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ELECTRONIC LODGEMENT
Data#3 Limited
ABN 31 010 545 267

25 November 2026

The Manager
ASX Markets Announcements Office
Australian Securities Exchange
20 Bridge Street
SYDNEY NSW 2000

Dear Sir or Madam,

DTL Investor Briefing Presentation

Data#3 Limited (ASX:DTL) advises it will hold an in-person Investor Briefing from 9:00am to 12:30pm (AEDT) today. The briefing will be held at the Adelaide Room, Sofitel Sydney Wentworth, Phillip St, Sydney.

In accordance with the Listing Rules, I have attached a copy of the presentation for release to the market.

A recording of the presentation will be available after the event, accessible via the following link: https://investor.data3.com/investor-centre/?page=Presentations---Webcasts.

Authorised by:

Cherie O'Riordan
Chief Financial Officer

Data#3

Investor Day Briefing 2026

25 November 2026





In the spirit of reconciliation, Data#3 respectfully acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea, and community. We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past and present.

Data#3

Brad Colledge

Managing Director and
Chief Executive Officer, Data#3

Meet the team



Brad Colledge
CEO/MD, Data#3



Mark Gray
Chairman of the Board, Data#3



Cherie O'Riordan
CFO, Data#3



John Tan
CCO, Data#3



Graham Robinson
CTO, Data#3



Garrett MacDonald
CMO, Data#3



David Gold
EGM - Services, Data#3



Mark Pattie
Practice Manager - AI, Data#3



Richard Dornhart
Practice Manager - Security, Data#3



Bruce Waldron
CIO, Data#3

Data#3

Agenda

	Session 1		Session 2
9:00AM	**Opening and Introduction** *Brad Colledge, CEO & MD and Mark Gray, Chair.*	10:45AM	**Solutions Portfolio** *Graham Robinson, CTO*
9:20AM	**Financial Insights** *Cherie O'Riordan, CFO*	11:00AM	**Key Initiatives** *David Gold, EGM – Services*
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10:30AM	**Morning Tea**	12:25PM	**Summary and Close**
		12:30PM	**Optional Networking Lunch**

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Data#3

Mark Gray

Chair of the Board, Data#3

Data#3

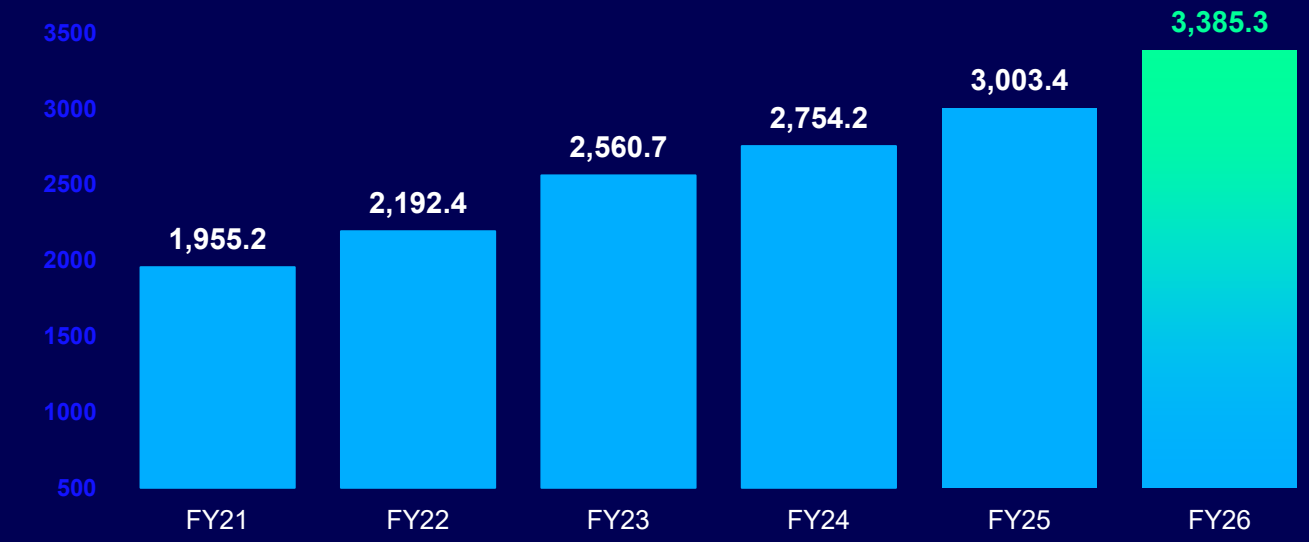
FINANCIAL INSIGHTS

Consistent growth, high returns

Cherie O'Riordan, Chief Financial Officer, Data#3

FY26: a record year of consistent growth

Double-digit sales CAGR over five years, with earnings leverage



Five-year gross sales CAGR 11.6%

Gross Profit

$305.2M

Up 5.3%

EBIT

$69.8M

Up 16.6%

Return on Equity

57.3%

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A recurring, high-quality revenue base

Annuity-like revenue, contracted terms, and customers whose IT spend is committed rather than discretionary

Recurring gross sales

70%

Up from 69% in FY25 and 67% in FY24. Device-as-a-Service gross sales more than doubled.

Largest contract win

Sole DTA Microsoft panel provider

Appointed sole provider to the Australian Government for five years.

Customer mix

Government, education and large enterprise

What this means through the business cycle

Contracted, recurring revenue with well-established enterprise and government customers. Spend on core IT systems tends to be more durable than discretionary IT, supporting consistency in Data#3's gross sales and profits.

Operating leverage at work

Cost discipline in FY26 turned 5.3% gross profit growth into 16.6% EBIT growth

Internal cost ratio FY25 to FY26

79.7% → 77.5%

Cost discipline, automation, and AI drove 220bp of cost improvement.

Gross profit

$305.2M

Up 5.3%

EBIT

$69.8M

Up 16.6%

Infrastructure Solutions

$31.2M +78.3%

Management profit

Software Solutions

$41.0M +7.7%

Management profit

Services

$28.2M −12.6%

Management profit

Services is the next leg of growth

Transition plan under new leadership, with key initiatives such as 24x7 Sovereign Security Operations Centre and the AI Practice to help drive growth.

FY27 invest. FY28 breakeven. FY29 upside.

Two strategic initiatives, deliberately front-loaded, with a defined three-year return profile

FY27 Investment phase

−$2.0M

Net drag on PBT in year one

FY28 Breakeven

Neutral

Initiatives cover their own cost

FY29 Operating leverage

Upside

Full leverage and profit contribution



24x7 Sovereign Security Operations Centre (SOC)



AI Solution Practice

Summary: We are building new capabilities that are difficult to replicate, and each will augment Data#3's organic growth opportunities while extending its leadership position in the Australian IT services market.

Data#3

Capital-light, strong balance sheet, high returns

A business that funds its own growth and returns nearly all its earnings to shareholders

Return on equity

57.3%

FY26 closing cash, no debt

$326.0M

Average daily cash $276M

Average DSO

25 days

Net assets $95.2M

Dividends per share

31.75c

Up 13.0% · 90.3% payout

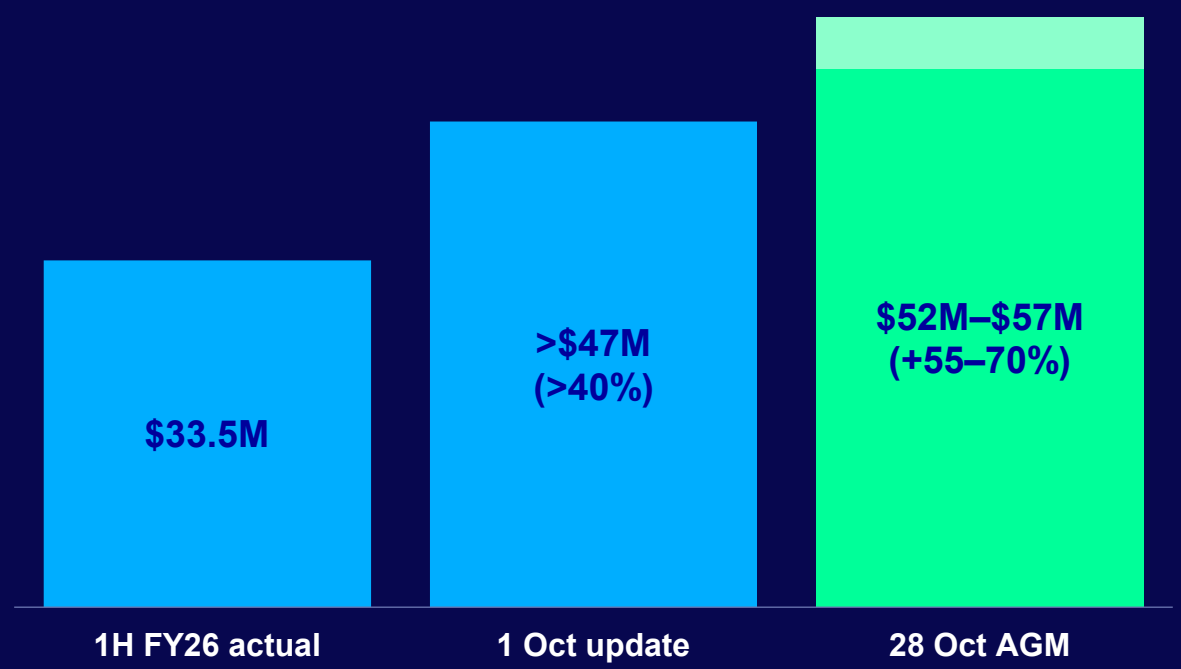
Interest income

$10.1M

FY26, earned on the cash balance

FY27: first-half outlook upgraded twice

1H FY27 profit before tax now expected at $52M–$57M, up 55%–70% on 1H FY26



Gross profit growth: >15% (1 Oct) → ~20% at mid-point (AGM)

What is driving 1H

One-off larger transactions, stronger Infrastructure and Software activity, timing of planned investment.

Interest income ~$8.8M

Includes ~$1.5M above expectation from favourable Q1 cash-flow timing.

1H-weighted year

Profit skewed to 1H; 2H and full-year growth at a more normalised rate.

Investing for growth

AI Practice, 24x7 Sovereign Security Operations Centre and accelerating Services.

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INDUSTRY + MARKET

Industry update and market opportunity

Garrett MacDonald,
Chief Marketing Officer, Data#3

Our Market

2027 Global Technology Industry Trends[1]



IT Industry

+15%
$7.3T



IT Services

+4.9%
$1.6T



Software

+14.6%
$1.6T



Data Centre

+55.5%
$1.3T

AI +47.5%

Source: Gartner Forecasts IT Spending (Calendar Year) 2027

The Growth

The Fourth Industrial Revolution

Physical assets are becoming intelligent, connected and continuously optimised by software.

A convergence, not a single technology

Each layer increases demand for the next, creating a reinforcing investment cycle.

- **The Edge** — IoT, devices, connected assets industrial data
- **Connected** — Cloud, networks, platforms
- **Information** — AI, analytics, software
- **Physical** — Robotics, autonomy, smart operations



Technology spend is shifting from discretionary IT to essential business infrastructure.

Our Market

2027 Australian Technology Industry Trends[1]

IT Industry Growth

+8.7% expected
$192 Billion

Software

+13.3% expected
$68 Billion

Devices

+5.5% expected
$19.5 Billion

IT Services

+3.4% expected
$53 Billion

Data Centre

16.6% growth expected
$14.5 Billion

Infrastructure as a Service

+22.1% expected
$9 Billion

Source: Gartner Forecasts IT Spending (Calendar Year) 2027

Customer Priorities

Business



Digital Transformation



Driving Efficiency



Reducing Costs

Technology



Cyber Security



Artificial Intelligence



Cloud

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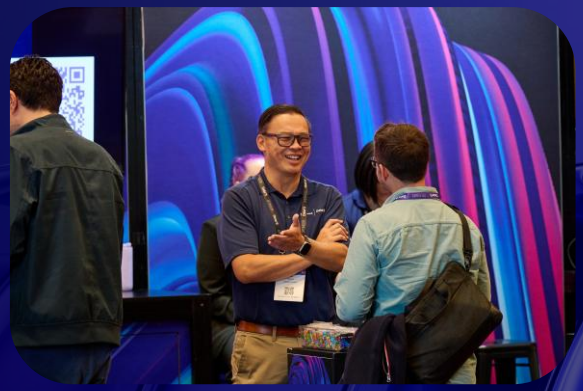
JuiceIT 2026

The Tech Effect



33
Vendor sponsors



3,607
Total attendees



62%
New delegates







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COMPANY OVERVIEW

Data#3 Overview

John Tan, Chief Commercial Officer, Data#3

Gross Sales

$3.4B

Years in business

49

People

1,400+

Listed on the ASX in

1997

Customers

5,000+

Offices across Australia and Fiji

9

Integration Centres

3

Customer Satisfaction Score

4.36

People Satisfaction Score

4.38

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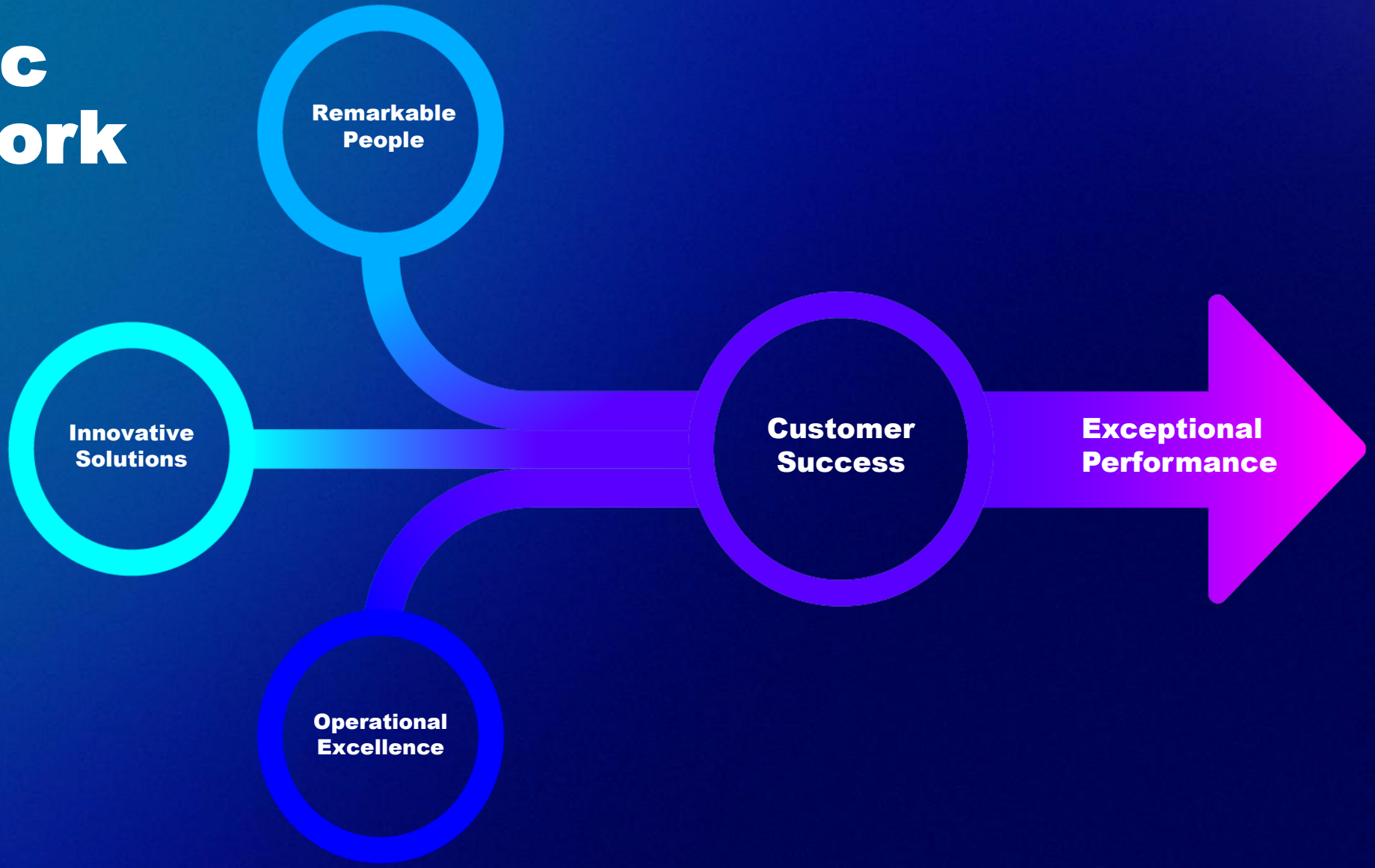
Strategic Framework



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Opportunity →

- Digital Transformation
- Driving Efficiency
- Reducing Costs

Business

- Cyber Security
- Artificial Intelligence
- Cloud

Technology

Market focus →

- Key Accounts
- High Potential Accounts
- Core Accounts
- Volume Accounts

Education; Defence & National Security; Energy, Water & Utilities; Construction & Venues; Mining (Resources); Public Sector

How we engage →

- Consultative Selling
- MyD3

What we deliver →

Lifecycle Services

- AI
- Cyber Security
- Applications & Automation
- Collaboration
- End User Computing
- Hybrid Cloud
- Networking

Underpinned by World Leading Vendor Technologies

Data#3

Key initiatives

- **Artificial Intelligence (AI) Solution Practice**
- **24x7 Sovereign Security Operations Centre**
- **Microsoft Services in Public Sector**
- **Managed Azure Acceleration**
- **Unified Endpoint Management** (Device as a Service)
- **ServiceNow upgrade** (Managed Services)

Multi-year investments



Artificial Intelligence Practice

A deliberate, high-priority investment in establishing an Artificial Intelligence Practice in FY27 to position the business at the forefront of next-generation value creation.



24x7 Sovereign Security Operations Centre

A strategic investment in establishing a 24x7 Sovereign Security Operations Centre (SOC) in FY27 to strengthen our leadership in trusted, locally governed cyber security services.

Our world-leading technology partners

Microsoft

hp

CISCO

Hewlett Packard Enterprise

Lenovo

DELL Technologies

paloalto NETWORKS

Adobe

VEEAM

mimecast

…and over 500 more.

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Awards

2026 Microsoft Security Partner of the Year (Global)
Award

Cisco APJC Partner of the Year (Global) 2026
Award

Cisco ANZ Partner of the Year 2025 + 2026
Award

Cisco Partner of the Year One Cisco (APJC) 2026
Award

Cisco Services and Software Excellence Partner of the Year (APJC) 2025 + 2026
Award

Australia's Best Workplaces™ in Technology
Award

HRD Employer of Choice
Award

2025 Microsoft Country Partner of the Year
Award

Adobe APAC Regional Partner of the Year
Award

HPE Platinum Networking Partner of the Year
Award

HP Greater Asia Top Amplify Impact Partner
Award

HP Services Partner of the Year
Award

Sustainability Champion of the Year
Award

Cisco Collaboration Partner of the Year (Global + APJC) 2025
Award

Cisco Employee Experience Partner of the Year (Global and APJC) 2025
Award

Cisco Services and Software Excellence Partner of the Year (Global) 2025
Award

Veeam ProPartner of the Year
Award

Cisco Cloud and AI Infrastructure Partner of the Year (APJC)
Award

Frost & Sullivan Institute Enlightened Growth Leadership Best Practices
Award

ARN Tech Partner for Cloud
Award

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FIRESIDE CHAT

Data#3 + Microsoft

John Tan, Chief Commercial Officer – Data#3

Vicki Batka, Chief Partner Officer ANZ – Microsoft

Microsoft Partner Status

Microsoft

Microsoft Partner since

1994

Microsoft Partner
Azure Expert MSP
Microsoft

10 Advanced Specialisations across:

- Azure
- Modern Work
- Security

Member of
Microsoft Intelligent Security Association
Microsoft Security

Individual exams, certifications or assessments

3,400+

Recent Microsoft Partner Awards
2026 Global Security Partner of the Year
2025 Australia Partner of the Year
2024 Surface PC Reseller - Worldwide Marketing Partner of the Year
2024 Surface PC Reseller - Worldwide Partner of the Year
2024 Secure Productivity - Worldwide Partner of the Year Finalists
2024 Modern Work - ANZ Partner of the Year
2024 Reseller Asia Partner of the Year
2025 Technology Cloud Partner of the Year (ARN)

Microsoft AI Solutions Partner in all six solution areas

Microsoft's largest Australian Partner for cloud
(Azure, Microsoft 365, Power Platform)

Certified Staff

140+

Microsoft
FastTrack
Partner

Participation in five Partner Advisory Councils:

LSP, Security, Azure, Modern Work, Surface

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Data#3

Q&A

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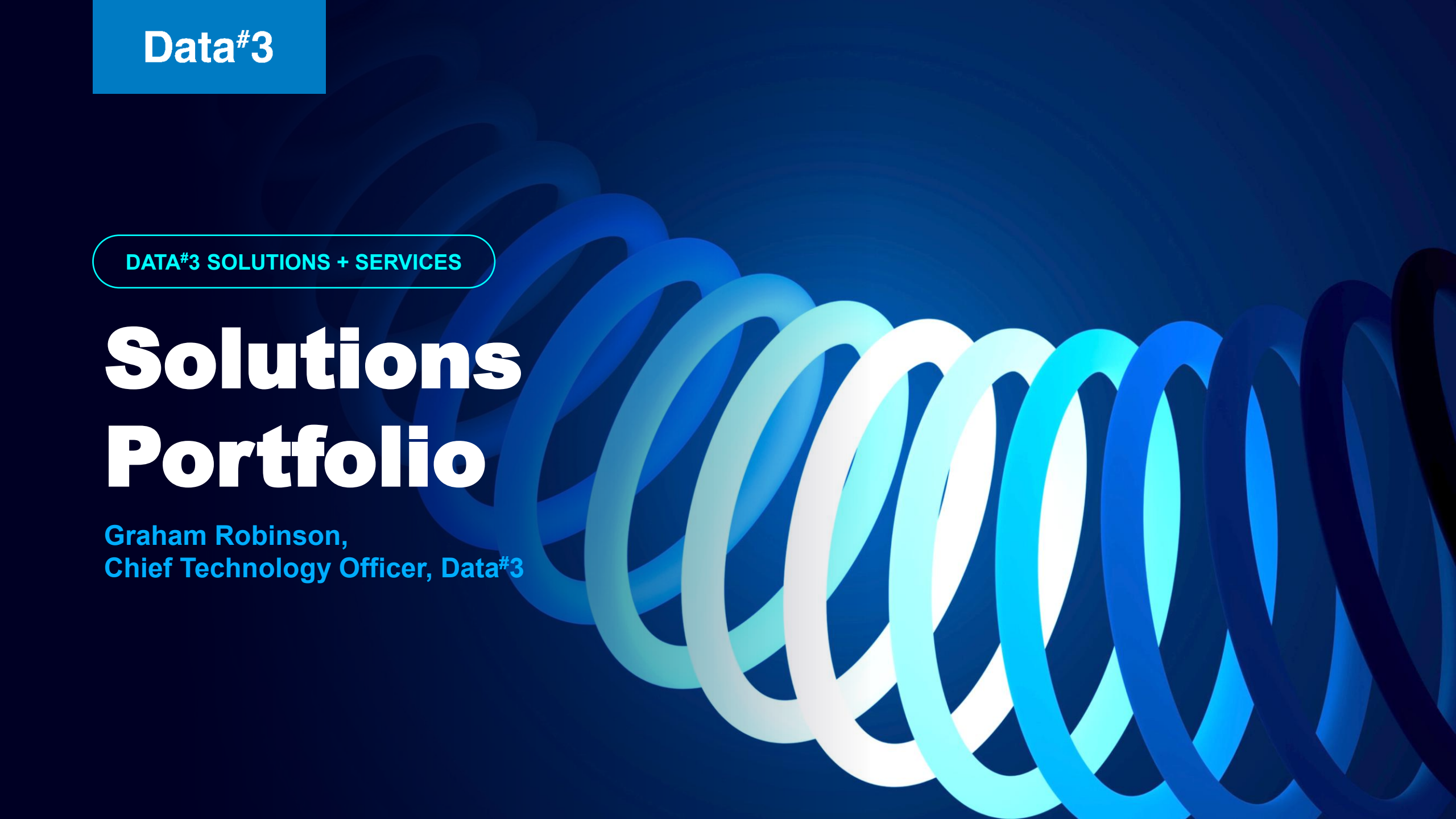
DATA#3 SOLUTIONS + SERVICES

Solutions Portfolio

Graham Robinson,
Chief Technology Officer, Data#3

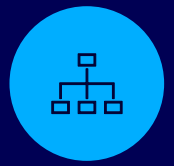


AI lifts demand at every layer we serve

Innovative Solutions
Services and margin growth



Personal AI



Enterprise AI



Physical AI (emerging)

$5M+
cost avoided by our own AI, FY26

Foundational Solutions
Scale and recurring revenue



Modern workplaces



AI-ready infrastructure



Digital resilience

+14%
Infrastructure sales growth, FY26

Digital Milestones
AI is a new milestone



Computers



The Internet



Artificial Intelligence

Source: Data#3 FY26 results announcement, 24 August 2026

From advisory to recurring revenue

Plan

Deploy

Operate

Business Advisory

Shapes future customer spend

Intelligent operations

AI and automation spend

- Apps & Automation
- Artificial Intelligence

Modern workplaces

Recurring refresh cycles

- End User Computing
- Collaboration

AI-ready infrastructure

Demand from AI workloads

- Hybrid Cloud
- End User Computing

Digital resilience

Non-discretionary security spend

- Cyber Security
- Networking
- Hybrid Cloud

Managed Services

Contracted, recurring revenue

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Accelerating time to value builds recurring revenue

Advisory

A clear roadmap

Spend tied to priorities

+22%

Consulting sales growth, FY26

Assessment

Faster decisions

Confirms readiness

34.5%

Services gross margin, FY26

Deployment

Live sooner

Turns plans into working solutions

+14%

Infrastructure sales growth, FY26

Managed

Value that grows

Keeps it running and improving

+9%

Managed services sales growth, FY26

Outcome

Recurring revenue

Contracts of a year or more

70%

Share of gross sales, FY26

Source: Data#3 2026 Annual Report; FY26 results briefing, 24 August 2026

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Artificial Intelligence acceleration

Advisory	Assessment	Deployment	Managed	Outcome
Personal AI				
Copilot Readiness & Adoption Strategy	Copilot Readiness Assessment Copilot Pilot	AI Agents & Copilots	Managed Copilot Studio Managed Data Governance	**Employee productivity**
Enterprise AI				
AI Strategy & Roadmap Hybrid AI Strategy AI Centre of Excellence	AI Readiness Assessment Responsible AI Review Agent Governance	Azure AI Foundry AI Business Automation Model Training	Managed Agents Managed Data Governance	**Operational efficiency**

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Our world-leading technology partners

Microsoft

hp

CISCO

Hewlett Packard Enterprise

Lenovo

DELL Technologies

paloalto NETWORKS

Adobe

VEEAM

mimecast

…and over 500 more.

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DATA#3 STRATEGY

Key initiatives

David Gold,

Executive General Manager - Services, Data#3

Key initiatives

- **Artificial Intelligence (AI) Solution Practice**
- **24x7 Sovereign Security Operations Centre**
- **Microsoft Services in Public Sector**
- **Managed Azure Acceleration**
- **Unified Endpoint Management** (Device as a Service)
- **ServiceNow upgrade** (Managed Services)

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Multi-year investments



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Data#3

FIRESIDE CHAT

Key Initiatives

David Gold , Executive General Manager – Services, Data#3
Richard Dornhart, Practice Manager – Security , Data#3
Mark Pattie, Practice Manager – AI, Data#3

Data#3 Security Operations

Hybrid

A 24x7 SOC blending onshore Australian and offshore teams for protection at enterprise scale and value.

Sovereign

A SOC run entirely in Australia by Australian-based staff, keeping data and monitoring fully onshore.

Protected

A sovereign SOC hardened to Australian Government PROTECTED-level controls for security sensitive workloads.

Cyber Security Services

MDR



Managed Detection & Response

MEDR



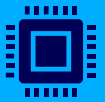
Managed Endpoint Detection & Response

VMaaS



Vulnerability Management as a Service

MIS



Managed Infrastructure Security

Data#3

Building the AI Growth Engine

01

Clear GTM

One market story and customer journey

02

Specialist Capability

Talent and expertise to address the full opportunity

03

Reusable IP

Agents, accelerators, frameworks and repeatable offerings

04

Scalable Delivery

AI Squads, engineering, governance and change

05

Recurring Revenue

Managed and optimisation services

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FIRESIDE CHAT

Customer Story

John Tan, Chief Commercial Officer, Data#3

with Ross Fell, Services Director, John Holland Group


Allianz Stadium
JOHN
HOLLAND

Data#3

INFORMATION TECHNOLOGY OVERVIEW

Data#3: as a Customer Story

Bruce Waldron – Chief Information Officer, Data#3

Internal capability

Internal technology capability

A benchmark technology and digital capability – through the lens of our people and our customers.

What we deliver for the business

Strong technical foundation

Secure, simplified platforms run on a value-driven operating model.

Accelerate innovation

Trusted data, AI and automation put to work at scale across the business.

Showcase what we do for customers

We run what we sell. Proven results customers can see.

Our operating model, built for the AI era



	Enterprise Era	Cloud Era	Digital Era	AI Era
What it delivers	Standardise and control	Better, faster, cheaper	Better customer experience	Intelligent automation at scale
Technology foundation	On-premises systems	Cloud and SaaS	Data and digital channels	Governed AI and trusted data
Focus skills	ERP and architecture	Cloud and DevOps	Product and UX	AI engineering and governance

A platform for growth

Our technology foundation enables Data#3 scale without matching cost



Secure foundation
ISO 27001 certified, zero trust, 24x7 SOC, simpler platforms



Modernised core systems
Minimal technical debt – ERP, Data Centers, and modern workplace renewed



Customer experience
One MyD3 journey to purchase, manage and support



AI and automation
Copilot, agentic workflows and AI-assisted engineering



Trusted data
One version of the truth on the Modern Data Platform

What it enables:

Revenue growth
Platforms that scale with sales and services demand

Operating leverage
A lower internal cost ratio as the business grows

Scales with the business – without matching headcount

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AI in the business... four levels of autonomy

Autonomy & Value

Level	What it does	Risk → our readiness	Value
LEVEL 1 · TODAY **Machine Learning**	Predicts from historical data	Data exposure, model drift. Ready: governed Modern Data Platform and Data Office	Sharper forecasting, pricing and renewal insight from trusted data
LEVEL 2 · TODAY **Generative AI**	Creates content (text, code, drafts)	Data leakage, shadow AI. Ready: Copilot in production with approved tools, DLP and guardrails	Time back for every employee; faster proposals, quotes and responses
LEVEL 3 · TODAY **Task Agents**	Completes defined tasks across systems, human in the loop	Over-privileged agents. Ready: zero trust, least-privilege identities, full action logging	Volume growth without adding headcount, fewer hand offs, lower cost to serve
LEVEL 4 · NEXT **Orchestrated Agents**	Coordinated agents run whole processes, with approval gates	Loss of control. Ready: platform-enabled AI governance, approval gates, 24x7 SOC	Growth without matching headcount across the business

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End-to-end sales order automation

Order volumes grew while the processing teams pivoted to higher value customer interactions

Results

60%
Increase in order volume

20%
Redeployment of staff time to higher value processes

15%
Reduction in order errors

Built on:

Azure AI Foundry · D365 · Power Platform

All Data#3 Solutions Offerings & Expertise

Data#3

CSP platform automation and AI

Results

33%
Redeployment in backend CSP support team

50%
Increase in cases handled per FTE

Jul 2025
CSP Platform launch

Built on
Microsoft Foundry | .Net | Azure

Workflow Improvements

Intelligent routing
Cases reach the right person first time with fewer hand offs

Automated workflows
Repetitive steps removed and increased focus on complex cases

AI-assisted case handling
Faster, more consistent resolution for customers

We can grow case volume without growing headcount.
Operating leverage and a better customer experience.

Data#3

AI powered product information management

Results

15M+
Items in the quoting engine

~150K
Product updates processed nightly

98.5%
AI categorisations right first time
27 fixes in 1,860 last month

Built on
Azure AI Foundry · D365 · Power Platform

What changed in the work

One governed product catalogue
Replaced quoting tool data combined with manual ad hoc entries

AI categorisation
New products classified automatically. People handle exceptions

Automated nightly updates
Product data stays current at scale without manual effort

Clean, current product data.
The foundation for faster quoting and a better customer experience.

Data#3

Why Customer Zero matters

Market opportunity

Customers want a partner who has already taken AI into production.

Drives Software and Services growth

Internal productivity lever

AI and automation lift output per person as the business scales.

- Supports operating leverage & internal cost ratios
- Reduces risk

Being the first and best customer of what we sell creates:

Lived experience

We know what works (and what doesn't) before customers do…also helps GTM development

Early Access

Vendor programs

Customer trust

We show customers our own results, not slideware

Data#3
Data#3

Looking ahead

Next

Building

Scaling

Agentic workflows at scale

From priority use cases to an enterprise agent platform

Deeper data & AI platforms

Modern Data Platform and Data Office powering AI

Automation & simplification

Fewer, simpler platforms; automation as standard

Data#3 is our own toughest customer and one of our best reference cases.

Every lesson we learn as Customer Zero becomes capability our customers benefit from.

Data#3
Data#3

Data#3

Q&A

Data#3

Investor Day Briefing 2026

25 November 2026



Data#3

Networking Lunch

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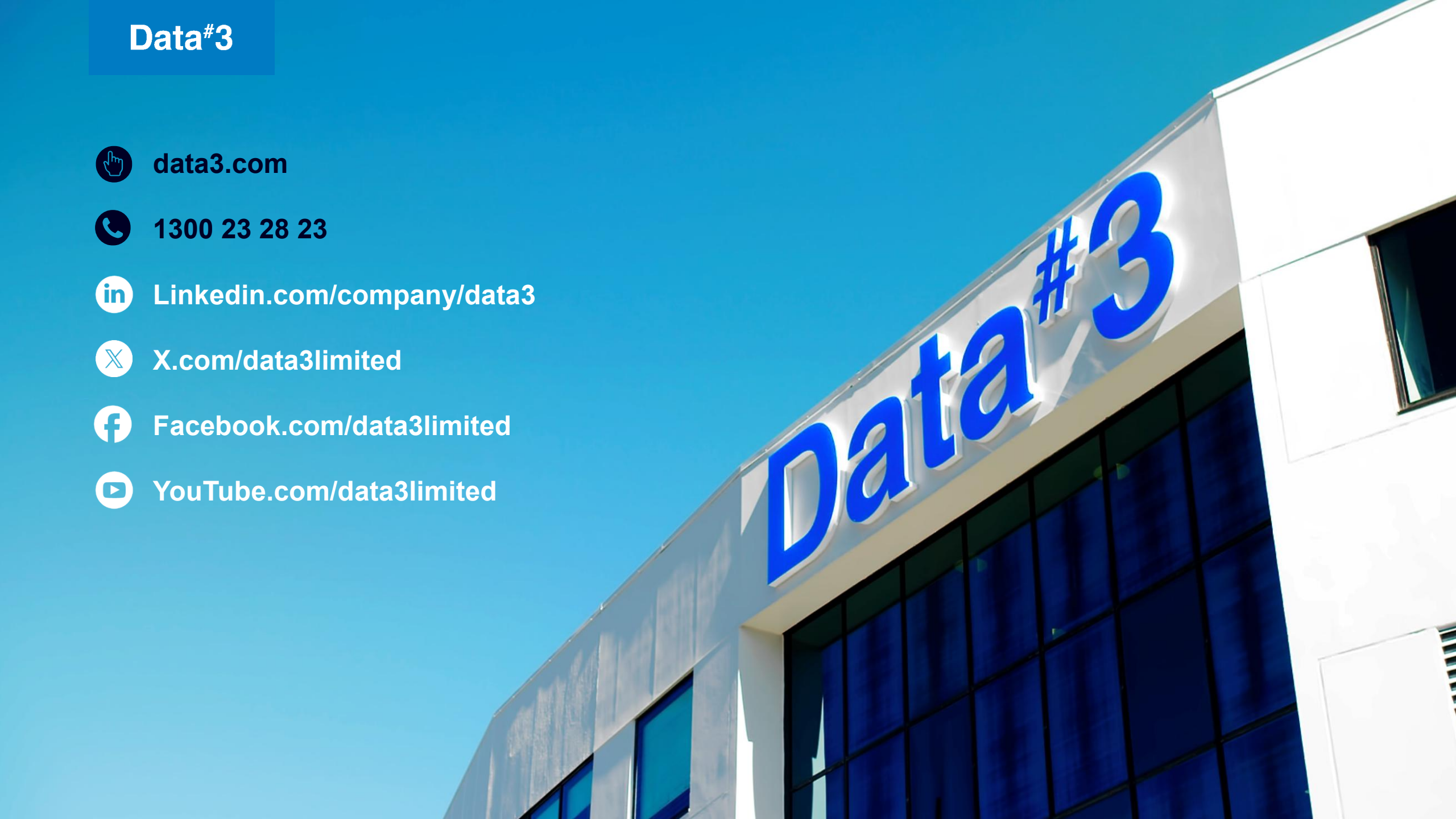

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