



2026 Half Year Results

For the period ended 31 March 2026

Making life simple for our community



A. Chapman

Alan Chapman

CHIEF INFORMATION OFFICER

TAFE Queensland

Disclosure Statement

Technology One Limited FY26 Half Year Presentation – 19 May 2026

TechnologyOne Ltd (ASX: TNE) today conducted a series of presentations relating to its 2026 Half Year results.

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

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

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



Agenda

- Reaffirmed FY26 Guidance
- H1 FY26 Highlights
- Significant Achievements
- Long-Term Outlook



Reaffirmed FY26 Guidance & H1 FY26 Highlights



E. Chung
Edward Chung

CHIEF EXECUTIVE OFFICER

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Continued **SaaS+** Momentum is Driving **Ai** Confidence



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Reaffirmed
Upgraded
FY26 Guidance

18-20%

PBT Growth (YoY)
Targeting top end

16-18%

ARR Growth (YoY)
Targeting top end



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Reaffirmed Upgraded FY26 Guidance

AI Investment

- All FY26 AI investment is within existing R&D investment profile
- No significant step-up in investment required to execute on AI strategy

Margin Improvement

- 2 ppt margin improvement targeted for FY26 as benefits of SaaS+, AI and strong H1 performance drive profitability

Free Cash Flow Conversion

- Targeting cash conversion of 100% of Profit after Tax



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H1 FY26

Tracking to Plan

Half year performance
in line with H1 phasing
flagged at the AGM

17%

**ARR Growth
to \$598.0m**

✓ **on plan**

ARR weighted to H2

9%

**Profit before
Tax Growth
to \$89.1m**

✓ **on plan**

High single digit PBT growth –
in line with flagged phasing



Heartbeat of the Business

- Strong underlying engine on a constant-currency basis. Forex headwinds equated to a 0.5% impact on PBT
- Investment in Showcase equated to a 2% planned impact on PBT margin
- Investment in long-term SaaS+ strategy equated to a 2% planned impact on PBT margin

	Statutory	Direct H1 FY26 Impact		Heartbeat of the Business	Growth vs. pcp
		Showcase Investment	Forex Impacts		
ARR (\$'m)	\$598.0m	-	\$6.1m	\$604.1m	19%
NRR (%)	114%	-	2pts	116%	(2 pts)
PBT (\$'m)	\$89.1m	\$9.0m	\$1.5m	\$99.6m	21%
PBT Margin (%)	28%	2.0%	0.5%	30%*	2 pts



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Our Vision

Making life simple for our community.

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

Our Purpose

Our passion is to solve the complex.

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

Our Mission

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

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

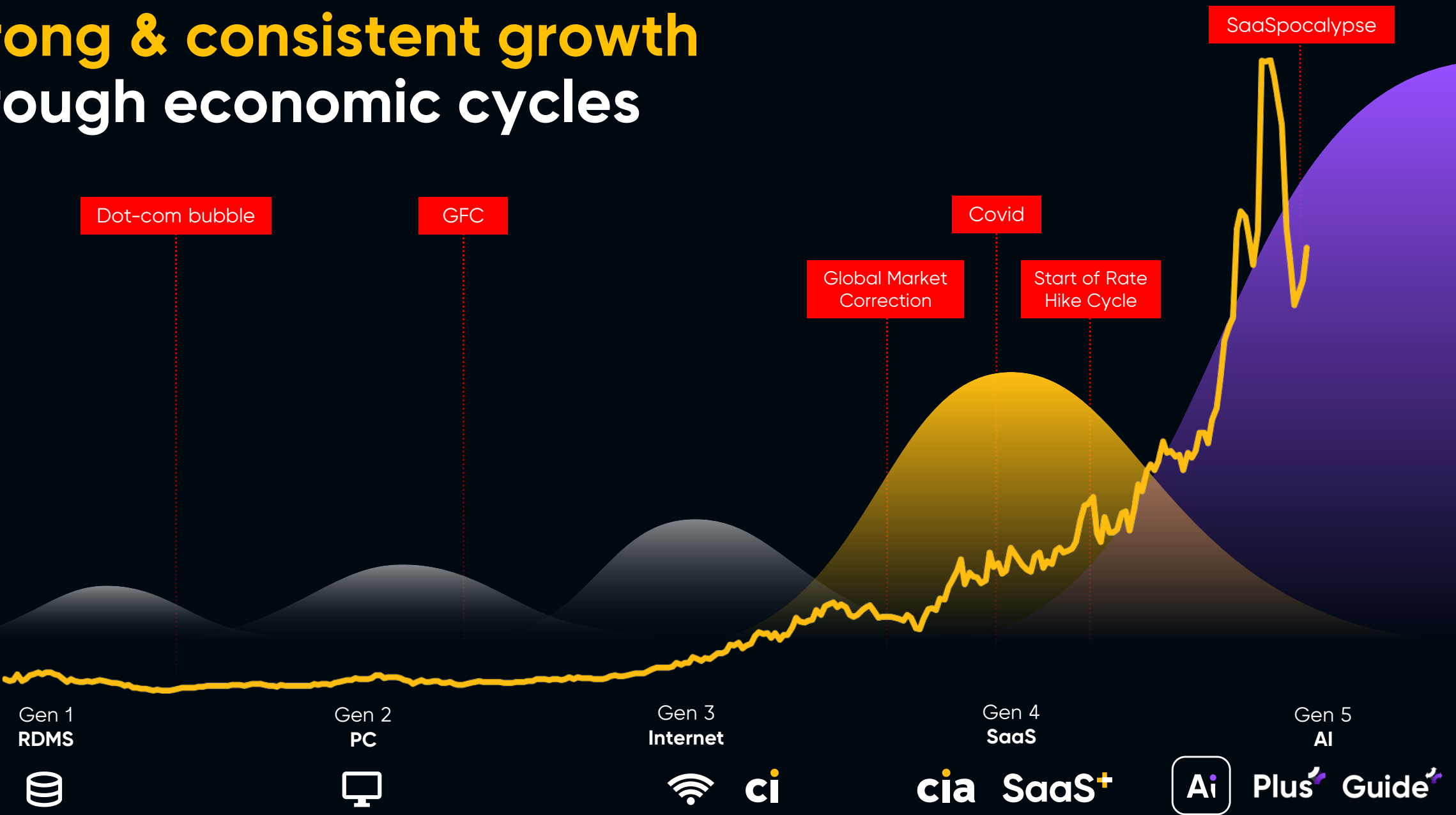


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Strong & consistent growth through economic cycles

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TechnologyOne Share Price Dec 1999 to Current




Gen 1
RDMS


Gen 2
PC


Gen 3
Internet
 **ci**

Gen 4
SaaS
cia SaaS+

Gen 5
AI
 **Plus** **Guide**

Our history of innovation

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Finance One



Power of One



STM



P&R



Vertical Focused



Spatial



SAM



UK



Timetable and Scheduling



DxP

SaaS+



Curriculum Management

\$500m
ARR

Gen 1
RDMS



Gen 2
PC



Gen 3
Internet



Gen 4
SaaS



















Gen 5
AI



Total ERP Solution.

cia

 App Builder	 Business Analytics	 Corporate Performance Management	 Curriculum
 Enterprise Asset Management	 Enterprise Budgeting	 Enterprise Cash Receipting	 Enterprise Content Management
 Financials	 Human Resources and Payroll	 Performance Planning	 Property and Rating
 Spatial	 Student Management	 Supply Chain Management	 Timetabling & Scheduling

For **our** Community

dxp

 DxP Essentials
 DxP Local Government
 DxP Student

For **your** Community

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Total ERP Solution.



App builder



Business Analytics



Corporate Performance Management



Curriculum Management



DxP Essentials



DxP Local Government



Enterprise Asset Management



Enterprise Budgeting



Enterprise Cash Receipting



Enterprise Content Management



Financials



Human Resources and Payroll



Performance planning



Property and Rating



Spatial



Student Management



Supply Chain Management



Timetabling & Scheduling

Plus

Guide

38 Years of Industry Focus. \$1 Billion+ Investment.

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- FIN
- HRP
- SCM
- EB
- EAM
- SAM
- SPAT
- ECR
- CPM
- PP
- ECM
- P&R
- Curr
- T&S
- STM
- Guide
- Plus
- DXP

	FIN	HRP	SCM	EB	EAM	SAM	SPAT	ECR	CPM	PP	ECM	P&R	Curr	T&S	STM	Guide	Plus	DXP	
	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Months
SaaS+																			
Best of Breed						●							●						Years
	●	●	●	●															Years
	●	●	●	●	●			●	●										Years
	●	●	●	●	●			●	●										Years
	Basic ERP				Advanced ERP				LCG				EDU				Implementation		

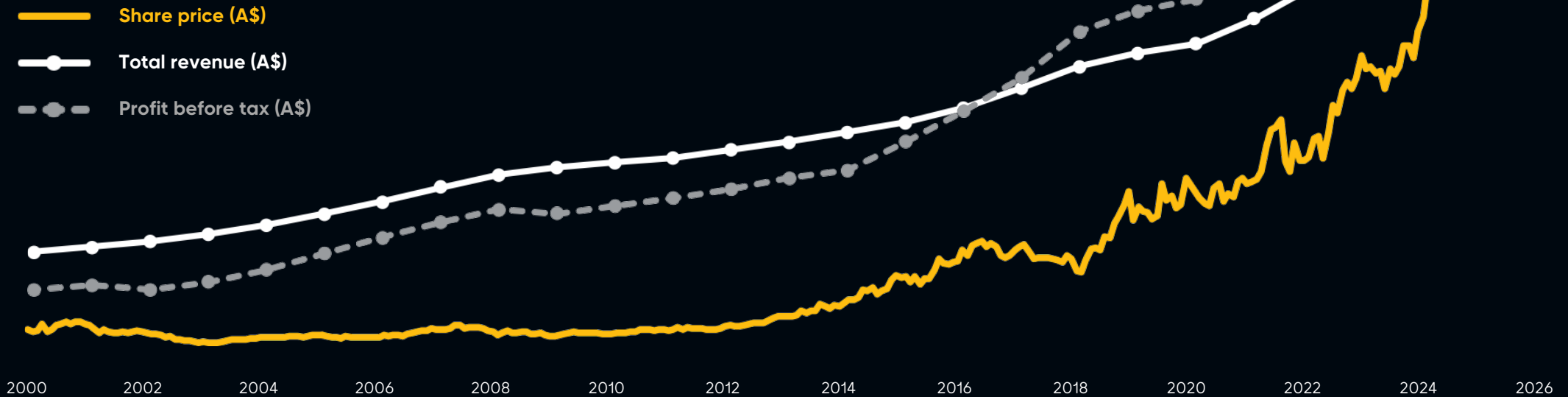
ERP IN 30 DAYS

Our strategy delivers:

ARR CAGR of 18%

99+% customer retention

Profit Before Tax CAGR of 18%



Our competitive strength: An organic moat

Levers for growth

Vertical Expertise
and IP

Compliance Software

SaaS+ and
ERP in 30 Days

Customer Retention

Execution Track
Record

Our competitive strengths

- Mission-critical software
- Defence in-depth security and data sovereignty
- Invest 20% to 25% of total revenue in R&D continuously delivering new products and modules

- Software built for highly regulated sectors

- Faster time to value for customers
- De-risking implementation

- Industry-leading 99% customer retention

- We dream big and deliver
- 38-year track record of delivery and execution

The Interface

What the user sees (UI)

Historical
Financials

Property &
Land Records

The Asset
38 Years of Data

Student
Academic
History

Regulatory Logic

A pricing model: AI cannot commoditise

In a world where AI replaces seats, we get paid for outcomes, interactions and conversations. Every agent action is a revenue event, not a deletion of one.

The Bear Case

Per-seat SaaS collapses

- AI agents replace knowledge workers
- Customers need fewer seats
- Software vendors lose revenue per user
- SaaS multiples re-rate downwards

TechnologyOne

NRR Driven Growth

- ✓ Ratables: scales with property values
- ✓ Students (EFTSU): scales with enrolments
- ✓ ARR: Scales with new products sold to existing customers



Ai is an accelerant
for our customers and
for our business



A pricing model: AI cannot commoditise

In a world where AI replaces seats, we get paid for outcomes, interactions and conversations. Every agent action is a revenue event, not a deletion of one.

The Bear Case

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TechnologyOne

NRR Driven Growth

- ✓ Ratables: scales with property values
- ✓ Students (EFTSU): scales with enrolments
- ✓ ARR: Scales with new products sold to existing customers

TechnologyOne

Revenue grows with usage

- ✓ In product AI - Interactions: scales with AI usage
- ✓ Plus - conversations: scales with AI usage
- ✓ Guide: Advertising revenue share with our Guide customers: scales with AI usage

The polarity flips: every agent action through Plus and Guide is a revenue event for TNE



The 5th generation: AI is deepening the moat

Levers for growth

Vertical Expertise and IP

Compliance Software

SaaS+ and ERP in 30 Days

Customer Retention

Execution Track Record

New Pricing Model

Our competitive strengths

- Mission-critical software
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- Software built for highly regulated sectors

- Faster time to value for customers
- De-risking implementation

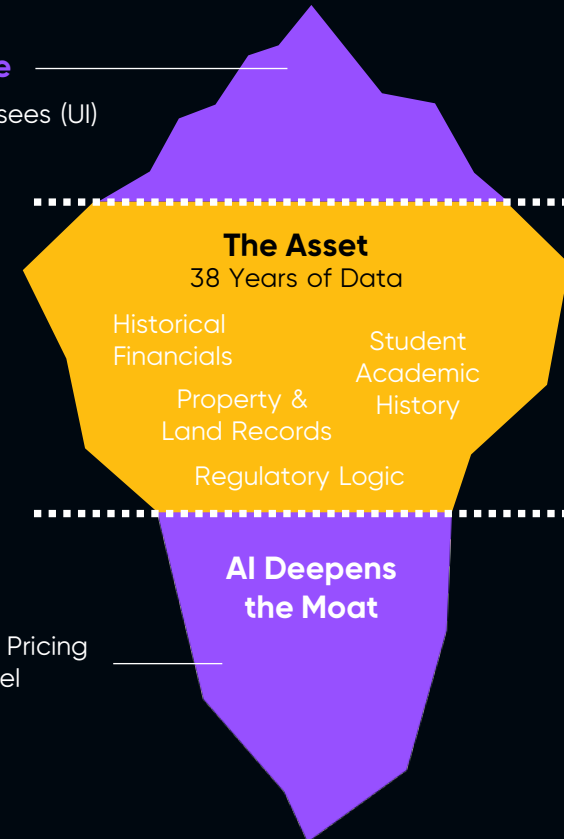
- Industry-leading 99% customer retention

- We dream big and deliver
- 38-year track record of delivery and execution

- New Transaction Revenue - Conversations in Plus
- New Transaction Revenue - Interactions in In-Product AI
- New Transaction Revenue - Conversations and Interactions in Guide
- New Advertising Revenue - Guide

The Interface

What the user sees (UI)



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Our long-term target \$1b+ ARR & AI Revenue by FY30



We continue to invest in R&D to build future platforms for growth



Our Total Addressable Market is \$13.5b++

Increases exponentially with Guide



We will continue to double in size every 5 years



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H1 FY26 Financial Highlights



C. Bennett

Cale Bennett

CHIEF FINANCIAL OFFICER

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H1 FY26 Results Summary

- Strength of Portfolio business delivers record H1 new ARR
- Strong APAC Local Government ARR growth - up 27%
- UK ARR up 23% to \$53.0 million
- SaaS & Recurring Revenue growth at 13% reflects the timing of ARR added: late in H1

**Profit before
Tax Growth**

↑ **9%**

**ARR
Growth**

↑ **17%**

**Interim
Dividend of
8.0 cps**

↑ **21%**

**SaaS &
Recurring
Revenue**

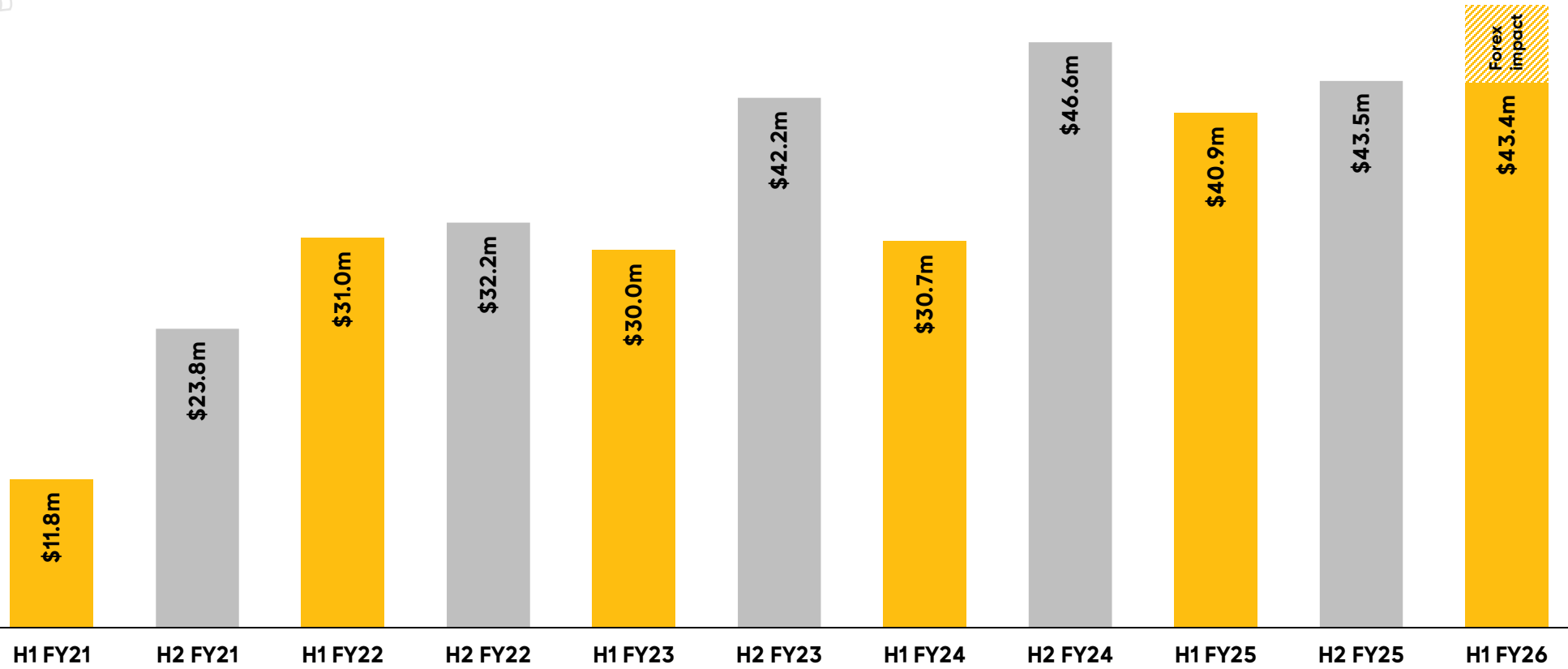
↑ **13%**

	H1 FY26	H1 FY25	VAR	VAR
	\$m	\$m	\$m	%
Total ARR	598.0	511.1	87.0	17%
UK ARR	53.0	43.1	9.9	23%
- UK new sales ARR	4.1	4.3	(0.2)	(5%)
NRR (%)	114%	118%	-	(4 pts)
SaaS & Recurring Revenue	299.2	265.0	34.2	13%
Total Income	322.7	291.3	31.4	11%
EBITDA	131.0	117.4	13.6	12%
Profit Before Tax	89.1	81.9	7.2	9%
Profit After Tax	66.8	63.0	3.8	6%
Free Cash Flow	20.3	24.0	(3.7)	(15%)
Cash and Investments	245.5	211.9	33.6	16%
Free Cash Flow Margin – excl Tax (%)	38%	36%	-	2 pts
Rule of 40 (%)¹	55%	56%	-	(1 pt)
PBT Margin (%)	28%	28%	-	-
EPS (cps)	20.44	19.26	1.18	6%
Total Dividend (cps)	8.00	6.60	1.40	21%

¹ Rule of 40 is defined as the sum of ARR growth and the 12-month rolling free cash flow margin pre-tax (free cash flow as a percentage of ARR). The calculation of the metric aligns with pre-tax results from post-tax, in line with industry standards.

Record H1 Performance Delivers ARR Tailwinds into H2

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Rule of 40: Top quartile of global SaaS software businesses

Rule of 40* = 55%



Free Cash Flow Margin

38%

Rolling FCF of \$227.0m



ARR growth driven by

strong NRR

Up 17% to \$598.0m

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

H1 FY26 Profit and Loss

Record first half ARR (up 17%) driving Total Income uplift of 11% and profit before tax (up 9% to \$89.1m)

ASM

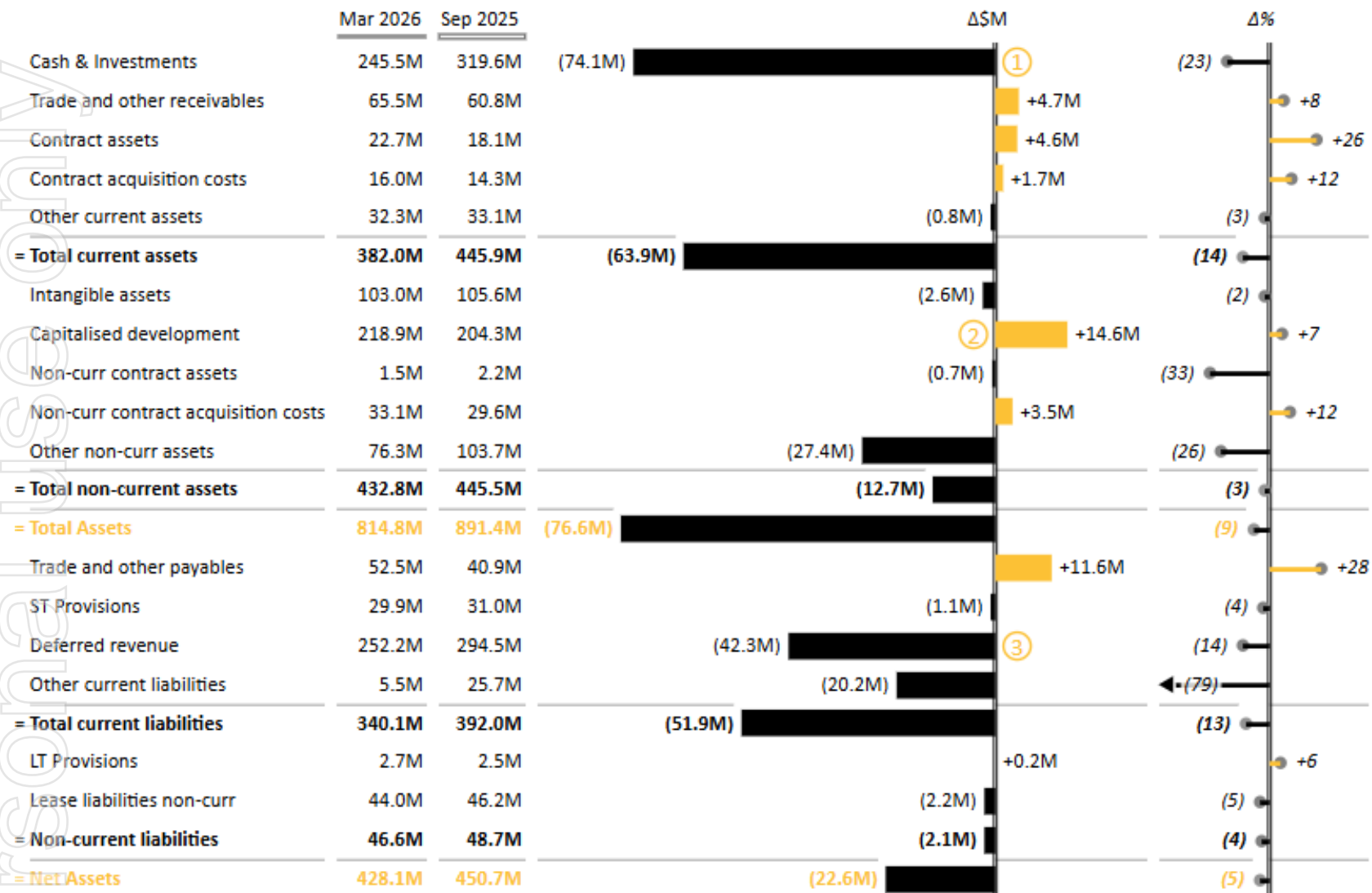
	H1 FY26	H1 FY25	ΔSM	Δ%
Revenue from contracts with customers	318.4M	285.7M	+32.7M	+11
Other Revenue	4.3M	5.6M	(1.3M)	(24)
= Total Income	322.7M	291.3M	+31.4M	+11
= Total Variable Costs	(42.7M)	(40.7M)	(2.0M)	(5)
Occupancy Costs	(1.9M)	(1.6M)	(0.3M)	(16)
Corporate Costs	(16.3M)	(17.5M)	+1.2M	+7
Depreciation & Amortisation	(45.0M)	(38.9M)	(6.2M)	(16)
Computer and Communication Expenses	(7.7M)	(6.4M)	(1.3M)	(20)
Marketing Costs	(14.0M)	(4.9M)	(9.1M)	(186)
Payroll Costs	(97.0M)	(91.1M)	(5.9M)	(7)
Share Based Payments	(7.4M)	(6.5M)	(0.9M)	(13)
Finance expense	(1.6M)	(1.8M)	+0.2M	+11
= Total Operating Costs	(190.9M)	(168.7M)	(22.3M)	(13)
= Profit before income tax	89.1M	81.9M	+7.1M	+9
Income tax expense	(22.3M)	(18.9M)	(3.3M)	(18)
= Profit for the period	66.8M	63.0M	+3.8M	+6
= PBT Margin	28%	28%	(1pp)	(2)

- ① **Revenue from contracts with customers 318.4M ▲ +11%**
ARR up 17%, NRR at 114%
- ② **Total Income 322.7M ▲ +11%**
High quality SaaS and Recurring Revenue now makes up 93% of Total Income
- ③ **Depreciation & Amortisation (45.0M) ▼ (16)%**
Increase driven by Courseloop acquisition in FY25 and investment in R&D
- ④ **Marketing Costs (14.0M) ▼ (186)%**
Showcase investments represents \$9.0 million of marketing costs
- ⑤ **Total Operating Costs (190.9M) ▼ (13)%**
Driven by ShowCase and increases in staff numbers and employment costs

Balance Sheet: Remains Strong

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

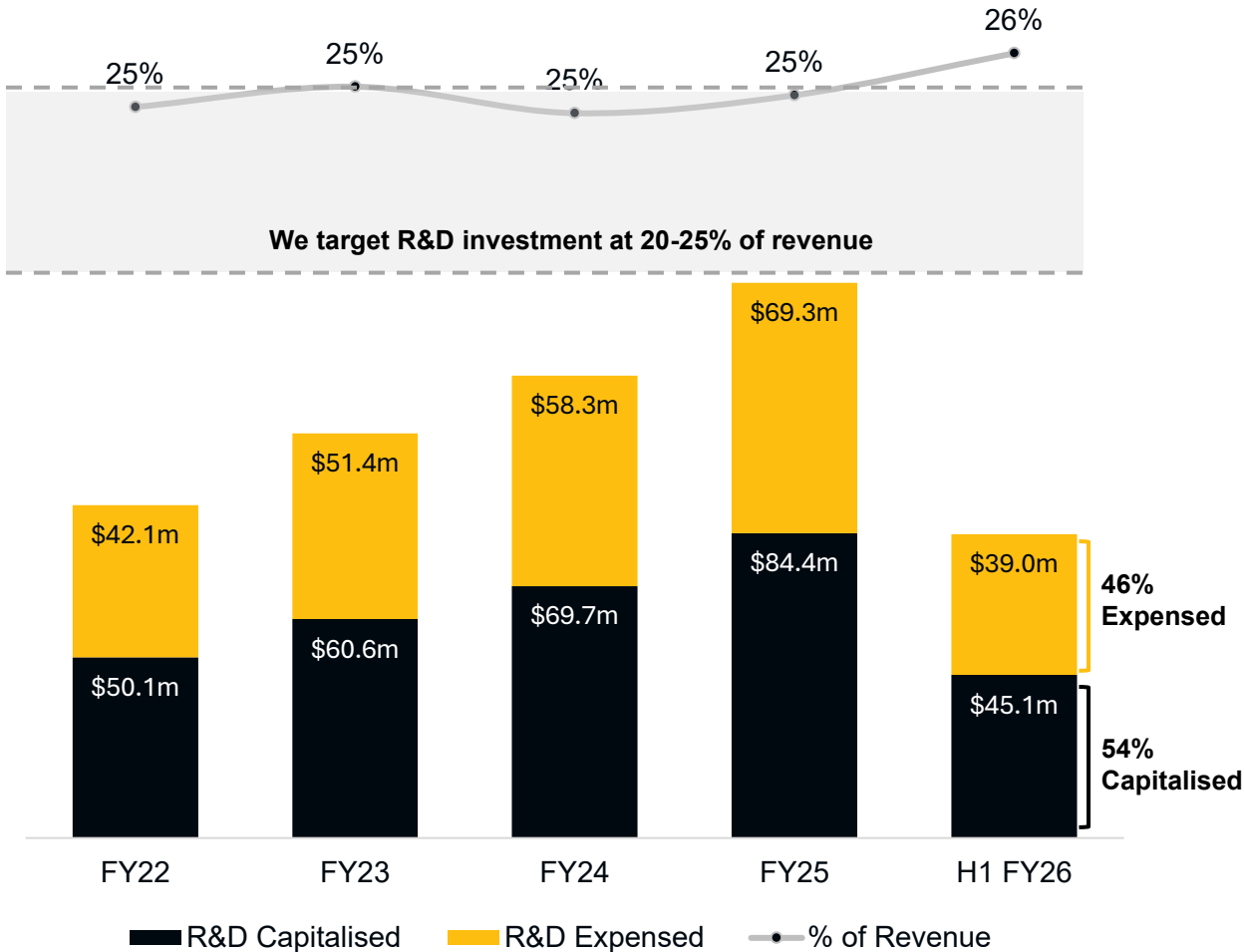
ASM



- Cash & Investments 245.5M ▼ (23)%**
Final and special dividend impact, second half cashflow weighting. Up 16% on pcip
- Capitalised development 218.9M ▲ +7%**
Delivery of AI investments, continuing to invest for long-term growth
- Deferred revenue 252.2M ▼ (14)%**
Consistent with 2H weighting of annual-in-advance billing

R&D Investment

- Driving sustained growth through strategic, consistent investment
- Continue to manage R&D investment within total cost base



We invest in R&D for long term growth

Plus Ai

Guide ✕

ERP in 30 ERP IN 30 DAYS

SaaS+ 📈
Solution as a Service

App Builder 📱

New Products ⚙️

Cash Flow

Strong Operating Cashflow enabled by consistent performance

ASM

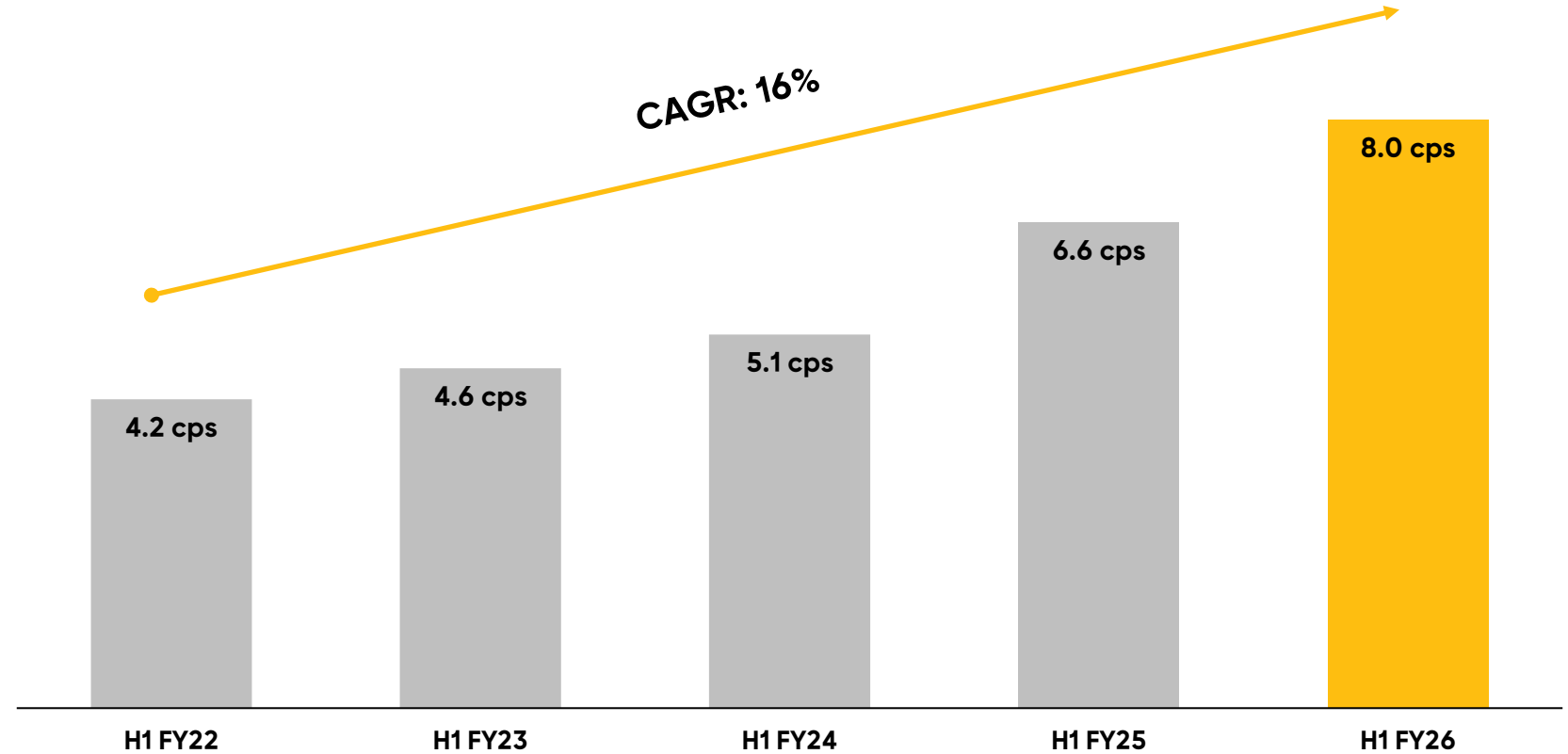
	H1 FY26	H1 FY25	Δ\$M	Δ%
Profit Before Tax	89.1M	81.9M	+7.1M	+9
Non-cash items	50.4M	42.8M	+7.6M	+18
Changes in working capital:	(31.2M)	(32.7M)	+1.5M	+5
Net interest received	3.8M	3.6M	+0.1M	+3
Income taxes paid	(30.2M)	(24.8M)	(5.4M)	(22)
= Operating Cash Flow	81.9M	70.9M	+11.0M	+15
Capitalised development costs	(44.4M)	(37.1M)	(7.3M)	(20)
Capitalised commission costs	(13.4M)	(6.3M)	(7.0M)	(111)
Payments for principal repayments of lease liabilities	(3.8M)	(3.4M)	(0.3M)	(10)
= Free Cash Flow	20.3M	24.0M	(3.7M)	(15)
Payments for property, plant & equipment	(1.0M)	(1.0M)	(0.0M)	(1)
Payment for purchase of business		(43.7M)	+43.7M	
Payments for other intangible assets	(0.1M)	(0.5M)	+0.4M	+80
= Cash Flow after Investment Activities	19.2M	(21.3M)	+40.5M	+190
Dividends paid	(98.0M)	(56.9M)	(41.1M)	(72)
Proceeds from shares issued	6.3M	11.3M	(5.0M)	(44)
= Net cash flow from financing activities	(91.7M)	(45.5M)	(46.2M)	(101)
Effects of FX on cash and cash equivalents	(1.7M)		(1.7M)	
Increase / (decrease) in Cash & Investments	(74.2M)	(66.8M)	(7.4M)	(11)
Cash at the beginning of the financial year	319.6M	278.7M	+41.0M	+15
= Closing cash	245.5M	211.9M	+33.6M	+16

- ① **Non-cash items 50.4M ▲ +18%**
Increase in amortisation of capitalised development assets and sales commissions and increase in share based payments expense
- ② **Income taxes paid (30.2M) ▼ (22)%**
Higher ATO installment rate due to profit increase
- ③ **Capitalised commission costs (13.4M) ▼ (111)%**
Increased sales drives higher commission expense and capitalisation
- ④ **Dividends paid (98.0M) ▼ (72)%**
Increase in FY25 final dividend and special dividend (10c)
- ⑤ **Proceeds from shares issued 6.3M ▼ (44)%**
Reduction due to lower vested option exercises

Interim dividend up 21% to 8.0 cps

Strong Dividend track record continues

- H1 FY26 NPAT before tax up 6%, enabling dividend uplift of 21%
- Strong balance sheet supports dividend
- Payout ratio 40% (FY25 interim: 36%)
- Dividend weighted to H2 FY26 based on business flow - will be in the 65-75% range for FY26
- Dividend franked to 75% (H1 FY25: 65%)
- Dividend paid every year since 1996





H1 FY26 Significant achievements



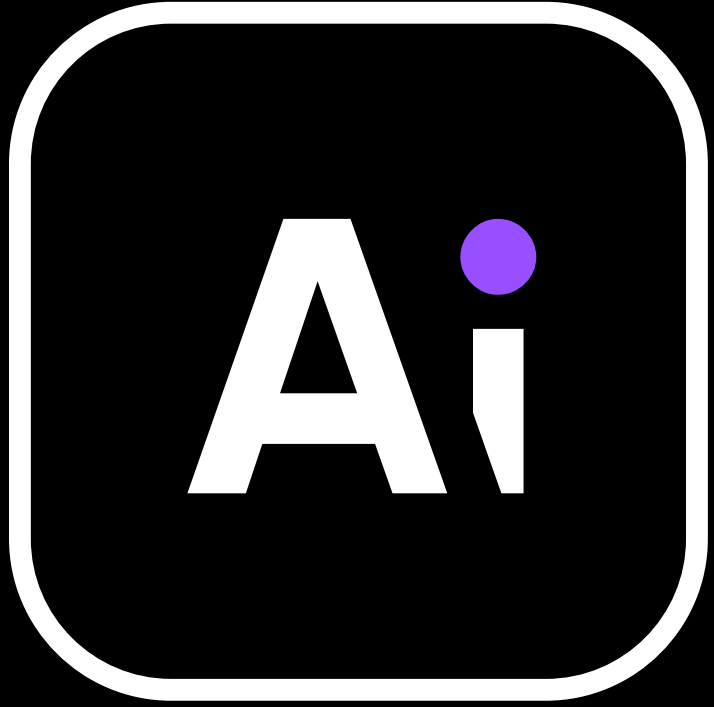
S. Macdonald

Stuart Macdonald

CHIEF OPERATING OFFICER

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Showcase Results FY23 vs FY26

85%

**Increase in attendees from
previous Showcase Event**

~2500 attendees

Up to 10x

**Increase in Sales Pipeline
from Showcase**

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Plus

Plus

Good morning, Ed

In focus

- Critical task** Street lamp out
1 new 4hrs ago
- Outstanding applications**
3 ▲ 300% 7 days
- Critical tasks**
24 new 4hrs ago

Task summary

- Priority tasks** ▲
2 new 4hrs ago
- Time-sensitive tasks** ⏰
1 new 30m ago
- General tasks** ✎
7 new 3d ago

Insights

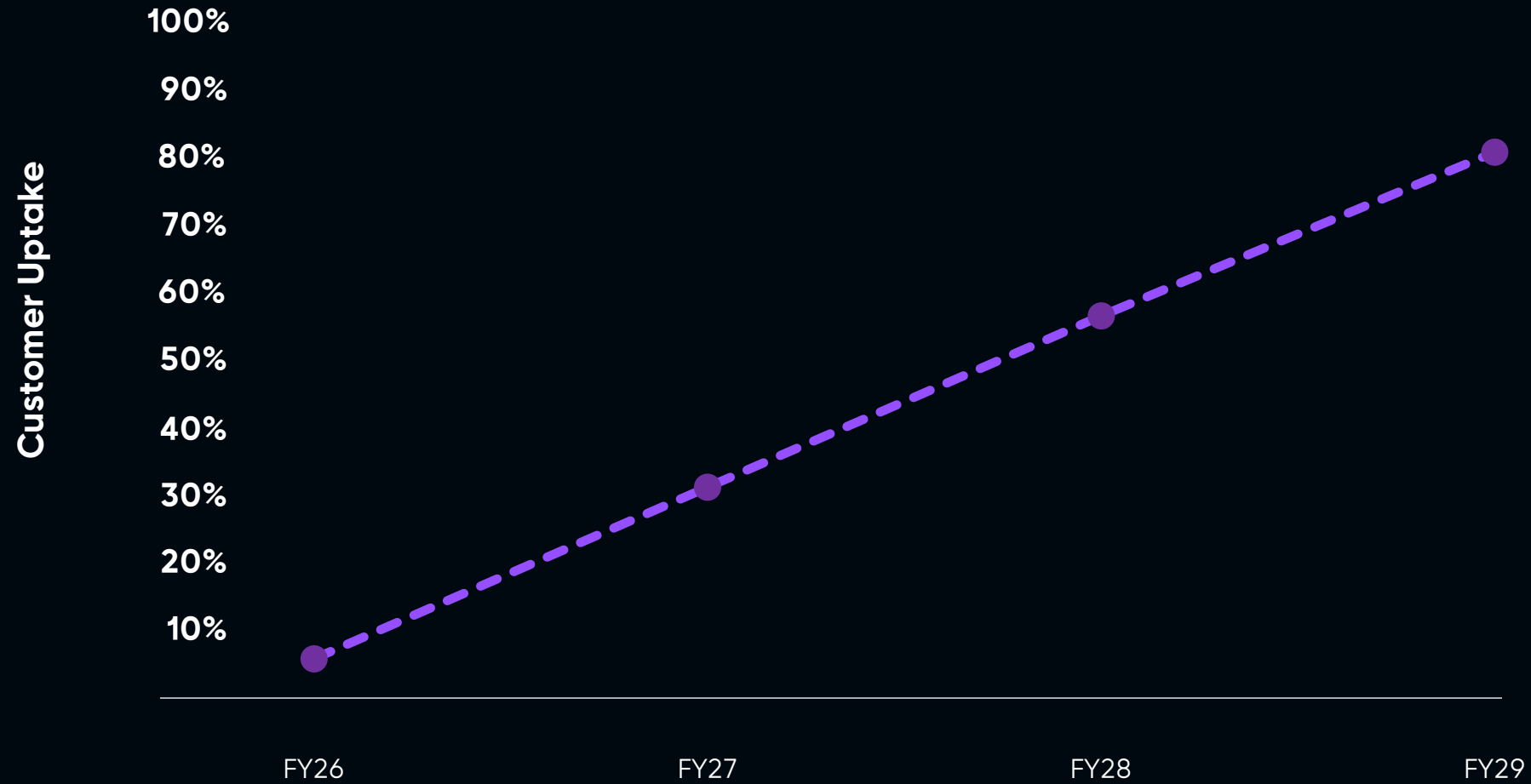
- Overdue invoices** !
6 ▲ 50% 7 days
- Work requests** ✓
12 ▲ 5.2% 7 days
- Purchase Requests** ✓
2

Start something new

- Start hiring process
- Access job applications
- Log work request
- Raise purchase requisitions
- Create a visual for monthly expenses



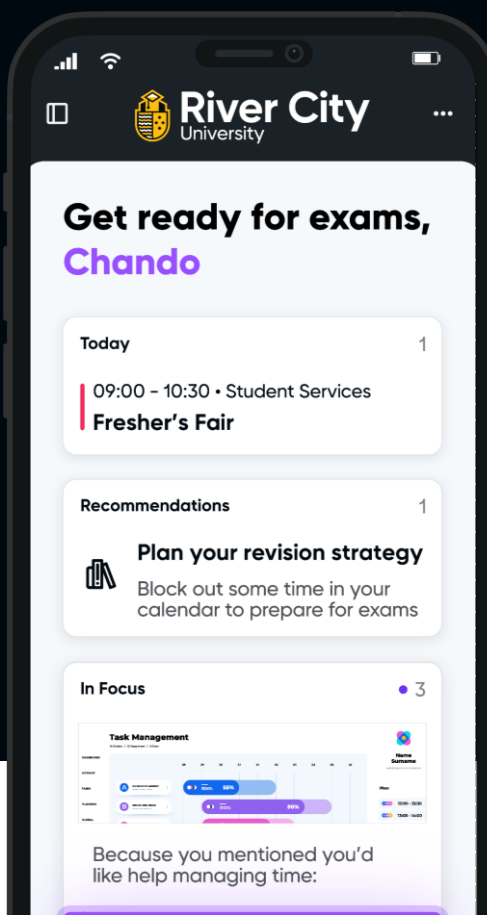
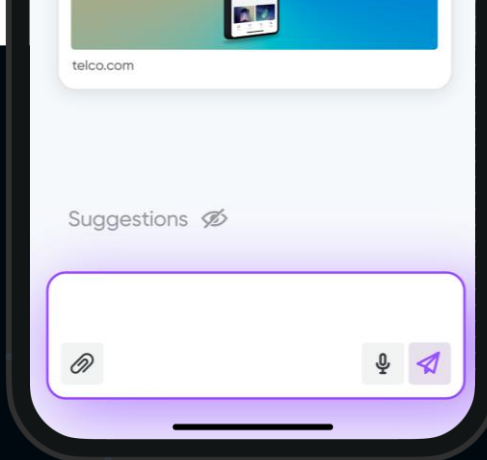
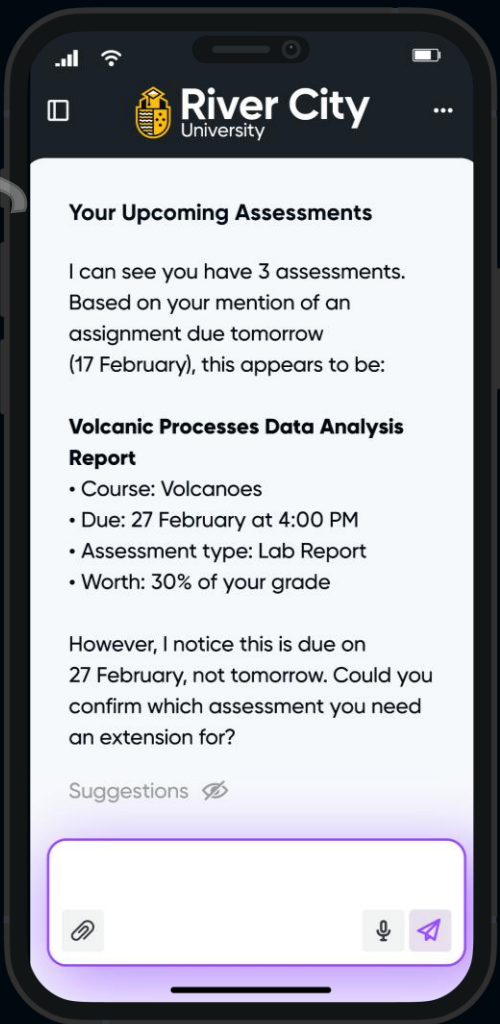
Plus⁺ : Fastest Customer Uptake



**For illustrative purposes only.*



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Guide

Introduction of Guide – a Plus product

- Intelligent
- Conversational
- Outcome-driven



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Guide

Monetising new addressable markets

Differentiated Audience:

- Significant potential user base from residents to students

High Engagement:

- Guide offers high-visibility opportunities to Councils and Universities through engaged customer interactions with existing software

Contextual Moments:

- Targeted adverts specifically tailored to residents and students based on conversations with Guide



And we are accelerating



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

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

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





Long-Term 10 Year Agreement

Previous on-premise customer.

Migrated to Oracle and now returned to TechnologyOne under a long-term 10-year SaaS+ deal.

Includes the purchase of Plus.



5 Year Agreement

New Long-term partnership sees the implementation of Student Management, Curriculum Management, and Timetabling & Scheduling solutions.

University of Suffolk were looking for a strategic partner, not just a supplier.

TechnologyOne brings a deep understanding of UK higher education and a proven delivery record.



SaaS+

Solution as a Service

SaaS+ resonates with our market

- Deep knowledge of our vertical markets
- Reduced Risk
- Faster Go-Live
- In house delivery team

100% of new agreements sold as SaaS+

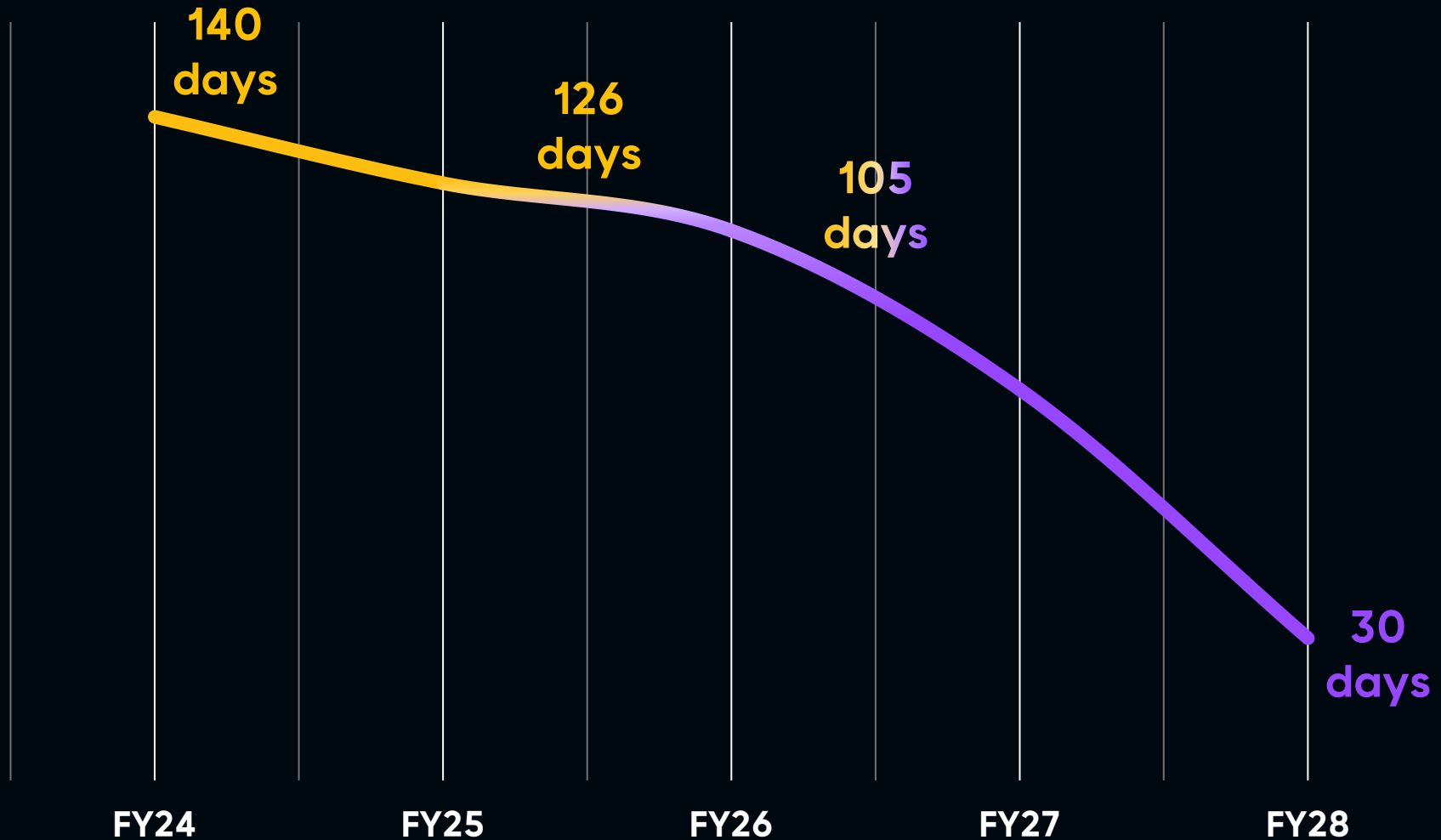
SaaS+

**Lifts ARR
by 40%**

SaaS+ Financials

The Drive to ERP in 30 Days will Increase Margins

Days to implement

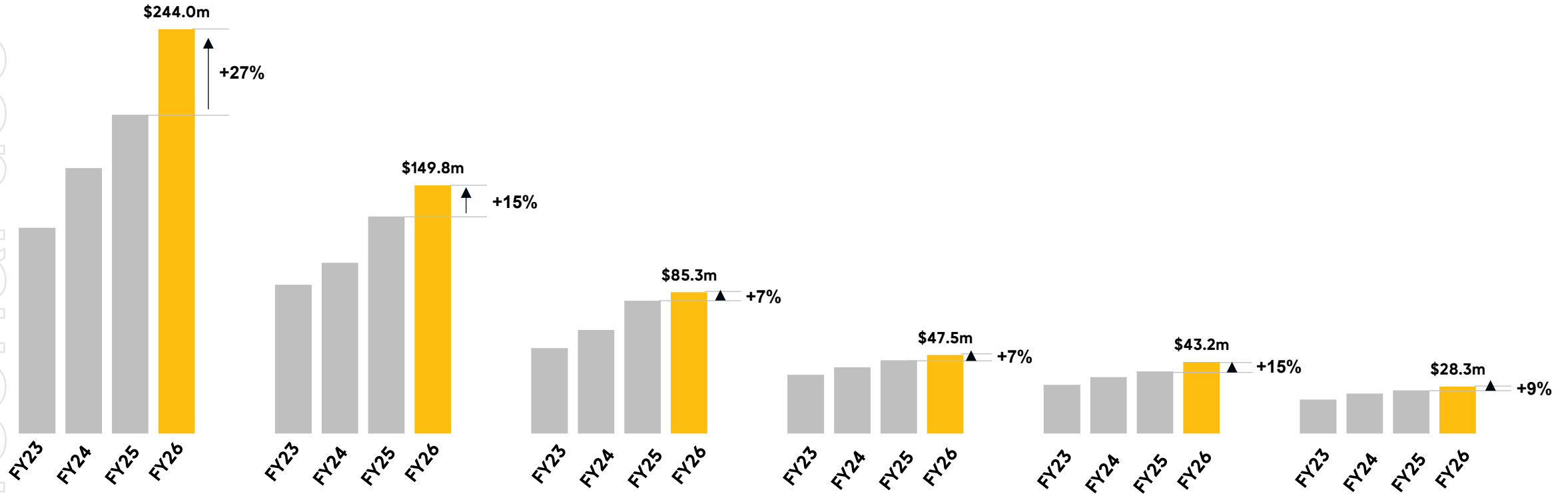


Powered by 

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Strength of Portfolio Business

- ARR of \$598.0m up 17% from \$511.1m (H1 FY25)
- Our APAC market penetration in any single vertical does not exceed 15%¹ of Addressable Market
- Record performance from APAC Local Government – up 27% driven by Plus and Showcase Investment
- Renewed focus on Government with recent key appointments



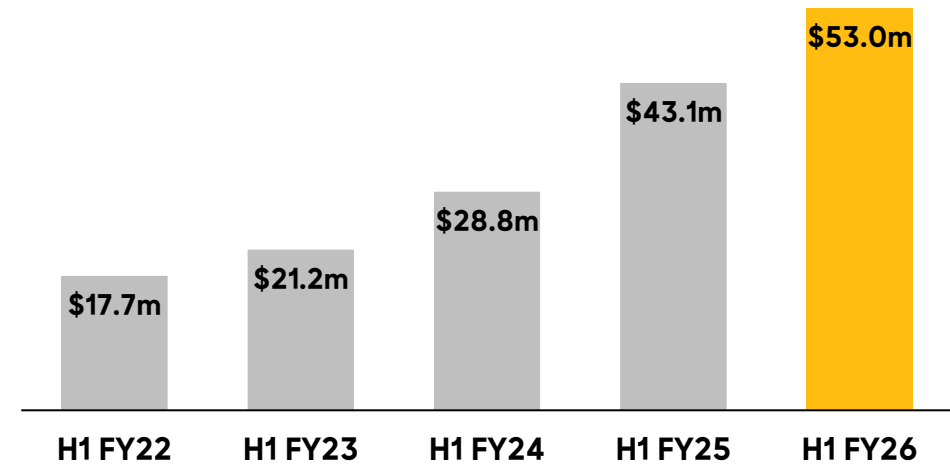
¹ Based on our existing customers and their use of TechnologyOne products and modules as a percentage of total addressable market.

H1 FY26 United Kingdom

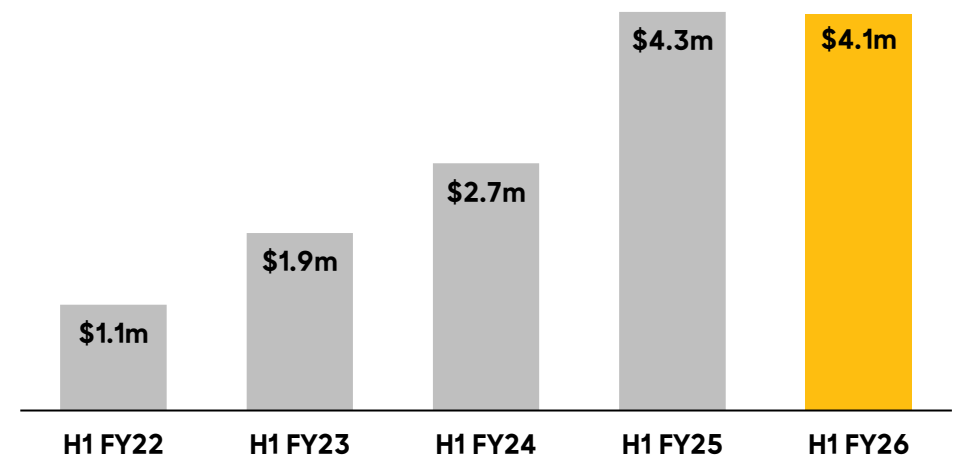
Our past investment has built a foundation for strong, sustainable growth

- FY26 UK ARR of \$53.0m up 23% on the pcp
- UK pipeline is ahead of target and continues to strengthen following Showcase
- Remain on track to achieve full year UK objectives and once again deliver record results

UK ARR

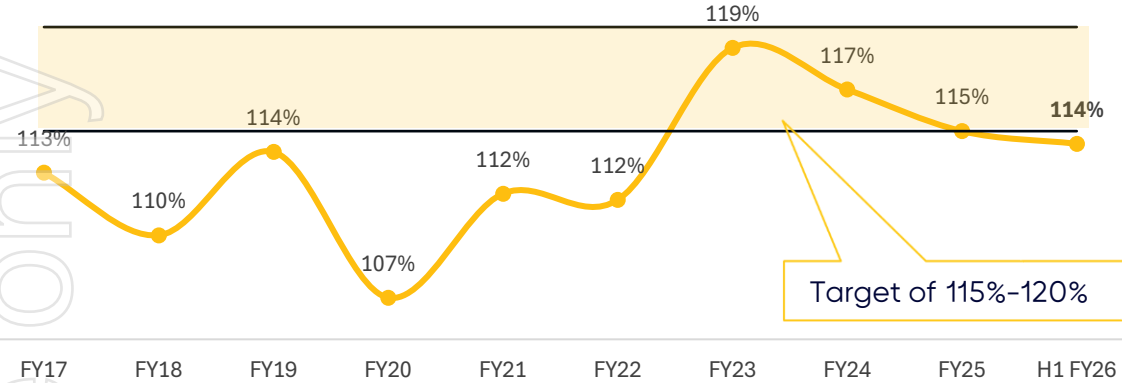


UK New Sales ARR

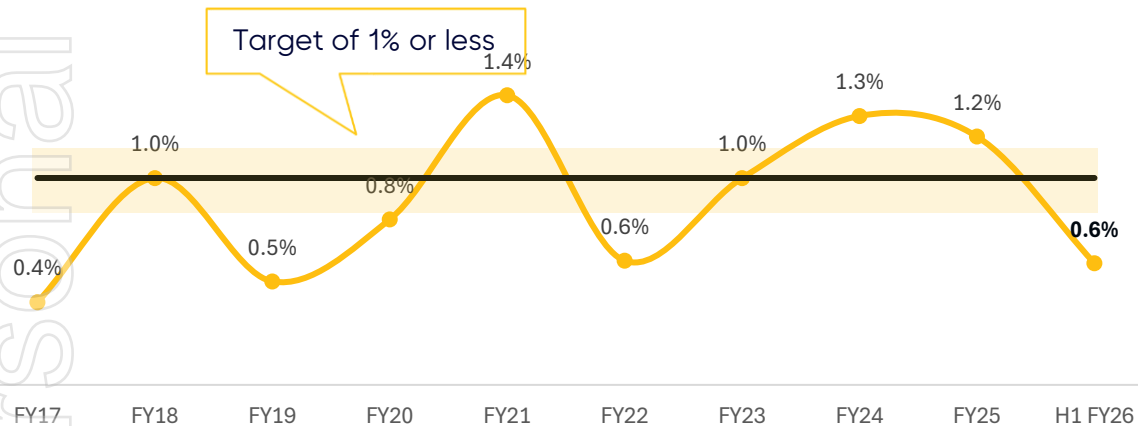


Market Leading Net Revenue Retention and Churn

Maintaining NRR in Target Range



Market Leading Low Churn Rates

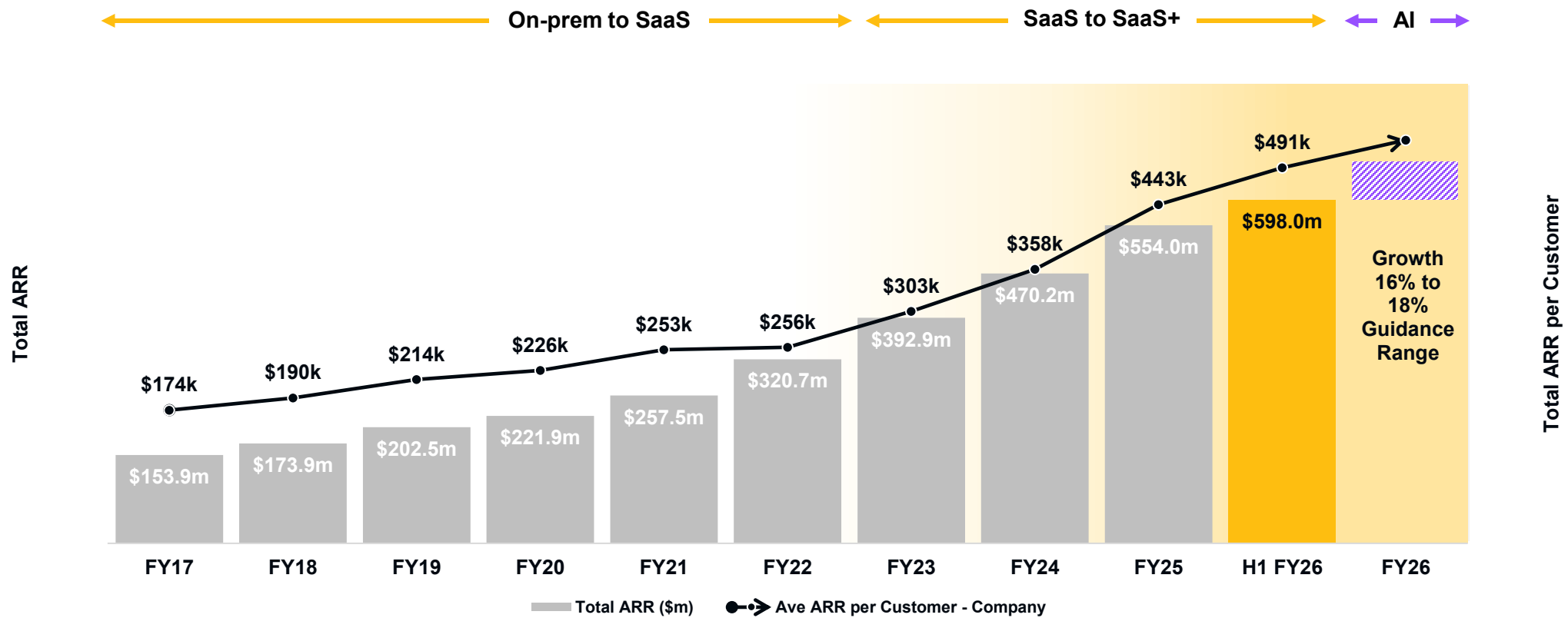


- NRR at 116% (at constant currency) within target range of 115% to 120%
- Our primary growth engine is expanding our relationships with customers
- At 115% we continue to double the size of the business every 5 years

Total ARR and Average ARR per Customer

Maintaining Strong + Consistent ARR Growth

AI usage will drive average revenue and ARR per customer up



Significant R&D Investment

For future growth

Plus

Guide

ERP in 30



SaaS+
Solution as a Service



App Builder



New Products



Powered by Plus

Plus



Continuous R&D staff investment

App builder

Build an app faster without having to code

Guide

SaaS+

R&D investment of \$84.1m¹

26% of revenue²

¹ R&D expenditure before capitalisation

² Total R&D Investment as a % of Total Income

H1 FY26 Summary



Record profit,
revenue, and
ARR



Interim Dividend
up 21%
to 8.0 cps



R&D investment
for future growth
of \$84.1m, up 22%
pcp



Total ARR
up 17% to
\$598m



Profit Before
Tax up 9%
to \$89.1m

Rule of 40
+55%

UK ARR up 23%
to \$53.0m

Plus  Guide 

Our Investments
Continue to Deliver



Long-term Outlook



E. Chung
Edward Chung

CHIEF EXECUTIVE OFFICER

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ARR

Total Addressable Market \$13.5b

Multiple Platforms for Growth

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

Grow:

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

Build:

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

Buy:

- Strategic acquisitions

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ARR

**Total
Addressable
Market
Exponentially
Increases with
Plus and Guide**

\$13.5b++

The 5th generation: AI is deepening the moat

Levers for growth

Our competitive strengths

Vertical Expertise and IP

- Mission-critical software
- Defence in-depth security and data sovereignty
- Invest 20% to 25% total revenue in R&D continuously delivering new products and modules

Compliance Software

- Software built for highly regulated sectors

SaaS+ and ERP in 30 Days

- Faster time to value for customers
- De-risking implementation

Customer Retention

- Industry-leading 99% customer retention

Execution Track Record

- We dream big and deliver
- 38-year track record of delivery and execution

New Pricing Model

- New Transaction Revenue - Conversations in Plus
- New Transaction Revenue - Interactions in In-Product AI
- New Transaction Revenue - Conversations and Interactions in Guide
- New Advertising Revenue - Guide

AI Enhancement to ERP

- No clicks, no screens, just conversations = Makes ERP easy for everyone
- Agents save time and money: faster, better, delivers more consistently = better outcomes for their customers
- Increased software development through investment in AI = more productive and more efficient

Data Advantage

- More data = more learning = more augmentation = Valued Data Partner
- Deeply integrated data increases customer value, raising switching costs
- Power of data across an organisation is shared = No Silos

Product Up-take

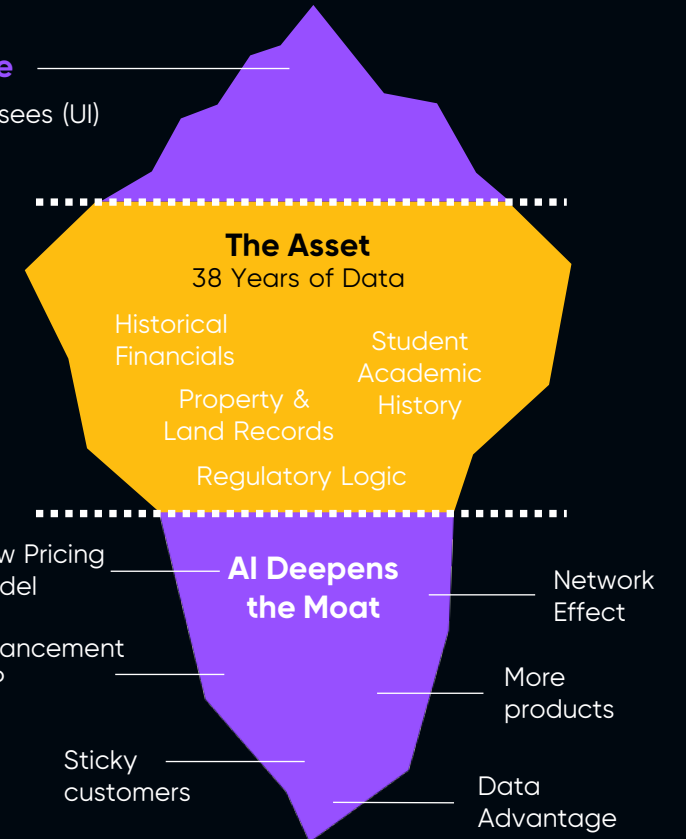
- With Plus, more products represents more value to customers

Network Effect

- Guide extends Plus from staff to end-users - residents and students. The customer surface area expands from ~100 staff per council to every ratepayer and every student.

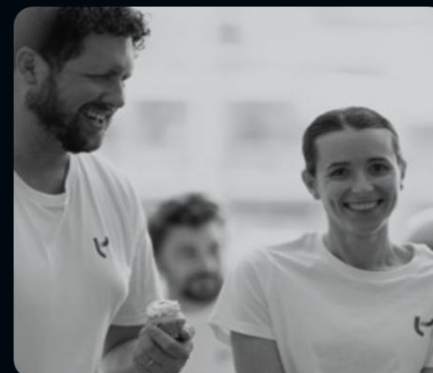
The Interface

What the user sees (UI)



Personal use only

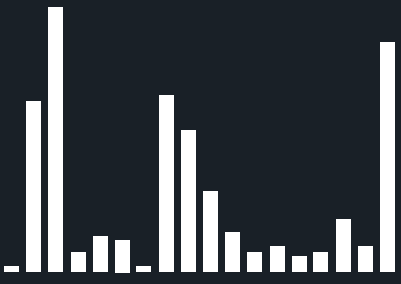
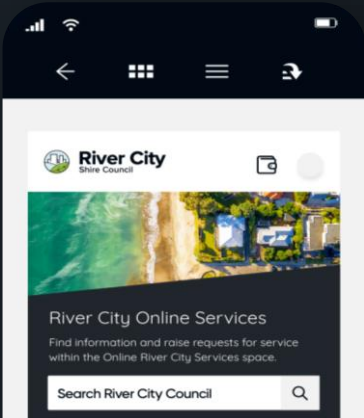
People are our **power**



Long-Term Outlook

\$1B+ ARR BY FY30

20 Products



Exponentially larger
Total Addressable Market

Plus
Guide
SaaS+



Multiple platforms for growth



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technology'

Making life simple for our community



Appendices

Appendix A: H1 FY26 Profit by Segment

Appendix B: Balance Sheet - H1 FY26 to H1 FY25

Appendix C: R&D - Disciplined and Transparent

Appendix D: Drivers for Long Term Growth

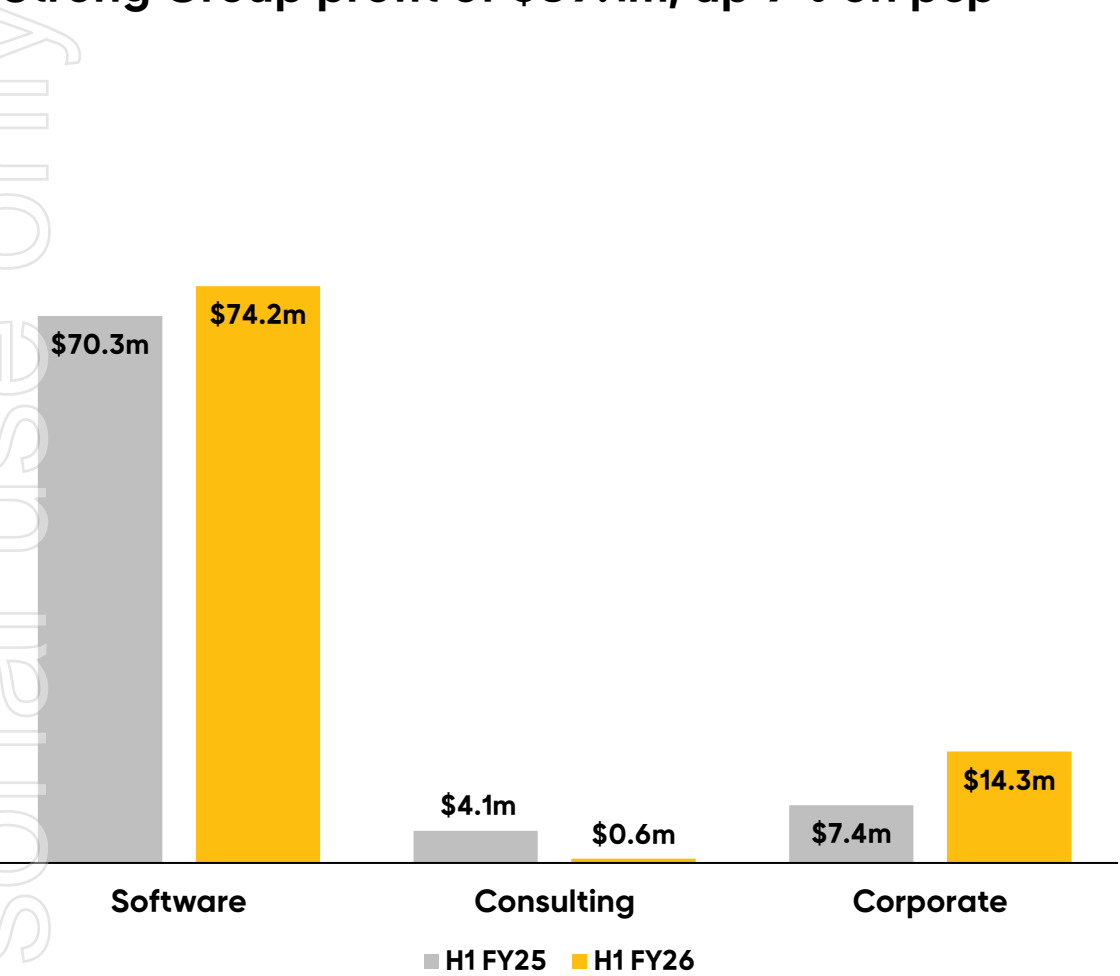
Appendix E: Glossary

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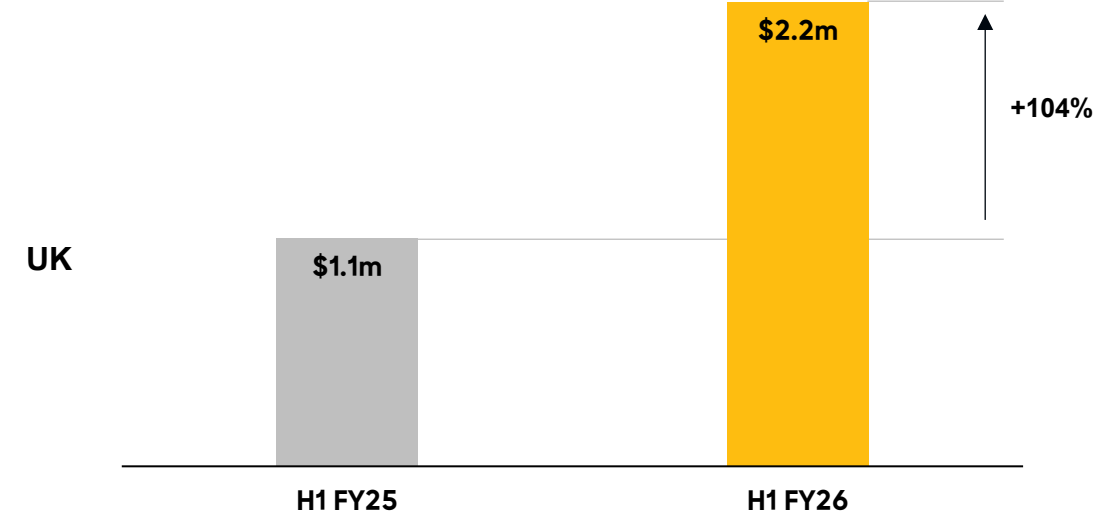
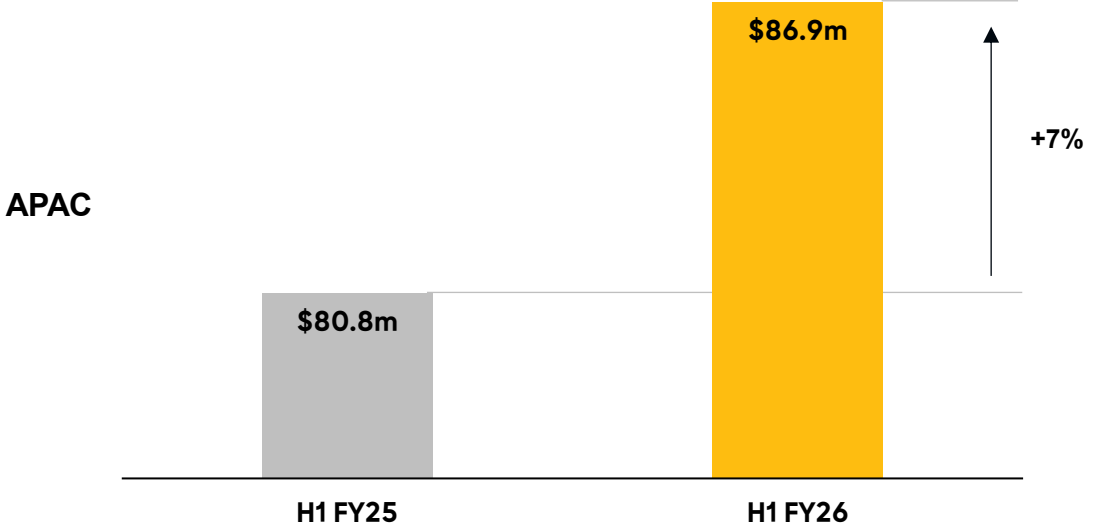
Appendix A:

H1 FY26 Profit by Segment

Strong Group profit of \$89.1m, up 9% on pcp



Geographic Segment Profit Analysis



Appendix B:

Balance Sheet – H1 FY26 to H1 FY25 Comparison

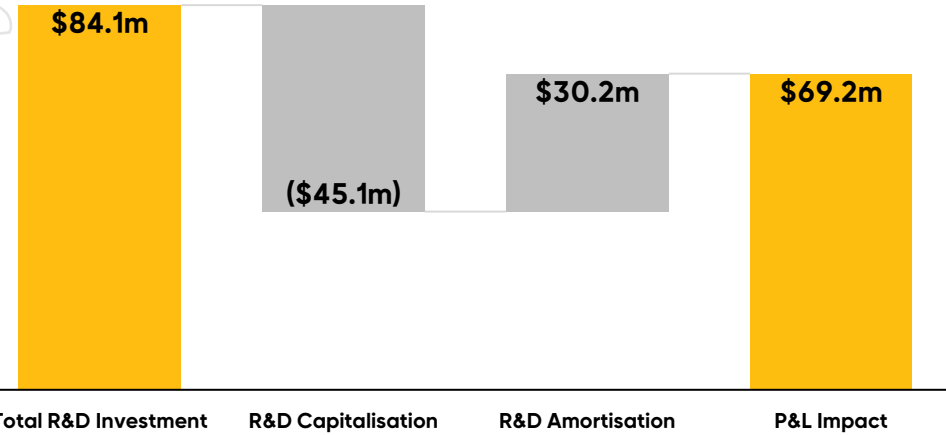
ASM

	H1 FY26	H1 FY25	ΔSM	Δ%
Cash & Investments	245.5M	211.9M	+33.6M	+16
Trade and other receivables	65.5M	54.9M	+10.6M	+19
Contract assets	22.7M	25.1M	(2.3M)	(9)
Contract acquisition costs	16.0M	12.3M	+3.7M	+30
Other current assets	32.3M	37.1M	(4.8M)	(13)
= Total current assets	382.0M	341.3M	+40.8M	+12
Intangible assets	103.0M	106.4M	(3.4M)	(3)
Capitalised development	218.9M	184.9M	+34.0M	+18
Non-curr contract assets	1.5M	3.0M	(1.6M)	(51)
Non-curr contract acquisition costs	33.1M	26.0M	+7.0M	+27
Other non-curr assets	76.3M	82.2M	(5.9M)	(7)
= Total non-current assets	432.8M	402.6M	+30.2M	+8
= Total Assets	814.8M	743.8M	+71.0M	+10
Trade and other payables	52.5M	33.3M	+19.3M	+58
ST Provisions	29.9M	25.1M	+4.7M	+19
Deferred revenue	252.2M	207.7M	+44.4M	+21
Other current liabilities	5.5M	7.3M	(1.8M)	(25)
= Total current liabilities	340.1M	273.5M	+66.6M	+24
LT Provisions	2.7M	5.5M	(2.8M)	(52)
Lease liabilities non-curr	44.0M	49.2M	(5.2M)	(11)
= Non-current liabilities	46.6M	54.7M	(8.1M)	(15)
= Net Assets	428.1M	415.7M	+12.4M	+3

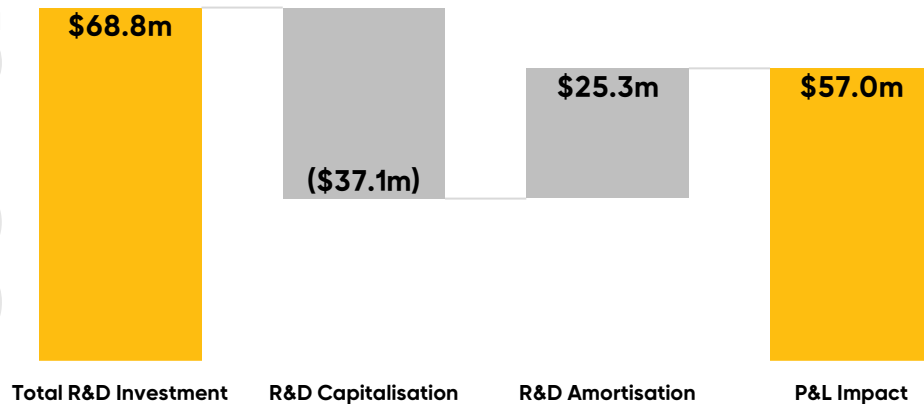
Appendix C:

R&D - Disciplined and Transparent

H1 FY26



H1 FY25



	R&D Investment (\$'000)	Software Development - Capitalised (\$'000)	Percent Capitalised %	Amortisation Expense (\$'000)	Amortisation Period Years	Net Expense through P&L (\$'000)
FY23	111,995	60,605	54.1%	34,055	5	85,445
FY24	127,995	69,719	54.5%	45,319	5	103,595
FY25	153,727	84,397	54.9%	53,143	5	122,474
	(\$'000)	(\$'000)	%	(\$'000)	Years	(\$'000)
H1 FY24	56,929	30,562	53.7%	21,446	5	47,812
H1 FY25	68,814	37,115	53.9%	25,265	5	56,964
H1 FY26	84,088	45,135	53.7%	30,219	5	69,172

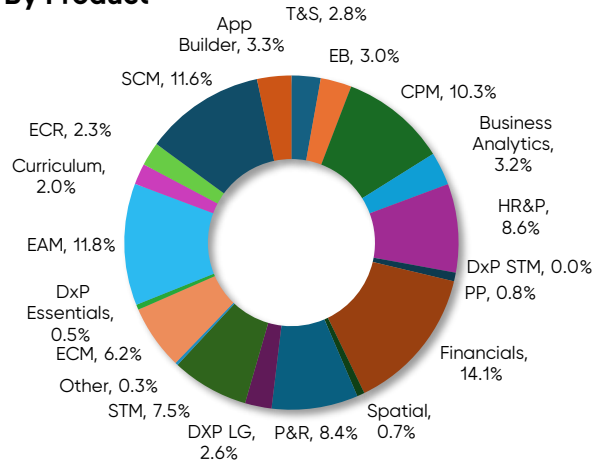
Appendix D: Drivers for Long Term Growth

**Diversified
revenue
streams**

**Strong,
very loyal
customer
base**

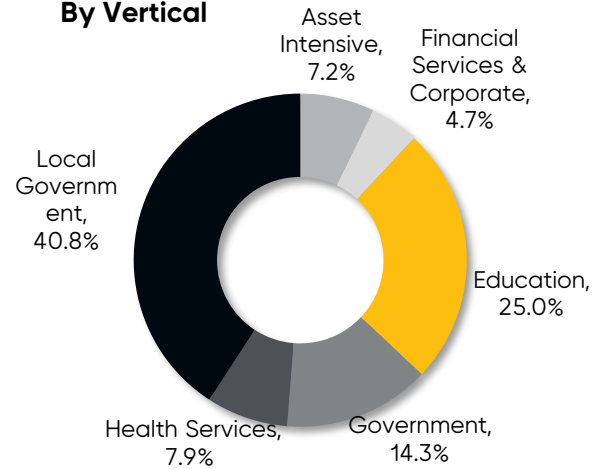
Increase Product Penetration
20 Licensable products¹
Over 600+ licensable modules

By Product



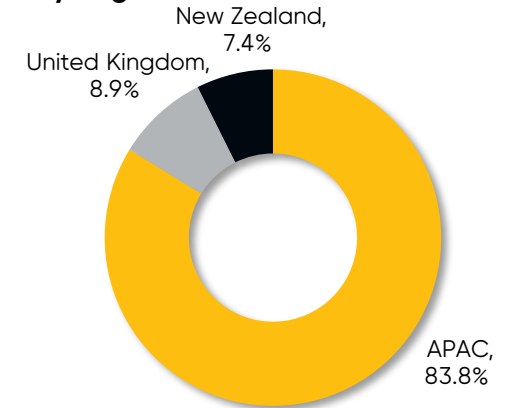
Increase Market Penetration
6 Vertical markets¹

By Vertical



Expand Geographies
APAC & UK¹

By Region



PROVIDES MISSION CRITICAL SOLUTION – STICKY CUSTOMER BASE

99%+ CUSTOMER RETENTION RATE

90%+ OF OUR REVENUE IS NOW SAAS AND RECURRING

TECHNOLOGYONE GLOBAL SAAS ERP SOLUTION

¹ Based on total ARR, 16 core product, 3 DxP products and PLUS (AI)

Appendix E:

Glossary

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

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Making life simple for our community