Appendix 4G

Key to Disclosures
Corporate Governance Council Principles and Recommendations

Name of entity

Technology One Limited

ABN/ARBN

84 010 487 180

Financial year ended:

30 September 2026

Our corporate governance statement[1] for the period above can be found at:[2]

☐ These pages of our annual report:

☒ This URL on our website: https://www.technology1.com/corporate-governance-and-sustainability-statement

The Corporate Governance Statement is accurate and up to date as at 30 September 2026 and has been approved by the board.

The annexure includes a key to where our corporate governance disclosures can be located.[3]

Date: 17 November 2026

Name of authorised officer authorising lodgement: Stephen Kennedy (Company Secretary)

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[1] "Corporate governance statement" is defined in Listing Rule 19.12 to mean the statement referred to in Listing Rule 4.10.3 which discloses the extent to which an entity has followed the recommendations set by the ASX Corporate Governance Council during a particular reporting period.

Listing Rule 4.10.3 requires an entity that is included in the official list as an ASX Listing to include in its annual report either a corporate governance statement that meets the requirements of that rule or the URL of the page on its website where such a statement is located. The corporate governance statement must disclose the extent to which the entity has followed the recommendations set by the ASX Corporate Governance Council during the reporting period. If the entity has not followed a recommendation for any part of the reporting period, its corporate governance statement must separately identify that recommendation and the period during which it was not followed and state its reasons for not following the recommendation and what (if any) alternative governance practices it adopted in lieu of the recommendation during that period.

Under Listing Rule 4.7.4, if an entity chooses to include its corporate governance statement on its website rather than in its annual report, it must lodge a copy of the corporate governance statement with ASX at the same time as it lodges its annual report with ASX. The corporate governance statement must be current as at the effective date specified in that statement for the purposes of Listing Rule 4.10.3.

Under Listing Rule 4.7.3, an entity must also lodge with ASX a completed Appendix 4G at the same time as it lodges its annual report with ASX. The Appendix 4G serves a dual purpose. It acts as a key designed to assist readers to locate the governance disclosures made by a listed entity under Listing Rule 4.10.3 and under the ASX Corporate Governance Council's recommendations. It also acts as a verification tool for listed entities to confirm that they have met the disclosure requirements of Listing Rule 4.10.3.

The Appendix 4G is not a substitute for, and is not to be confused with, the entity's corporate governance statement. They serve different purposes and an entity must produce each of them separately.

[2] Tick whichever option is correct and then complete the page number(s) of the annual report, or the URL of the web page, where your corporate governance statement can be found. You can, if you wish, delete the option which is not applicable.

[3] Throughout this form, where you are given two or more options to select, you can, if you wish, delete any option which is not applicable and just retain the option that is applicable. If you select an option that includes "OR" at the end of the selection and you delete the other options, you can also, if you wish, delete the "OR" at the end of the selection.

See notes 4 and 5 below for further instructions on how to complete this form.

ANNEXURE – KEY TO CORPORATE GOVERNANCE DISCLOSURES

Corporate Governance Council recommendation		Where a box below is ticked,[4] we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]
PRINCIPLE 1 – LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT			
1.1	A listed entity should have and disclose a board charter setting out: (a) the respective roles and responsibilities of its board and management; and (b) those matters expressly reserved to the board and those delegated to management.	☒ and we have disclosed a copy of our board charter at: https://www.technology1.com/company/investors/corporate-governance	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
1.2	A listed entity should: (a) undertake appropriate checks before appointing a director or senior executive or putting someone forward for election as a director; and (b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.	☒	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	☒	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
1.4	The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.	☒	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable

[4] Tick the box in this column only if you have followed the relevant recommendation in full for the whole of the period above. Where the recommendation has a disclosure obligation attached, you must insert the location where that disclosure has been made, where indicated by the line with "*insert location*" underneath. If the disclosure in question has been made in your corporate governance statement, you need only insert "our corporate governance statement". If the disclosure has been made in your annual report, you should insert the page number(s) of your annual report (eg "pages 10-12 of our annual report"). If the disclosure has been made on your website, you should insert the URL of the web page where the disclosure has been made or can be accessed (eg "www.entityname.com.au/corporate governance/charters/").

[5] If you have followed all of the Council's recommendations in full for the whole of the period above, you can, if you wish, delete this column from the form and re-format it.

Corporate Governance Council recommendation		**Where a box below is ticked,[4] we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:**	**Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]**
1.5	A listed entity should: (a) have and disclose a diversity policy; (b) through its board or a committee of the board set measurable objectives for achieving gender diversity in the composition of its board, senior executives and workforce generally; and (c) disclose in relation to each reporting period: (1) the measurable objectives set for that period to achieve gender diversity; (2) the entity's progress towards achieving those objectives; and (3) either: (A) the respective proportions of men and women on the board, in senior executive positions and across the whole workforce (including how the entity has defined "senior executive" for these purposes); or (B) if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act. If the entity was in the S&P / ASX 300 Index at the commencement of the reporting period, the measurable objective for achieving gender diversity in the composition of its board should be to have not less than 30% of its directors of each gender within a specified period.	☒ and we have disclosed a copy of our diversity policy at: https://www.technology1.com/__data/assets/pdf_file/0018/117234/Diversity-Policy-TechnologyOne.pdf …… and we have disclosed the information referred to in paragraph (c) at: Sustainability Proof https://www.technology1.com/company/investors/corporate-governance …….. and if we were included in the S&P / ASX 300 Index at the commencement of the reporting period our measurable objective for achieving gender diversity in the composition of its board of not less than 30% of its directors of each gender within a specified period.	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable

Corporate Governance Council recommendation		**Where a box below is ticked,[4] we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:**	**Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]**
1.6	A listed entity should: (a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and (b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.	☒ and we have disclosed the evaluation process referred to in paragraph (a) at: Corporate Governance Statement: Section 6.9 https://www.technology1.com/company/investors/corporate-governance …… and whether a performance evaluation was undertaken for the reporting period in accordance with that process at: Corporate Governance Statement: Section 6.9 https://www.technology1.com/company/investors/corporate-governance ……	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
1.7	A listed entity should: (a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and (b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.	☐ and we have disclosed the evaluation process referred to in paragraph (a) at: Corporate Governance Statement: Section 6.9 https://www.technology1.com/company/investors/corporate-governance …… and whether a performance evaluation was undertaken for the reporting period in accordance with that process at: Corporate Governance Statement: Section 6.9 https://www.technology1.com/company/investors/corporate-governance ……	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable

Corporate Governance Council recommendation		Where a box below is ticked,[4] we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]
PRINCIPLE 2 - STRUCTURE THE BOARD TO BE EFFECTIVE AND ADD VALUE			
2.1	The board of a listed entity should: (a) have a nomination committee which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.	☒ and we have disclosed a copy of the charter of the committee at: Corporate Governance Statement: Section 5 https://www.technology1.com/company/investors/corporate-governance …… and the information referred to in paragraphs (4) and (5) at: Annual Report – Page 59 to 64 ……	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
2.2	A listed entity should have and disclose a board skills matrix setting out the mix of skills that the board currently has or is looking to achieve in its membership.	☒ and we have disclosed our board skills matrix at: Corporate Governance Statement: Section 2.3 https://www.technology1.com/company/investors/corporate-governance ……	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable

Corporate Governance Council recommendation		**Where a box below is ticked,[4] we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:**	**Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]**
2.3	A listed entity should disclose: (a) the names of the directors considered by the board to be independent directors; (b) if a director has an interest, position, affiliation or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position or relationship in question and an explanation of why the board is of that opinion; and (c) the length of service of each director.	☒ and we have disclosed the names of the directors considered by the board to be independent directors at: Annual Report – Page 78 …… and, where applicable, the information referred to in paragraph (b) at: N/A …… and the length of service of each director at: Annual Report – Page 59 to 64 ……	☐ set out in our Corporate Governance Statement
2.4	A majority of the board of a listed entity should be independent directors.	☒	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
2.5	The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.	☒	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
2.6	A listed entity should have a program for inducting new directors and for periodically reviewing whether there is a need for existing directors to undertake professional development to maintain the skills and knowledge needed to perform their role as directors effectively.	☒	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable

Corporate Governance Council recommendation		Where a box below is ticked,[4] we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]
PRINCIPLE 3 – INSTIL A CULTURE OF ACTING LAWFULLY, ETHICALLY AND RESPONSIBLY			
3.1	A listed entity should articulate and disclose its values.	☒ and we have disclosed our values at: https://www.technology1.com/__data/assets/pdf_file/0019/117235/TNE-Code-of-Business-Conduct.pdf ……	☐ set out in our Corporate Governance Statement
3.2	A listed entity should: (a) have and disclose a code of conduct for its directors, senior executives and employees; and (b) ensure that the board or a committee of the board is informed of any material breaches of that code.	☒ and we have disclosed our code of conduct at: https://www.technology1.com/__data/assets/pdf_file/0019/117235/TNE-Code-of-Business-Conduct.pdf ……	☐ set out in our Corporate Governance Statement
3.3	A listed entity should: (a) have and disclose a whistleblower policy; and (b) ensure that the board or a committee of the board is informed of any material incidents reported under that policy.	☒ and we have disclosed our whistleblower policy at: https://www.technology1.com/__data/assets/pdf_file/0008/119852/TNE-Whistleblower-Policy-Statement.pdf ……	☐ set out in our Corporate Governance Statement
3.4	A listed entity should: (a) have and disclose an anti-bribery and corruption policy; and (b) ensure that the board or committee of the board is informed of any material breaches of that policy.	☒ and we have disclosed our anti-bribery and corruption policy at: https://www.technology1.com/__data/assets/pdf_file/0017/143216/TNE-Bribery-and-Corruption-Policy-2025-001.pdf ……	☐ set out in our Corporate Governance Statement

Corporate Governance Council recommendation		Where a box below is ticked,[4] we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]
PRINCIPLE 4 – SAFEGUARD THE INTEGRITY OF CORPORATE REPORTS			
4.1	The board of a listed entity should: (a) have an audit committee which: (1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and (2) is chaired by an independent director, who is not the chair of the board, and disclose: (3) the charter of the committee; (4) the relevant qualifications and experience of the members of the committee; and (5) in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.	☒ and we have disclosed a copy of the charter of the committee at: https://www.technology1.com/corporate-governance-and-sustainability-statement …… and the information referred to in paragraphs (4) and (5) at: Annual Report – Page 59 to 64 ……	☐ set out in our Corporate Governance Statement
4.2	The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.	☒	☐ set out in our Corporate Governance Statement
4.3	A listed entity should disclose its process to verify the integrity of any periodic corporate report it releases to the market that is not audited or reviewed by an external auditor.	☒	☐ set out in our Corporate Governance Statement

Corporate Governance Council recommendation		Where a box below is ticked,[4] we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]
PRINCIPLE 5 – MAKE TIMELY AND BALANCED DISCLOSURE			
5.1	A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.	☒ and we have disclosed our continuous disclosure compliance policy at: Corporate Governance Statement: Section 6.4 https://www.technology1.com/company/investors/corporate-governance ……	☐ set out in our Corporate Governance Statement
5.2	A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	☒	☐ set out in our Corporate Governance Statement
5.3	A listed entity that gives a new and substantive investor or analyst presentation should release a copy of the presentation materials on the ASX Market Announcements Platform ahead of the presentation.	☒	☐ set out in our Corporate Governance Statement
PRINCIPLE 6 – RESPECT THE RIGHTS OF SECURITY HOLDERS			
6.1	A listed entity should provide information about itself and its governance to investors via its website.	☒ and we have disclosed information about us and our governance on our website at: https://www.technology1.com/company/investors ……	☐ set out in our Corporate Governance Statement
6.2	A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	☒	☐ set out in our Corporate Governance Statement
6.3	A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.	☒ and we have disclosed how we facilitate and encourage participation at meetings of security holders at: Corporate Governance Statement: Section 6.11 https://www.technology1.com/company/investors/corporate-governance ……	☐ set out in our Corporate Governance Statement

Corporate Governance Council recommendation		Where a box below is ticked,[4] we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]
6.4	A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.	☒	☐ set out in our Corporate Governance Statement
6.5	A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.	☒	☐ set out in our Corporate Governance Statement
PRINCIPLE 7 – RECOGNISE AND MANAGE RISK			
7.1	The board of a listed entity should: (a) have a committee or committees to oversee risk, each of which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.	☒ and we have disclosed a copy of the charter of the committee at: https://www.technology1.com/company/investors/corporate-governance …… and the information referred to in paragraphs (4) and (5) at: Annual Report – Page 59 to 64 ……	☐ set out in our Corporate Governance Statement
7.2	The board or a committee of the board should: (a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound and that the entity is operating with due regard to the risk appetite set by the board; and (b) disclose, in relation to each reporting period, whether such a review has taken place.	☒ and we have disclosed whether a review of the entity's risk management framework was undertaken during the reporting period at: Corporate Governance Statement: Section 6.6 https://www.technology1.com/company/investors/corporate-governance ……	☐ set out in our Corporate Governance Statement

Corporate Governance Council recommendation		Where a box below is ticked,[4] we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]
7.3	A listed entity should disclose: (a) if it has an internal audit function, how the function is structured and what role it performs; or (b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its governance, risk management and internal control processes.	☒ and we have disclosed how our internal audit function is structured and what role it performs at: Corporate Governance Statement: Section 6.7 https://www.technology1.com/company/investors/corporate-governance ……	☐ set out in our Corporate Governance Statement
7.4	A listed entity should disclose whether it has any material exposure to environmental or social risks and, if it does, how it manages or intends to manage those risks.	☐ and we have disclosed whether we have any material exposure to environmental and social risks at: Corporate Governance Statement: Section 6.6 https://www.technology1.com/company/investors/corporate-governance …… and, if we do, how we manage or intend to manage those risks at: Sustainability Report: https://www.technology1.com/company/investors/corporate-governance ……	☐ set out in our Corporate Governance Statement

Corporate Governance Council recommendation		Where a box below is ticked,[4] we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]
PRINCIPLE 8 – REMUNERATE FAIRLY AND RESPONSIBLY			
8.1	The board of a listed entity should: (a) have a remuneration committee which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.	☒ and we have disclosed a copy of the charter of the committee at: https://www.technology1.com/company/investors/corporate-governance …… and the information referred to in paragraphs (4) and (5) at: Annual Report – Page 59 to 64 ……	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
8.2	A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.	☒ and we have disclosed separately our remuneration policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives at: Corporate Governance Statement: Section 6.8 https://www.technology1.com/company/investors/corporate-governance ……	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable

Corporate Governance Council recommendation		Where a box below is ticked,[4] we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]
8.3	A listed entity which has an equity-based remuneration scheme should: (a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and (b) disclose that policy or a summary of it.	☒ and we have disclosed our policy on this issue or a summary of it at: Corporate Governance Statement: Section 6.10 https://www.technology1.com/company/investors/corporate-governance ……	☐ set out in our Corporate Governance Statement **OR** ☐ we do not have an equity-based remuneration scheme and this recommendation is therefore not applicable **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
ADDITIONAL RECOMMENDATIONS THAT APPLY ONLY IN CERTAIN CASES			
9.1	A listed entity with a director who does not speak the language in which board or security holder meetings are held or key corporate documents are written should disclose the processes it has in place to ensure the director understands and can contribute to the discussions at those meetings and understands and can discharge their obligations in relation to those documents.	☐ Not applicable	☐ set out in our Corporate Governance Statement **OR** ☐ we do not have a director in this position and this recommendation is therefore not applicable **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
9.2	A listed entity established outside Australia should ensure that meetings of security holders are held at a reasonable place and time.	☐ Not applicable	☐ set out in our Corporate Governance Statement **OR** ☐ we are established in Australia and this recommendation is therefore not applicable **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
9.3	A listed entity established outside Australia, and an externally managed listed entity that has an AGM, should ensure that its external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.	☐ Not applicable	☐ set out in our Corporate Governance Statement **OR** ☐ we are established in Australia and not an externally managed listed entity and this recommendation is therefore not applicable ☐ we are an externally managed entity that does not hold an AGM and this recommendation is therefore not applicable

Corporate Governance Council recommendation		Where a box below is ticked,[4] we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]
ADDITIONAL DISCLOSURES APPLICABLE TO EXTERNALLY MANAGED LISTED ENTITIES			
-	*Alternative to Recommendation 1.1 for externally managed listed entities:* The responsible entity of an externally managed listed entity should disclose: (a) the arrangements between the responsible entity and the listed entity for managing the affairs of the listed entity; and (b) the role and responsibility of the board of the responsible entity for overseeing those arrangements.	☐ Not applicable and we have disclosed the information referred to in paragraphs (a) and (b) at: ……	☐ set out in our Corporate Governance Statement
-	*Alternative to Recommendations 8.1, 8.2 and 8.3 for externally managed listed entities:* An externally managed listed entity should clearly disclose the terms governing the remuneration of the manager.	☐ Not applicable and we have disclosed the terms governing our remuneration as manager of the entity at: ……	☐ set out in our Corporate Governance Statement

Corporate Governance Statement 2026

For the year ending: 30 September 2026

About TechnologyOne

TechnologyOne (ASX: TNE) is Australia's largest enterprise software company and one of Australia's top 100 ASX-listed companies, with locations globally.

We provide a global AI-powered SaaS ERP solution that transforms businesses and makes life simple for our community.

Our deeply integrated enterprise SaaS solution is available on any device, anywhere and anytime and is incredibly easy to use.

Our SaaS+ (Solution as a Service) offering brings together software, implementation, support, and upgrades in one all-inclusive solution.

Over 1,300 leading government agencies, local councils, universities, health and community service providers, asset-intensive businesses, financial services firms, and corporates are powered by our software.

Since 1987, we have been providing enterprise software that evolves and adapts to new and emerging technologies, allowing our customers to focus on their business and not technology.

Further information on who we are and what we do can be found on our website: Technology1.com.

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Document information

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1. Corporate Governance Statement

The Technology One Limited (the Company) Board of Directors is responsible for its corporate governance. The Board guides and monitors the business and affairs of the Company on behalf of the shareholders by whom they are elected and to whom they are accountable.

The Directors have established guidelines for the operation of the Board and its Committees. Set out below are the Company's main corporate governance practices.

The Board routinely considers industry governance initiatives of benefit to the Company and its many stakeholders. The Board has adopted the 4th Edition of the ASX Corporate Governance Principles and Recommendations.

The Corporate Governance Statement, as well as supporting documents are available on the Company's internet site: https://www.technology1.com/company/investors/corporate-governance

This Corporate Governance Statement is current as at 9 November 2026 and was approved by the Board of Technology One Limited on that date

2. Board of Directors

The Board of the Company currently comprises eight Directors and includes:

Pat O'Sullivan	Non-Executive Director - Independent Board Chair (appointed 02/03/2021)
Edward Chung	Managing Director (appointed 15/08/2023) (CEO since 23 May 2017)
Jane Andrews	Non-Executive Director – Independent (appointed 22/02/2016)
Sharon Doyle	Non-Executive Director - Independent (appointed 28/02/2018)
Peter Ball	Non-Executive Director – Independent (appointed 02/03/2020)
Paul Robson	Non-Executive Director – Independent (appointed 01/07/2024)
Debra Eckersley	Non-Executive Director - Independent (appointed 01/10/2025)
Philip Davis	Non-Executive Director - Independent (appointed 01/10/2025)
Cliff Rosenberg	Non-Executive Director - Independent (appointed 27/02/2019 / retired 18/02/2026)

The following information is provided in the Corporate Governance section of the Company's Annual Report:

- Details of names, qualifications, skills, experience and dates of appointment of each Board member.
- The number of meetings of the Board and the names of attendees.

2.1 Role of the Board

The role of the Board is to provide leadership and strategic guidance to the Company, to represent the interests of shareholders, and to promote and protect the interests of the Company in the short and long term. The Board is accountable to shareholders for the Company's performance and governance, and has regard to the interests of the Company's shareholders, employees, customers and other stakeholders.

2.2 Responsibilities of the Board

In addition to the matters required by law, the key responsibilities of the Board are set out below:

Strategy and performance

- Reviewing the Company's purpose, strategy and strategic objectives, and overseeing their implementation by management with a focus on long-term value creation.
- Approving the annual budget and monitoring performance against it.
- Approving acquisitions, divestments, and capital management initiatives.

Governance, culture and conduct

- Overseeing the Company's values and Code of Business Conduct, and monitoring culture, conduct and ethical standards.
- Overseeing a safe and respectful working environment that promotes health, safety and wellbeing and is free from discrimination, harassment, victimisation and bullying.

- Overseeing the Company's governance framework and compliance with legal and regulatory obligations (including but not limited to ASX, ASIC, ATO, whistleblower and work health and safety obligations).
- Considering reports on material breaches of the Code of Business Conduct and material incidents reported under the Company's Whistleblower Policy.

Financial oversight and reporting

- Overseeing the integrity of the Company's accounting, financial and corporate reporting systems and approving the Company's financial statements and periodic corporate reporting.
- Approving any dividend policy and the payment of dividends, and satisfying itself that the Company's financial position is sound.
- Overseeing the external and internal audit functions and the Company's tax risk strategy and governance.
- Monitoring material supplier agreements (including long-term commitments eg leases).

Risk management

- Overseeing the risk management framework for financial and non-financial, current and emerging risks.
- Overseeing the adequacy and effectiveness of internal controls, compliance, cyber and data security, and business continuity and crisis management.
- Overseeing the acceptance of terms and conditions deemed high risk in revenue contracts.

People and remuneration

- Appointing, evaluating the performance, and overseeing succession planning for the Chief Executive Officer/Managing Director.
- Approving the Company's remuneration framework, the remuneration of the Chief Executive Officer, the Executive Leadership Team, and the remuneration of non-executive Directors (within the aggregate fee pool approved by shareholders).
- Overseeing the planning and provide recommendations to the CEO in relation to Executive Leadership Team succession.
- Overseeing the Company's practices and policies in relation to talent attraction, development, retention, safety and wellbeing, diversity, employment engagement and culture.
- Overseeing measurable objectives for achieving diversity and overseeing progress against them in line with the Diversity, Equity and Inclusion Policy.

Continuous disclosure and shareholder communication

- Overseeing the process for the timely and balanced disclosure of all material information concerning the Company in accordance with its continuous disclosure obligations.
- Overseeing the Company's communications with, and arrangements to facilitate participation by, shareholders.

Sustainability and ESG

- Overseeing the Company's governance, strategy and performance in relation to environmental, social and governance matters, including the Company's sustainability reporting and modern slavery statement.

Delegations by the Board and Reserved Matters

The Board may delegate aspects of these responsibilities to the Audit & Risk Committee or People & Culture Committee. Both Committees of the Board operate under a Board-approved charter, and make

recommendations to, and exercise the authority delegated to them by, the Board. The Board retains ultimate responsibility for functions it delegates and ensures the Committees' responsibilities are aligned so that there are no material gaps or overlaps.

All responsibilities identified as "Approving" or "Appointment" set out above are matters reserved for the Board. Primary responsibility for all other matters is referred to management via delegation to the Managing Director / Chief Executive Officer. The Managing Director / Chief Executive Officer is authorised to sub-delegate their authority for the day-to-day operation of the Company.

The Chief Executive Officer/Managing Director is accountable to the Board for the exercise of delegated authority and must report material matters to the Board accurately and in a timely way.

Reporting

Board papers are prepared for the Directors, containing detailed operational reports from each region and department in the Company, highlighting:

- Operational performance / key performance metrics.
- Initiatives undertaken/completed.
- Identified problems/risks and proposed solutions.

The Chief Executive Officer / Managing Director and Chief Financial Officer also prepare and present to the Board a summary report that highlights:

- Financial performance year to date, and forecast for the full year.
- Key matters and significant issues.
- Significant changes proposed.
- Proposed strategic initiatives.
- Risk Management.

Members of the Senior Leadership Team are invited to present to the Board directly and to answer questions the Board may have.

2.3 Composition

The Board should comprise at least three members, but no more than 10.

The Board may increase the number of Directors where it is felt that additional expertise in specific areas is required. The size of the Board is to be appropriate to allow it to be more effective and to react quickly to opportunities and mitigate threats.

The Board is to be comprised of Directors with an appropriate mix of skills, qualifications, expertise, experience and diversity.

Board Skills

The Board as a whole benefits from the combination of the Director's individual skills, experience and expertise in particular areas, as well as the varying perspectives that arise from the Board's interactions through their diverse backgrounds. As a collective, the Board has extensive commercial skills and experience which provide a solid base for the governance of the Company.

The Board membership is to provide a suitable level of skills to properly guide the Company and deliver the Company's strategic objectives and provide a solid base for governance.

The Board assesses its level of skills annually and will address any requirements for additional skills that it feels would be in the best interest of the Company in response to wider market factors and the growth of the Company. The Board has determined the core skills for its governance of the Company. The Board has the authority to appoint Directors and will consider the recommended appointments as proposed by the People & Culture Committee. The Board will assess whether to recommend / not recommend endorsement of a Director at each General Meeting.

A summary of the breadth and depth of the Board's experience and skills appear below:

	Pat O'Sullivan	Jane Andrews	Sharon Doyle	Peter Ball	Paul Robson	Debra Eckersley	Philip Davis	NON-EXEC DIRECTORS	Ed Chung (MD)
Strategic & Commercial Acumen	●	●	●	●	●	●	●		●
Financial & Tax Acumen	●	●	●	●	○	●	○		●
Risk & Compliance	●	●	●	●	○	●	○		○
Information Technology & Communications Industry	○	○	○	○	●		●		●
Software & Product Development	○	○	○	○	●		●		●
Innovation & Entrepreneurship	●	●	●	○	●	○	●		●
Corporate Governance & ESG	●	●	●	●	○	○	○		○
Sales & Marketing	○	○	●	●	●	○	●		○
People, Culture & Conduct	●	●	●	●	●	●	●		●
Executive Management & Leadership	●	○	●	●	●	●	●		●
Listed Entity Experience	●	○	○	○	○	●	○		●
International Business	○	○	●	○	●	○	●		○
Mergers & Acquisitions	●	○	●		●	○	○		○
Tenure (yrs)	5	10	8	6	2	0	0	4.4 Yrs Avg	3
Gender	M	F	F	M	M	F	M	42.8% F 57.2% M	M

Key: ● In-Depth Knowledge ○ Sound Working Knowledge

2.4 Director Governance

Director Independence

The Board comprises a majority of independent Non-Executive Directors who bring independence, accountability, and judgement in discharging the Board's responsibilities. The independence of Directors is assessed at least annually in accordance with the ASX Corporate Governance Principles and Recommendations.

Each Director must disclose any information that would, or could reasonably be perceived to, affect their capacity to bring independent judgement to bear on matters before the Board, and must do so immediately if their circumstances change.

Directors Duties and Conflicts of Interest

Each Director must comply with their duties under the Corporations Act 2001 (Cth), the Company's Code of Conduct and applicable laws.

Directors are required to disclose their interests and any matters that may affect their independence, including conflicts of interest (which may include transactions with family members or related entities). If there is a potential conflict of interest, the conflicted Director must immediately inform the Board and abstain from deliberations on the matter, and must not exercise any influence over other Board members. If the Board considers the conflict material or significant, the Director concerned will not attend the meeting or receive the relevant Board papers. Directors will at all times comply with the Anti-Bribery and Corruption Policy.

Director Appointments

The Board has the authority to appoint Directors and will consider the appointments recommended by the People & Culture Committee. The Board will assess whether to recommend endorsement of a Director at each General Meeting, and appropriate checks are undertaken on candidates before appointment, with relevant information provided to shareholders for the election or re-election of Directors.

All Directors receive a formal letter of appointment setting out the key terms and conditions of their appointment, including remuneration, continuous disclosure and confidentiality obligations, rights of access to information and independent advice, and indemnity and insurance arrangements. Executive Directors and Senior Executives also have formal written employment agreements. Newly appointed Directors undertake an induction program and are provided with the Company's constitution, charters and key policies.

All Directors and Senior Executives are required to comply with key corporate policies which include, but are not limited to, Code of Business Conduct, Share Trading Policy, Privacy Policy and Diversity Policy.

2.5 Ancillary Governance

- The Board meets on both a planned and an unplanned basis as required, and has available all necessary information to participate in an informed discussion of agenda items. The Non-Executive Directors meet in the absence of management on a regular basis. Minutes of meetings are kept by the Company Secretary.
- The Company indemnifies Directors, and maintains directors' and officers' insurance, to the extent permitted by law and the Company's constitution.
- The Directors are entitled to be paid expenses incurred in connection with the execution of their duties as Directors.
- Each Director is able to seek independent professional advice at the Company's expense, where it is in connection with their duties and responsibilities as Director. A Director wishing to seek independent legal advice should advise the Board Chair at least 48 hours before doing so.
- The Directors and Officers will not engage in short-term trading of the Company's shares.

3. Company Secretary

Company Secretaries are appointed by the Board by resolution.

Company Secretaries are accountable directly to the Board, through the Board Chair.

The role of the Company Secretary is as follows:

- Advising the Board and Committees on governance matters.
- Monitoring adherence of Board and Committees to policies and procedures.
- Coordinating timely completion and despatch of Board and Committee papers.
- Ensuring business at Board and Committee meetings is accurately captured in the minutes.
- Helping to organise and facilitate induction and professional development of Directors.

4. Audit & Risk Committee

The Board has established an Audit & Risk Committee.

The committee is comprised of:

Peter Ball (Chair)	Independent Non-Executive Director
Paul Robson	Independent Non-Executive Director
Sharon Doyle	Independent Non-Executive Director

4.1 Role of the Committee

The role of the Committee is to assist the Board in carrying out its audit and risk responsibilities, including with respect to:

- corporate and financial reporting processes and the adequacy and integrity of the Company's financial statements;
- scope, adequacy and performance of the Company's internal and external audit functions;
- effectiveness of the Company's risk management framework and associated internal controls;
- insurance;
- tax;
- environmental, social and governance activities, reporting and controls, including compliance with the ASX Corporate Governance Principles and Recommendations; and
- other matters which may be referred to it by the Board from time to time.

4.2 Responsibilities of the Committee

Corporate and Financial Reporting.

The Committee will assist the Board with monitoring corporate and financial reporting processes to safeguard the integrity of the Company's corporate and financial reporting, including to:

- review the appropriateness of accounting policies and principles and oversee the integrity of financial and non-financial reporting, including compliance with accounting standards, the Company's financial reporting framework and regulatory requirements;
- review and recommend approval (if appropriate) of annual and interim financial statements and associated market disclosures;
- assess as part of the previous two items above the appropriateness of accounting judgments and choices made by management;
- review management processes to ensure compliance with laws, regulations and other requirements relating to the preparation of the financial statements;
- review management representation letters and ensure all relevant matters have been addressed;
- review and assess the effectiveness of accounting and internal controls systems, including discussing with the external auditor matters related to the conduct of the audit, the auditor's assessment of significant estimates, judgements made by management and any other information which may affect the quality or integrity of the financial statements; and
- review and monitor related party transactions in accordance with financial reporting obligations.

External Audit

The Committee will oversee the external auditor's role, including to:

- recommend to the Board the appointment, reappointment, removal, and remuneration of the external auditor;
- monitor and oversee auditor independence, performance, and ensure the rotation of the external audit partner at least every 5 years;
- review and assess the adequacy of the scope, plan and terms of the external audit;
- review significant audit findings and management responses;
- assess and monitor the external auditor's independence, including review of the provision of non-audit services and whether this impairs or appears to impair their judgement or independence; and
- invite the external auditor to attend Committee meetings to review the audit plan, discuss audit results and consider the implications of external audit findings.

Internal Audit

The Committee will monitor the internal audit function, including to:

- monitor the performance, objectivity and resourcing of the internal audit function;
- review and approve the internal audit plan and progress; and
- review significant audit findings and management's response.

Risk Management

The Committee will monitor the:

- overall design, maintenance and improvement of the Company's enterprise-wide risk management framework and operational risk management framework based on industry-accepted standards;
- adequacy and effectiveness of internal controls over financial and non-financial risks which ensure the provision of accurate, relevant, timely and reliable financial and operational information;
- reports on significant incidents, breaches, or fraud; and
- effectiveness of business continuity, cyber / data security and crisis management processes.

Governance and Other

The Committee will assist the Board with the following items:

- insurance coverage for the enterprise and any related risk transfer arrangements;
- taxation governance processes, policies, control frameworks and reporting;
- the annual review and recommendation to the Board (if appropriate) of the Company's sustainability report and modern slavery statement;
- corporate governance matters including the Company's Corporate Governance statement; and
- compliance with any other applicable laws, regulations and ASX listing rules.

4.3 Composition

The Committee will:

- consist of at least three non-executive directors, a majority of whom (including the Chair) must be independent; and
- include members who are financially literate with at least one member having accounting or financial expertise.

4.4 Operation

The Committee will operate in the following manner:

- the Committee will meet as often as required to fulfil its responsibilities, and at least four times per year;
- all Committee members are expected to attend each meeting in person or through approved means, such as teleconference or video conference;
- A quorum is two members;
- Any matters requiring decision will generally be decided by consensus, or if consensus is not available, then by a majority of votes of members present;
- The CEO, CFO, and external auditor are invited to attend meetings as appropriate. The Committee may invite other executives or advisors to attend if it considers necessary to fulfill its responsibilities;
- The notice and agenda of the meeting will include relevant supporting papers;
- Minutes of meetings will be kept by the Company Secretary (who will act as Committee Secretary);
- The Committee Chair will report recommendations and significant matters to the Board after each meeting;
- The Committee will review its performance on an annual basis. The review will be conducted as a self-assessment and will be coordinated by the Chair; and
- The Charter will be reviewed annually to ensure it remains consistent with the Board's objectives and responsibilities.

TechnologyOne requires the rotation of the external audit partner every five years. The Audit & Risk Committee includes members who are financially literate; and at least one member who has financial expertise, preferably a qualified accountant.

The Audit & Risk Committee Charter is available on the Company's website.

The qualifications and experience of Audit & Risk Committee members, the number of Committee meetings held during FY26 and individual member attendances are disclosed in the Directors' Report of the FY26 Annual Report.

5. People & Culture Committee

The Board has established a People & Culture Committee.

The committee is comprised of:

Jane Andrews (Chair)	Independent Non-Executive Director
Debra Eckersley	Independent Non-Executive Director
Phil Davis	Independent Non-Executive Director

5.1 Role of the Committee

The role of the committee is to assist the Board in relation to:

- Selection, appointment, removal, development and succession planning of the CEO and non-executive directors;
- Performance, development, evaluation and remuneration of the Executive Leadership Team (to be defined by the MD / CEO from time to time and which will include the CEO, COO and CFO) and non-executive Directors;
- People and culture matters; and
- Other matters referred by the Board from time to time.

5.2 Responsibilities of the Committee

Board

In relation to the Board, the Committee will have the following responsibilities:

- make recommendations to the Board in relation to Board and Committee size and composition;
- make recommendations to the Board in relation to non-executive director selection, appointment, remuneration, vetting and the application of independence criteria;
- assess the necessary and desirable competencies and experience for Board and Committee membership;
- evaluate initially and on an on-going basis non-executive director's professional development, commitments, and their ability to commit the necessary time required to fulfil their duties to a high standard;
- ensure a structured process has been established to review and evaluate the performance of the Board and Committees;
- review Board succession plans; and
- ensure that an effective induction process is in place for new Board members.

Management

In relation to Management, the Committee will have the following responsibilities:

- make recommendations to the Board in relation to selection, appointment, and succession planning for the Chief Executive Officer (CEO);
- review planning and provide recommendations to the CEO in relation to Executive Leadership Team succession;
- make recommendations to the Board in relation to the individual remuneration packages of

the CEO and Executive Leadership Team in order to attract, retain and motivate high-calibre senior executives;

- monitor the remuneration framework for the CEO and Executive Leadership Team and make recommendations to the Board on any proposed material changes to remuneration and employee benefit policies;
- review and monitor the Company's practices and policies in relation to talent attraction, development, retention, safety and wellbeing, diversity, employee engagement and culture;
- make recommendations to the Board in relation to the vesting or retention of deferred remuneration and/or equity in the event of the exit of the CEO or any member of the Executive Leadership Team;
- review the exercise of any delegated discretion exercised by the CEO in relation to the vesting or retention by exiting employees of deferred remuneration and/or equity; and
- in relation to Executive Leadership Team, make recommendations to the Board in relation to the vesting of any deferred remuneration including an assessment whether there are any irregularities or other factors that would affect the payment or vesting of that award (that is, consider whether to apply malus provision or utilise discretion).

People and Culture

The Committee will:

- oversee investigations and make recommendations relating to whistleblower matters and/or potential breaches of the Company's Code of Business Conduct ("The Code") by the CEO, Executive Leadership Team and non-executive directors; and
- review and monitor the Company's compliance with applicable legal and regulatory requirements relating to the People & Culture function (where Board oversight is required), including workplace health and safety.

Remuneration Governance

Non-Executive Directors' remuneration is determined by the Board within the aggregate amount per annum which may be paid in Directors' fees.

Executives are not present for Committee discussions on Senior Executive remuneration.

5.3 Composition

The Committee will:

- consist of at least three non-executive directors, a majority of whom (including the Chair) must be independent;
- include at least one member who has a deep understanding of people and culture matters; and
- be comprised of a Chair and members appointed by the Board with a review of membership undertaken periodically.

5.4 Operation

The Committee will operate in the following manner:

- the Committee will meet as often as required to fulfil its responsibilities, and at least three times per year;
- all Committee members are expected to attend each meeting in person or through approved means, such as teleconference or video conference;

- A quorum is two members;
- Any matters requiring decision will generally be decided by consensus, or if consensus is not available, then by a majority of votes of members present;
- The CEO and other executives as considered necessary by the CEO are invited to attend meetings as appropriate.
- The notice and agenda of the meeting will include relevant supporting papers;
- Minutes of meetings will be kept by the Company Secretary (who will act as Committee Secretary);
- The Committee Chair will report recommendations and significant matters to the Board after each meeting;
- The Committee will review its performance on an annual basis. The review will be conducted as a self-assessment and will be coordinated by the Chair; and
- The Charter will be reviewed annually to ensure it remains consistent with the Board's objectives and responsibilities

The People & Culture Committee Charter is available on the Company's website.

The qualifications and experience of People & Culture Committee members, the number of Committee meetings held during FY26 and individual member attendances are disclosed in the Directors' Report of the FY26 Annual Report.

6. Corporate Governance Principles & Recommendations

6.1 Ethical Standards and Code of Business Conduct

All Directors, Senior Executives and employees are expected to act with the utmost integrity and objectivity, observe the highest standards of behaviour and business ethics, and always strive to enhance the reputation and performance of the Company.

A Code of Business Conduct has been established which is applicable to each of the following:

- Directors
- Chief Executive Officer / Managing Director
- Chief Financial Officer
- Chief Operating Officer
- Senior Executives
- Employees

The Code of Business Conduct has been approved by the Board and given their full support.

The Company's values include:

- People are our power
- Make the impossible, possible
- Simplicity is our compass
- We're stronger as one
- Customers are our true north

The values guide decision-making and expected conduct across the Company and are available on the Company's website (https://www.technology1.com/company/about-us/values)

The Code of Business Conduct addresses:

- Responsibilities to shareholders and customers.
- "The TechnologyOne Way", which refers to the success of the Company coming from our shared values, our entrepreneurial spirit and innovation.
- Employment practices (including diversity, inclusiveness, anti-discrimination, work health and safety).
- Responsibilities to the community.
- Responsibilities to the individual.
- Compliance with the codes.

In addition, all employees have employment agreements, which include job descriptions that describe their duties, rights and responsibilities.

In conjunction with the Code of Business Conduct, TechnologyOne has developed a Whistleblower Policy, Modern Slavery Policy, Supply Chain Policy and Bribery & Corruption Policy. The Whistleblower Policy encourages employees to come forward with concerns that the entity is not acting lawfully, ethically or in a socially responsible manner and provides suitable protections if they do. The Board will be informed of any material concerns raised that call into question the culture of TechnologyOne or have been raised under the Bribery & Corruption Policy. The Whistleblower Hotline is facilitated by an external, independent third party and they provide translation services for those where English is not their primary language.

The Company's Whistleblower Policy and Anti-Bribery and Corruption Policy are available on the Company's website (https://www.technology1.com/company/investors/corporate-governance). Material incidents reported under the Whistleblower Policy, and material breaches of the Anti-Bribery and Corruption Policy, are reported to the Board or an appropriate Board committee.

The Board is informed of any material breaches of the Code of Business Conduct by a Director or Senior Executive and of any other material breaches of the code that call into question the culture of the organisation. There were no material breaches of the Code of Business Conduct during the last reporting period.

6.2 Diversity Policy

TechnologyOne has an inclusive Diversity Policy which covers the broader dimension of diversity covering aspects of gender, age, disability, ethnicity, marital or family status, religious or cultural background, sexual orientation and gender orientation within the total organisation, including the Board, and senior management. In conjunction with this policy, the Company has measurable objectives which are assessed and reported in the annual report.

The Board has developed and has oversight of the following diversity objectives:

- Ensuring compliance with the published Diversity Policy.
- Not less than 30% of the Board to be occupied by women.
- Target not less than 40% of senior roles occupied by women
- Target not less than 40% of all staff to be women
- Target not less than 80% of all vacant roles are to have at least one woman candidate shortlisted.
- Maintain reporting measures that are in compliance with both the ASX guidelines and Workplace Gender Equality Agency.
- Continue to identify employee feedback mechanisms through the review of existing forums and information provided as well as the identification of appropriate new mechanisms for employee consultation.
- Maintain existing educational programs that support diversity including but not limited to induction, onboarding and leadership programs.
- The percentage of female representation on the Board of TechnologyOne has continually increased over the last 5 years with the longer tenured directors retiring. Board diversity has increased from 22% in 2021 to 33% in 2025 for the non-executive directors reflecting the effectiveness of the Board transition program and its impact on achieving diversity in line with the measurable objectives as set by the Board.

The diversity of TechnologyOne remains fundamental to our ongoing success. TechnologyOne has established a Diversity Policy which reflects the Company's commitment to providing an inclusive workplace. TechnologyOne's Diversity Policy is publicly available on the corporate website.

A summary of the Diversity Policy is following:

- Diversity is one of TechnologyOne's strengths. TechnologyOne values this diversity and recognises the individual contribution our people can make and the opportunity for innovation such diversity brings.
- TechnologyOne believes that we will achieve greater success by providing our people with an environment that respects the dignity of every individual, fosters trust, and allows every person the opportunity to realise their full potential.
- TechnologyOne is committed to providing an inclusive workplace and our commitment to diversity extends to our interactions with customers and suppliers.

- TechnologyOne's remuneration policy includes a commitment to equal pay for men and women. We conduct a gender pay gap analysis annually, following which we investigate any potential gender bias in performance pay, and correct like-for-like gaps.

The Company's 2025 Workplace Gender Equality Agency report can be found on the 'Corporate Governance' section of the Company's website (https://www.technology1.com/company/investors/corporate-governance).

The Company's diversity metrics for FY26 are also published in the Company's Sustainability Report on the Company's website (https://www.technology1.com/company/investors/corporate-governance).

TechnologyOne continues its strong support for the involvement of women in the technology sector, including supporting initiatives that inspire the next generation and raise the visibility of women in technology through role modelling, engagement and community partnerships.

TechnologyOne has policies in place in relation to anti-discrimination, workplace gender equality, diversity, sexual harassment, flexible working arrangements and paid parental leave.

Further details are available in the TechnologyOne Sustainability Report, published on the Company website each year.

6.3 Safeguard Integrity and Financial Reporting

The Company has established a structure of reviews and authorisations designed to ensure the truthful and factual presentation of the Company's financial position. This includes:

- The establishment of an Audit & Risk Committee, and the review and consideration of the accounts by the Audit & Risk Committee.
- Process to ensure the independence and competence of the Company's external auditors.
- Requirement that the CEO and CFO state in writing to the Board that the Company's financial reports present a true and fair view in all material respects of the Company's financial condition; operational results are in accordance with the relevant accounting standards and the Company's Risk Management and Internal Compliance and Control System is operating efficiently and effectively in all material respects.
- Ensuring that the Company's external Auditor attends the Company's Annual General Meeting each year.
- Verification of statements and data supplied in the annual Directors' report and other corporate reports to ensure that the releases to the market are accurate, balanced and understandable and provide investors with appropriate information to make informed investment decisions.
- Disclosure of the annual tax transparency statement.

The Company undertook a review of Ernst & Young in August 2026 using the AICD external auditor review process. No material concerns were identified. The review reflects the Company's commitment to maintaining robust oversight of its external audit arrangements and supporting the integrity of its financial reporting.

6.4 Continuous disclosure

The Company Secretary working closely with the Board Chair, CEO and CFO has been delegated responsibility for the continuous disclosure of information to the market, to ensure:

All investors have equal and timely access to material information concerning the Company, including its financial position, performance, ownership and governance.

Company announcements are factual and presented in a clear and balanced way, requiring the disclosure of both positive and negative information.

When analysts are briefed on aspects of the Company's operations, the market is forewarned, and the materials used in such presentations are also released to the ASX and posted on the Company's website.

The Company releases a copy of all substantive investor or analyst presentation materials on the ASX Market Announcements Platform ahead of the presentation.

Any information that a reasonable person would expect to have a material effect on the price or value of the Company's share price (as per ASX Listing Rule 3.1) is immediately notified to the ASX.

The Company has established a documented continuous disclosure procedure to handle continuous disclosure requirements. Directors are promptly provided with copies of announcements made under ASX Listing Rule 3.1.

6.5 Risk Assessment and Management

The Company has adopted an active approach to risk management and recognises that commercial and operational activities inherently involve risk. The Company's risk appetite establishes the nature and level of risk considered appropriate in pursuing its strategic objectives, having regard to the Company's capacity to manage and withstand those risks and its system of internal controls.

The Board has delegated the risk management function to management, with oversight by the Audit & Risk Committee. A standing item is included in the Audit & Risk Committee agenda to consider material risks in the Enterprise Risk Register.

The Company identifies and assesses material risks using a standardised approach, as defined in its Risk Assessment Process. This supports the consistent classification, evaluation and management of risks that may affect the Company's strategy, operations, customers, people, financial performance and compliance obligations.

The Company performs risk reviews at least semi-annually.

6.6 Categories of Risk

Information Security & Privacy

This category includes risks affecting the confidentiality, privacy, integrity or availability of corporate and customer data, as well as supply chain security involving third-party services, applications and software. Given the commitment we make to our customers to keep their data safe, risks in this category are considered material and are monitored closely.

TechnologyOne has successfully completed the Information Security Registered Assessors Program (IRAP) assessment for PROTECTED classified data. This provides our SaaS customers with an increased cyber security posture and greater certainty in a constantly evolving cyber security landscape. This was achieved by leveraging the strong compliance and security foundations established over recent years and is a testament to TechnologyOne's mature security practices, accountability mechanisms and belief in continuous assessment and improvement.

The Company has a robust data security and privacy program developed to meet the requirements set out in Australia's Privacy Amendments (Notifiable Data Breaches) Act 2017, UK Data Protection Act 2018 (DPA Act), UK General Data Protection Regulation 2018 (UK GDPR) and the UK Data (Use and Access) Act 2025 (DUAA). This program ensures security is considered throughout the day-to-day operations of the Company, including in relation to AI, and is backed by an independently verified process for dealing promptly with matters should they arise. The Company is certified to the standards required in ISO42001, ISO27001, ISO9001, SOC1, SOC2 and SOC3 (Service Organisation Controls).

Technology

This category includes risks associated with the development and delivery of software, including artificial intelligence and machine learning (AI/ML). It also includes technology architecture, scalability, reliability, technical debt and availability related risks. Given the nature of our business is to deliver innovative technological solutions, risks in this category are considered material and are monitored closely.

The Company maintains a comprehensive governance framework for the responsible use of artificial intelligence, supported by appropriate oversight, risk management, security controls and human accountability. AI enabled products are developed in line with the Company's AI Management System which, which is certified to ISO42001:2023 standard. The AI Management System provides for ongoing assessment and monitoring of AI related risks and continuous improvement of mitigating controls.

Strategy and Market Position

This category includes risks associated with strategic initiatives, market position and sustainable growth. It also includes risks associated with competitors and external market forces. Risks in this category are considered material and are monitored closely.

Product and Service Delivery

This category focusses on risks associated with day-to-day operations which support the delivery of products and services to customers, including reliance on vendors.

Importantly, it also includes climate related risks and our corporate social responsibilities. Given the nature of our business, risks associated with environmental sustainability focus primarily on our supply chain, particularly the impact of data centres.

Economic Performance

This category includes risks associated with financial performance, taxation, debt management, and the integrity of financial activities.

People

The Company needs to ensure we attract, retain, develop and foster the talent, skills and knowledge needed to deliver ambitious goals.

The Company manages people risk through:

- Education of the Company's mission, values and purpose.
- Career progression and succession, remuneration and achievement and reward initiatives.
- Wellbeing initiatives – physical, mental, and financial (including provision of an Employee Share Plan and gym facilities for employees).
- Leadership training and coaching.
- eNPS surveys and retention / turnover reporting and analysis.
- Promotion of the success of the Company internally and externally.
- Facilitating intra-Company events (including Company Kick-Off, Industry Kick-Off and Showcases) bring the Company's people together, helping alignment and team building.
- Alignment of education of the Company's and departmental strategies, and empowerment to deliver.
- Graduate, intern and global mobility program.

The Board is provided with a summary of these initiatives at each People & Culture Committee meeting.

Laws, Contracts and Compliance

Risks in this category focus on contractual commitments and compliance with internal requirements, external laws and regulations, and applicable standards and codes.

Environmental, Social & Governance

The Company believes that it does not have material exposure to specific economic, environmental, or social sustainability risks due to controls implemented. However, the company recognises the importance of these to its stakeholders and has developed a Sustainability Report to outline the Company's position and initiatives across several sustainability risks.

The Sustainability Report provides the Company's initiatives and targets on items including:

- Diversity
- Customer satisfaction
- Employee satisfaction
- Corporate culture
- Ethical business practices
- Supply chain
- Community support
- Environmental sustainability practices

The Company has engaged external subject matter experts to assist in the preparation of AASB S2 Climate-Related Financial Disclosures. The Board acknowledges that climate change is both an environmental and economic issue. AASB S2 Climate-Related Financial Disclosures are now provided in the Annual Report Financial Statements and in the annually published Sustainability Report.

Suppliers to TechnologyOne are expected to comply with all applicable local, national and international laws and regulations, including in relation to bribery and corruption, modern slavery and ethical conduct. TechnologyOne undertakes due diligence of all new suppliers and has initiated an annual supplier attestation process to ensure our suppliers continue to comply.

The Sustainability Report is available on the Company's website.

Risk governance

The Company's risk management program is independently assessed throughout the year to ensure it remains aligned to best practice. If relevant, findings and their corrective actions are overseen by management through governance forums and regular management reporting.

The Board has received assurance from the Chief Executive Officer and Chief Financial Officer that the declaration provided in accordance with section 295A of the Corporations Act is founded on a sound system of risk management and internal control and that the system is operating effectively in all material aspects in relation to financial reporting risks.

6.7 Accounting Standards and Company Policies

Adhering to Accounting Standards and Company Policies, and the appropriate interpretation of such policies/standards, is seen as critical to managing the financial risk of Technology One. Accounting Standards and Company policies are reviewed on a regular basis by the Audit & Risk Committee working in conjunction with the Auditors, and recommendations for adoption/change are made to the Board. Compliance with Accounting Standards and Company policies are included as part of the Auditors annual review.

Internal Controls and Compliance

The Company has an internal control framework that consists of:

- Written policies and procedures.
- Division of responsibilities to ensure appropriate segregation of duties.
- Careful selection of high calibre well qualified staff.
- Strict adherence to TechnologyOne "Lock" cadence processes (including V-Lock, R-Lock, P-Lock and M-Lock) promoting transparency, understanding, communication, oversight and accountability.

TechnologyOne undertakes Internal Audits in accordance with the Internal Audit schedule as approved by the Audit & Risk Committee. The Company has moved to a fully outsourced Internal Audit model that reports directly through to the Audit & Risk Committee. The scope of the Internal Audits includes

evidencing the responses to the semi-annual Management Attestations, ensuring the controls listed in the Enterprise Risk Register are operational, confirming findings from the previous audit are complete and to ensure that company-wide processes are being complied with.

Independent auditors are engaged to review the Company's internal controls and compliance and to provide a report to the Audit & Risk Committee. The Audit & Risk Committee oversees the Company's compliance program with relevant international standards (including ISO 9001, 27001, 27017, 27018, 42001 and SOC 1, 2 & 3. IRAP and UK Cyber Essentials Plus).

6.8 Remuneration Principles

TechnologyOne believes in the full disclosure of remuneration of its Directors and Key Management Personnel to the market, on at least an annual basis. Disclosure includes all monetary and non-monetary remuneration including salary, fees, non-cash benefits, bonuses or profit share accruing each year irrespective of payment, superannuation contributions, entitlements at termination or retirement, value of shares or options issued and sign-on payments.

TechnologyOne's remuneration principles includes malus provisions. The Remuneration Committee considers this annually before recommending the vesting of KMP Deferred STI and LTI. The malus provision was not invoked and discretion not applied during the latest reporting period.

As a matter of principle, TechnologyOne has adopted the following guidelines to motivate Directors and Senior Executives to pursue long-term growth, and ensure their interests and those of the shareholders are closely aligned:

- Remuneration packages should be set in the context of what is reasonable and fair, considering the Company's legal and industrial obligations, labour market conditions, the scale of the business and competitive forces.
- Non-Executive Directors should be remunerated solely on the basis of a cash payment, plus superannuation contributions as required by law. Non-Executive Directors should not be provided with bonuses, options, performance rights or loans. They should not participate in schemes designed for the remuneration of Senior Executives. The Company does not provide a Director's Retirement Plan.
- Non-Executive Directors will not be provided termination or retirement payments other than statutory superannuation.
- Company Senior Executives (including Executive Directors) should be provided with a significant component of their expected salary on "an at-risk basis", tied to the Company's profit target. Shares, Options or Performance Rights may also be provided as part of the "at risk component", but these must be tied to performance hurdles. The performance hurdles are to be reasonable, objective and measurable. Vesting of securities is also subject to malus provisions. No malus provisions were invoked during the year to reduce performance-based remuneration outcomes.
- Termination payments should be agreed in writing and in advance if any are to be provided.

6.9 Performance Evaluation

Board

The Board meets annually for the purpose of reviewing and evaluating the performance of the Board as a whole, each Committee, key Executives and each Director individually in meeting key responsibilities and achieving its objectives.

The Board considered the following areas in its 2026 annual review:

- Performance evaluation of Directors and Senior Executives.
- Review the Board's skills and experience regarding the company's current operations and identify any shortfalls.

- Board Chair, Director and CEO succession planning.
- Review of each Director's independence status.
- Review of skills matrix to ensure relevance of required skills.

To assist the Board in maximising its effectiveness, the Board and People & Culture Committee have a skills matrix to provide objective information about each Director and the Board during the past year.

Each Director is encouraged to discuss any issue concerning Board performance with the Board Chair at any time.

Directors are encouraged to maintain and improve their knowledge, skills and expertise through briefings, seminars and attending professional development programs.

Remuneration of the Board is assessed every three (3) years against comparative data for Australian publicly listed companies supplied by an independent consultant and reported to the People & Culture Committee. The relative risk, time, effort, complexity of the underlying business, competency of the management team, financial performance and track record, clarity of strategy as well as the number of Board meetings required to oversee the business are used as benchmarks to determine the appropriate level of Director's fees. For years where a formal assessment of remuneration is not conducted, the Director's fees are increased by the Australian Consumer Price Index (CPI).

Senior Executives

The performance of Senior Executives is reviewed and evaluated annually by a combination of the Company's internal performance management program and as part of the formal remuneration review that is conducted annually by the People & Culture Committee. Performance evaluations of the Company's Senior Executives were undertaken during FY26 in accordance with the process described above.

6.10 Trading in Company Securities

The Directors have resolved to adopt the following policy in relation to trading by Directors and Officers in the Company's shares.

- The Directors and Senior Executives will not engage in short-term trading of the Company's shares.
- The Directors and Senior Executives will not buy or sell shares at a time when they possess information which, if disclosed publicly, would be likely to materially affect the market price of the Company's shares. Information is not considered to be generally available until a reasonable time has elapsed to allow the market to absorb these announcements.

The Directors and Senior Executives are not permitted to use the Company's shares as security for margin loans. To assist Directors and Senior Executives in abiding by these principles Blackout Periods have been established, relating to when employees cannot buy and sell the Company's shares. These Blackout Periods are from the first day of the month preceding the Annual General Meeting (1 February) until the completion of the AGM, from the first day of the month following the AGM (1 March) until the day following the announcement of the half-year results to the ASX, and from the first day of the month preceding the end of the full-year financial reporting period (1 September) until the day following the announcement of the full-year results to the ASX. Additional Blackout Periods may be imposed by the Board or CEO / Managing Director as necessary. Periods of time outside of a Blackout Period are a Trading Window.

At all times, the Directors and Senior Executives must seek approval from the Board Chair and notify the Company Secretary in advance of any intended transactions involving the Company's shares. The Board Chair is to seek approval from the Chair of the Audit & Risk Committee and the Managing Director (or another director if one of these is unavailable) and notify the Company Secretary in advance of any intended transactions involving the Company's shares. It is recognised that there may be circumstances where it may not be appropriate for Directors and Senior Executives to buy and sell within the above Trading Window in the event the Company is involved in strategic initiatives (such as acquisitions), which could materially affect the market price of the Company's shares.

The Directors and Senior Executives must advise the Company Secretary of any completed trades immediately once each transaction is done. This allows the Company Secretary to notify the ASX of the change in shareholding within the required period.

A register of Directors' holdings is made available for inspection at every Board meeting.

This policy applies to Directors and Senior Executives (including their nominee companies) and the entities which they control.

For the purpose of this Policy, Senior Executive is deemed to include the following parties:

- persons named by the Chief Executive Officer / Managing Director from time to time who may be involved in strategic issues
- persons named by the Chief Executive Officer / Managing Director from time to time who are involved in financial reporting
- Senior Executives of the Company as defined as Officers in section 9 of the Corporations Act being: 'any person by whatever name called who is concerned or takes part in the management of the Company'.

The Share Trading Policy also reminds all employees of the Insider Trading provisions of the Corporations Act. Staff are reminded of their obligations during the Trading Windows.

6.11 Shareholders' Rights and Communication

The Board of Directors aim to ensure that shareholders are informed of all major developments affecting the Company's state of affairs. The information is communicated to shareholders, and forms part of the Company's two-way investor relations program:

- By ensuring that all shareholders can elect to receive information and communications from the Company's share registry either physically or electronically and can update their preferences through the share registry.
- By the Annual Report being distributed to all shareholders. The Board ensures the Annual Report contains all relevant information about the operations of the Company during the financial year, together with details of future developments and other disclosures required under the Corporations Act 2001.
- By publishing its Notice of Meeting and Explanatory Memorandum for each Annual General Meeting (AGM) or other such meetings as required from time to time.
- By encouraging shareholders to attend and participate in the Company's Annual General Meeting.
- By encouraging shareholders to participate in proxy voting should they be unable to attend the Company's AGM.
- By enabling shareholders to pose questions to the Company in the lead up to the AGM for responding during the meeting.
- By facilitating polls for each resolution voted during an AGM.
- By the Half Year results released to the market.
- By disclosures forwarded to the ASX under the Company's continuous disclosure obligations.
- Through the Company's website, under a special area called Investor Relations.
- By engaging with Proxy Advisory firms.
- By the Company's participation in scheduled briefings with institutional shareholders and security analysts.
- By the participation of the Company's Auditors and Solicitors at the AGM.

Feedback provided by key stakeholders is collated annually in the lead up to the AGM and via engagement with the Investor Relations Manager with material items reported to and considered by the Board Committees. These reports are used to continually improve the content and way information is provided for stakeholders.

TechnologyOne does value the opportunity to meet with our shareholders face-to-face, so continues to provide the AGM in that format. TechnologyOne held its inaugural hybrid technology AGM in February 2023 with favourable feedback from its shareholders. TechnologyOne informed its shareholders at that meeting that it will continue to utilise this hybrid technology whenever possible for future AGMs, to encourage shareholder participation for those unable to attend in person.

All information communicated by the Company is in accordance with its continuous disclosure requirements under ASX Listing Rule 3.1.

Legislative changes to the Corporations Act 2001 (Cth) effective from 1 April 2022, means that companies are no longer required to send shareholder communications by mail unless specifically requested.

TechnologyOne aims to continually reduce our carbon emissions and to maintain carbon-neutrality, while continuing to provide effective communications to shareholders. By no longer sending shareholder communications by mail as the default position, we save time and cost, and it helps reduce our carbon footprint. Shareholders can still elect to receive some, or all, communications by mail if they choose.

Shareholders are encouraged to review or update their communication preferences through the Company's share registry provider. Contact details are available on the Company's website through the Investor Relations area.

7. ASX Corporate Governance Principles and Recommendations 4th Edition Compliance

During the reporting period, the Company followed the recommendations outlined in the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations, 4th Edition.