annual Recurring Revenue
ARR Sales	New Annual Recurring Revenue sold during the period
Churn	Lost customers
CPS	Cents per share
DxP	Digital Experience Platform
EBIT	Earnings before interest and taxes
EBITDA	Earnings before interest, taxes, depreciation, and amortisation
EBITDAR	Earnings before interest, taxes, depreciation, amortisation, and research and development costs
EPS	Earnings per share
Free Cash Flow (FCF)	Cash flow from Operating Cash Flow less capitalised development costs, capitalised commission costs and lease payments
Legacy Licence Fees	On-premise licence fees / Perpetual licence fees
LG DXP	Local Government Digital Experience Platform
NPAT	Net Profit After Tax
NRR	Net Revenue Retention
PBT	Profit Before Tax
PCP	Prior Corresponding Period
R&D	Research & Development
ROE	Return on Equity
Rule of 40	The sum of ARR growth and the 12-month rolling free cash flow margin pre-tax (free cash flow as a percentage of ARR)
SaaS+	Solution as a Service
TAM	Total Addressable Market

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Making life simple for our community