



# 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

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



**Reaffirmed  
Upgraded  
FY26 Guidance**

**18-20%**

**PBT Growth (YoY)**  
Targeting top end

**16-18%**

**ARR Growth (YoY)**  
Targeting top end



# 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



# 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



## 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.

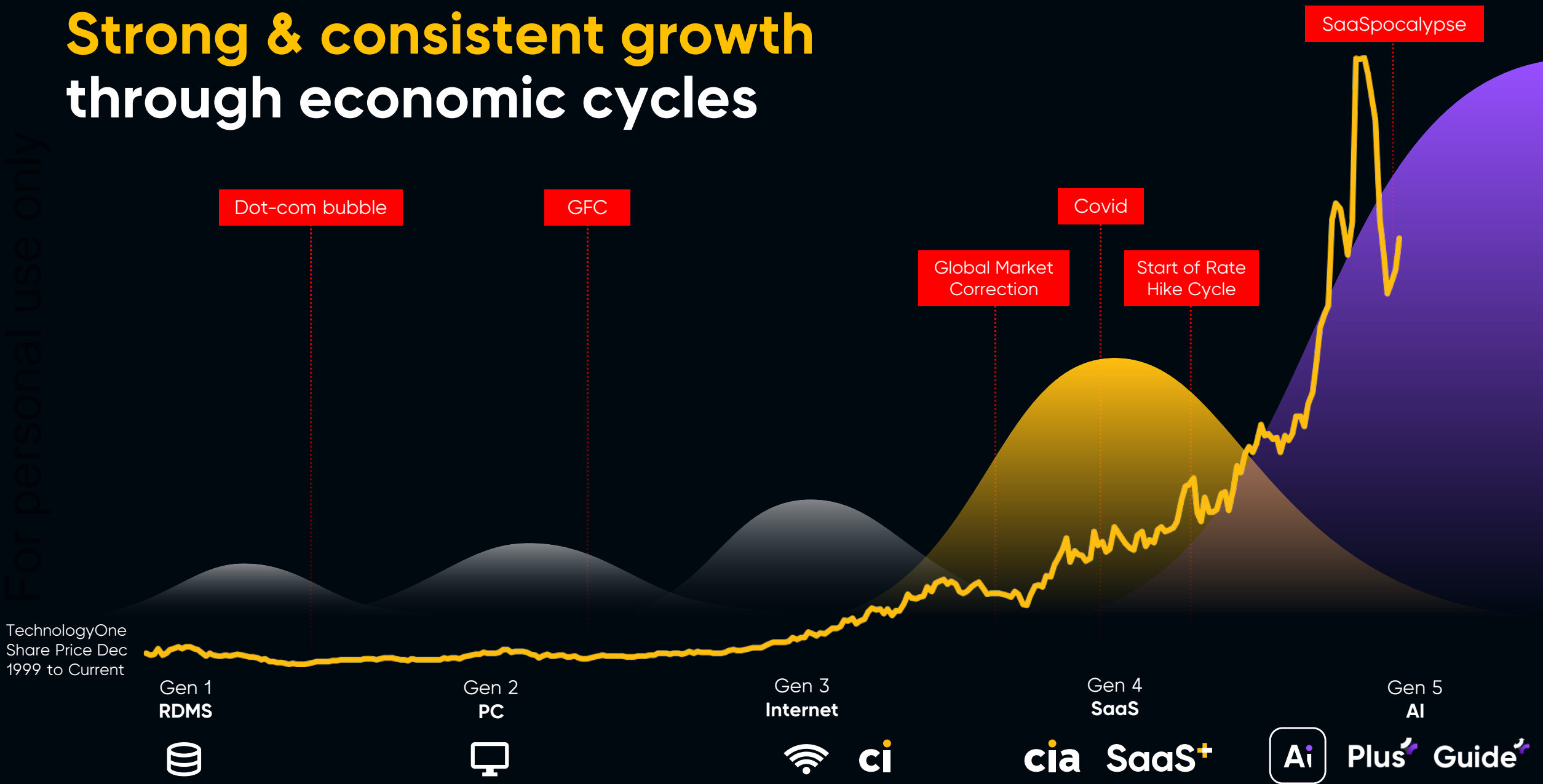
We power the councils, universities, governments, hospitals and infrastructure providers our families rely on. Real purpose, real impact.



# 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



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

# Total ERP Solution.

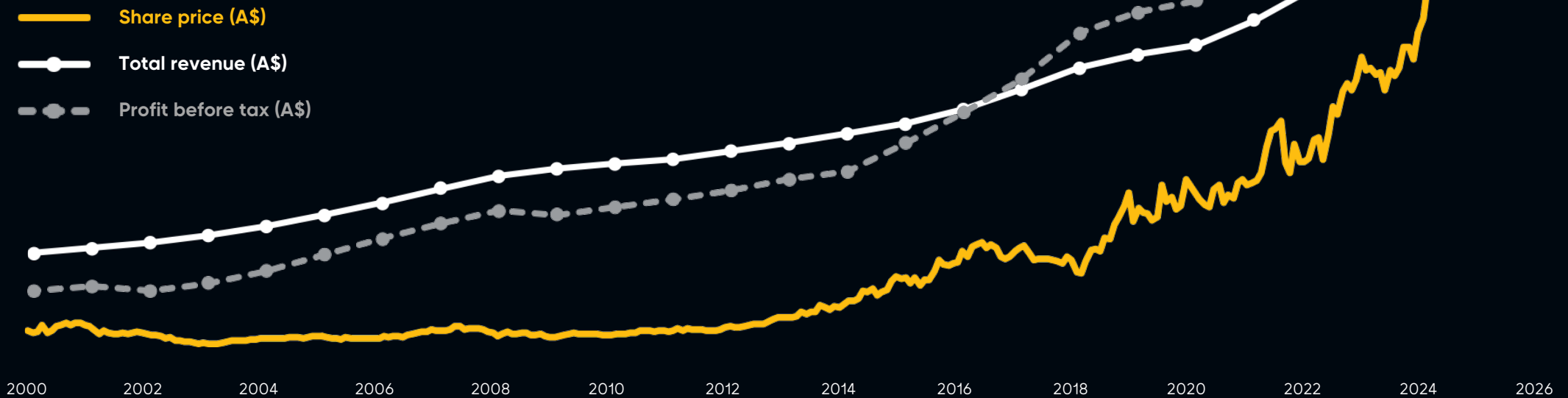
 App builder	 Business Analytics	 Corporate Performance Management	 Curriculum Management	 DxP Essentials	 DxP Local Government
 Enterprise Asset Management	 Enterprise Budgeting	 Enterprise Cash Receipting	 Enterprise Content Management	 Financials	 Human Resources and Payroll
 Performance planning	 Property and Rating	 Spatial	 Student Management	 Supply Chain Management	 Timetabling & Scheduling



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



**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

## Our competitive strengths

Vertical Expertise  
and IP

- 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

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

## 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



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## 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

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SaaS+ and ERP in 30 Days

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Customer Retention

- Industry-leading 99% customer retention

Execution Track Record

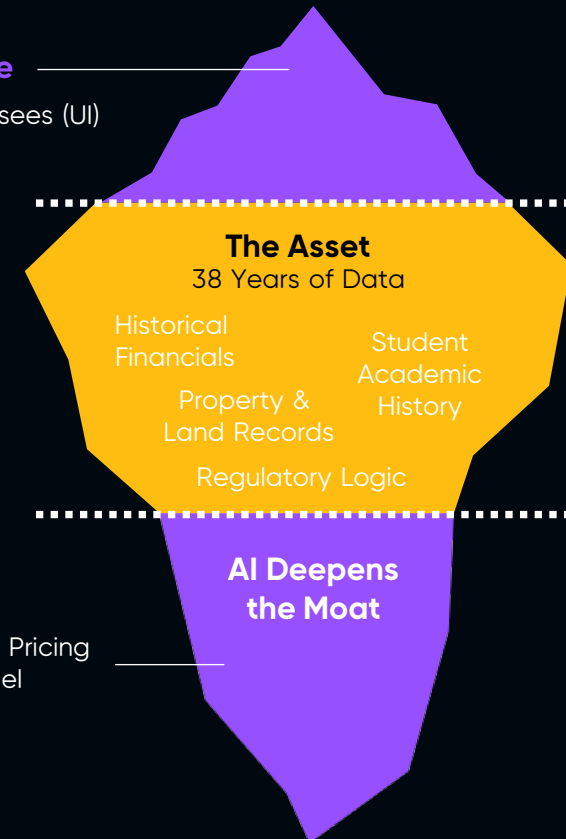
- We dream big and deliver
- 38-year track record of delivery and execution

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

## The Interface

What the user sees (UI)



# 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



# H1 FY26 Financial Highlights



*C. Bennett*

Cale Bennett

CHIEF FINANCIAL OFFICER

# 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**

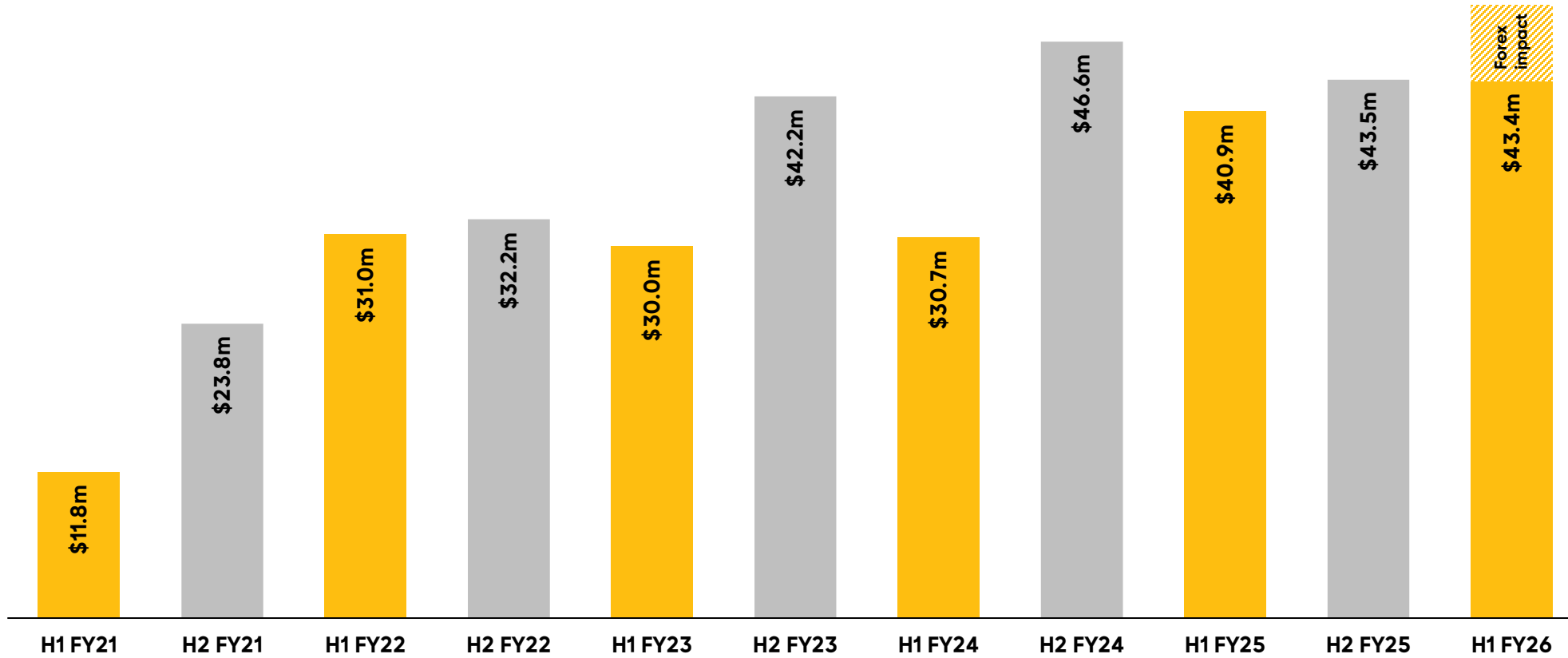
↑ **13%**

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

<sup>1</sup> 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

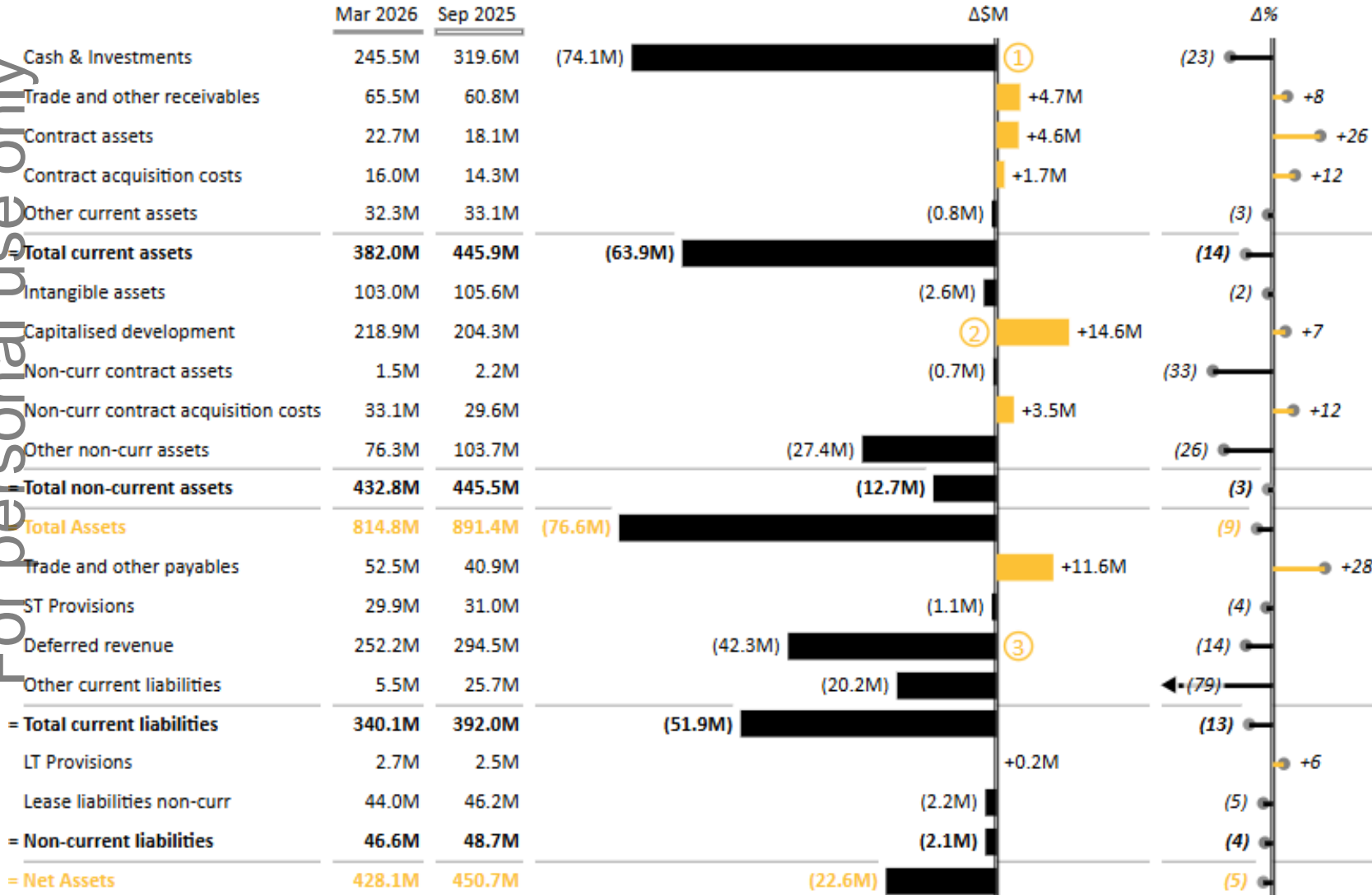
	H1 FY26	H1 FY25	ΔSM	Δ%
Revenue from contracts with customers	318.4M	285.7M	+32.7M	+11
Other Revenue	4.3M	5.6M	(1.3M)	(24)
<b>= Total Income</b>	<b>322.7M</b>	<b>291.3M</b>	<b>+31.4M</b>	<b>+11</b>
<b>= Total Variable Costs</b>	<b>(42.7M)</b>	<b>(40.7M)</b>	<b>(2.0M)</b>	<b>(5)</b>
Occupancy Costs	(1.9M)	(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
<b>= Total Operating Costs</b>	<b>(190.9M)</b>	<b>(168.7M)</b>	<b>(22.3M)</b>	<b>(13)</b>
<b>= Profit before income tax</b>	<b>89.1M</b>	<b>81.9M</b>	<b>+7.1M</b>	<b>+9</b>
Income tax expense	(22.3M)	(18.9M)	(3.3M)	(18)
<b>= Profit for the period</b>	<b>66.8M</b>	<b>63.0M</b>	<b>+3.8M</b>	<b>+6</b>
<b>= PBT Margin</b>	<b>28%</b>	<b>28%</b>	<b>(1pp)</b>	<b>(2)</b>

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

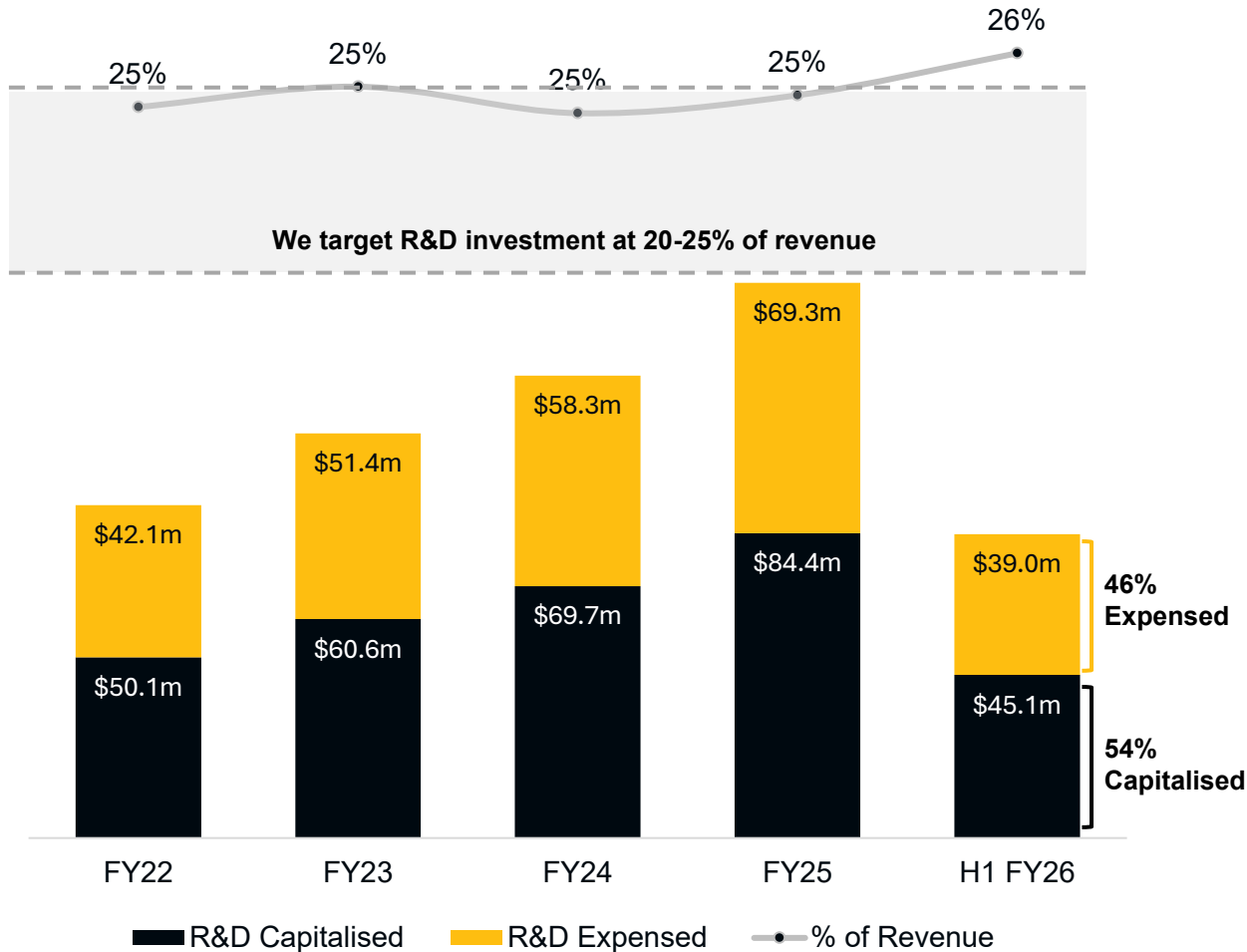
## ASM



- 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** ⚙️

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# 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)
<b>= Operating Cash Flow</b>	<b>81.9M</b>	<b>70.9M</b>	<b>+11.0M</b>	<b>+15</b>
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)
<b>= Free Cash Flow</b>	<b>20.3M</b>	<b>24.0M</b>	<b>(3.7M)</b>	<b>(15)</b>
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
<b>= Cash Flow after Investment Activities</b>	<b>19.2M</b>	<b>(21.3M)</b>	<b>+40.5M</b>	<b>+190</b>
Dividends paid	(98.0M)	(56.9M)	(41.1M)	(72)
Proceeds from shares issued	6.3M	11.3M	(5.0M)	(44)
<b>= Net cash flow from financing activities</b>	<b>(91.7M)</b>	<b>(45.5M)</b>	<b>(46.2M)</b>	<b>(101)</b>
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
<b>= Closing cash</b>	<b>245.5M</b>	<b>211.9M</b>	<b>+33.6M</b>	<b>+16</b>

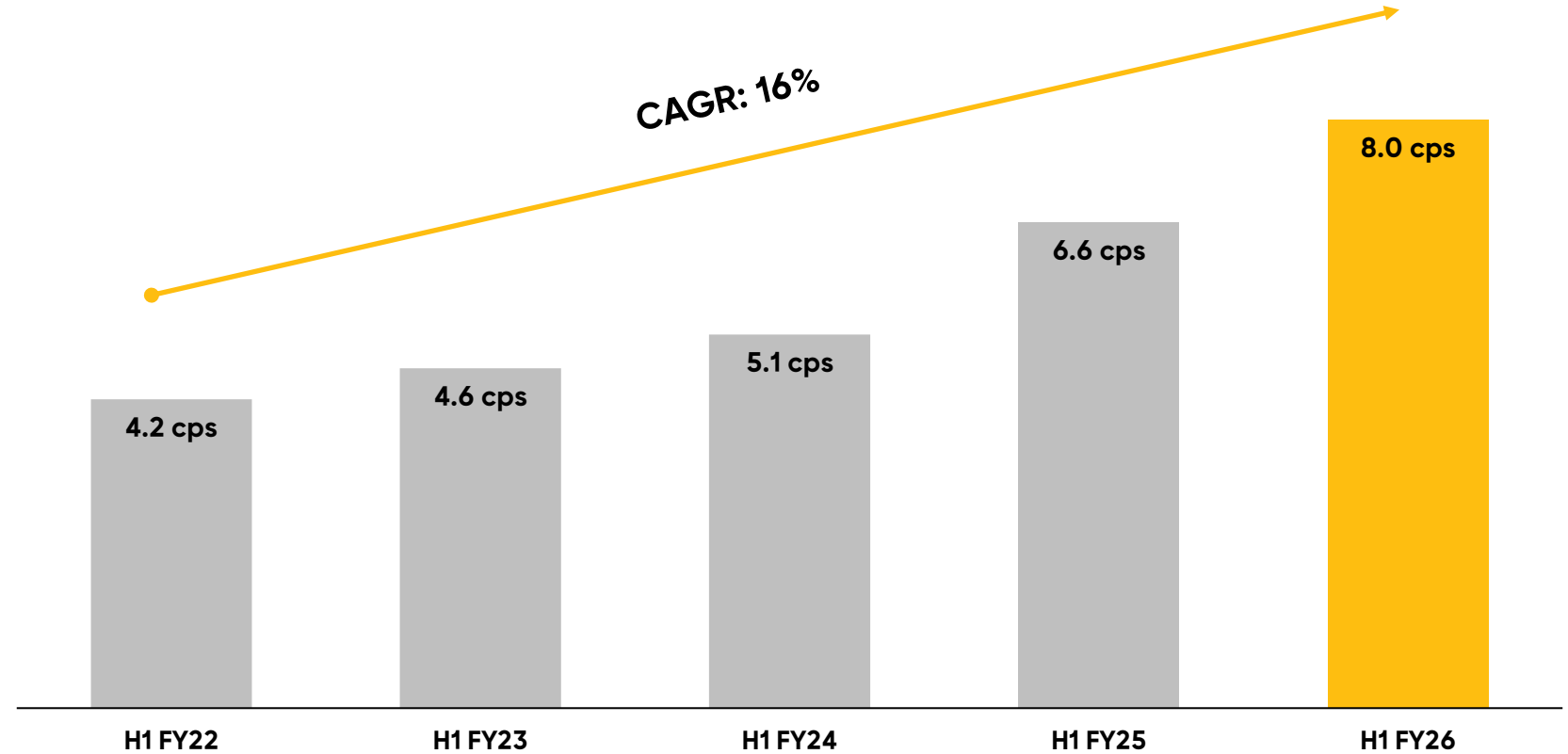
- ① **Non-cash items 50.4M ▲ +18%**  
Increase in amortisation of capitalised development assets and sales commissions and increase in share based payments expense
- ② **Income taxes paid (30.2M) ▼ (22)%**  
Higher ATO installment rate due to profit increase
- ③ **Capitalised commission costs (13.4M) ▼ (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

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# 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





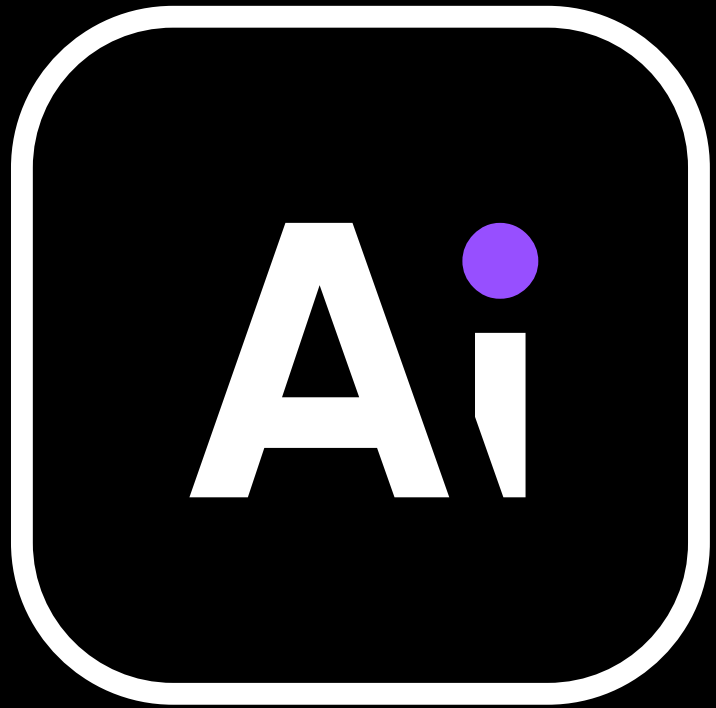
**H1 FY26  
Significant  
achievements**



*S. Macdonald*

Stuart Macdonald

CHIEF OPERATING OFFICER



# Showcase Results FY23 vs FY26

**85%**

**Increase in attendees from  
previous Showcase Event**

**~2500 attendees**

**Up to 10x**

**Increase in Sales Pipeline  
from Showcase**

# 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



### Start something new

Start hiring process

Access job applications

Log work request

Raise purchase requisitions

Create a visual for monthly expenses



### Task summary

Priority tasks  
**2**  
new 4hrs ago

Time-sensitive tasks  
**1**  
new 30m ago

General tasks  
**7**  
new 3d ago

### Insights

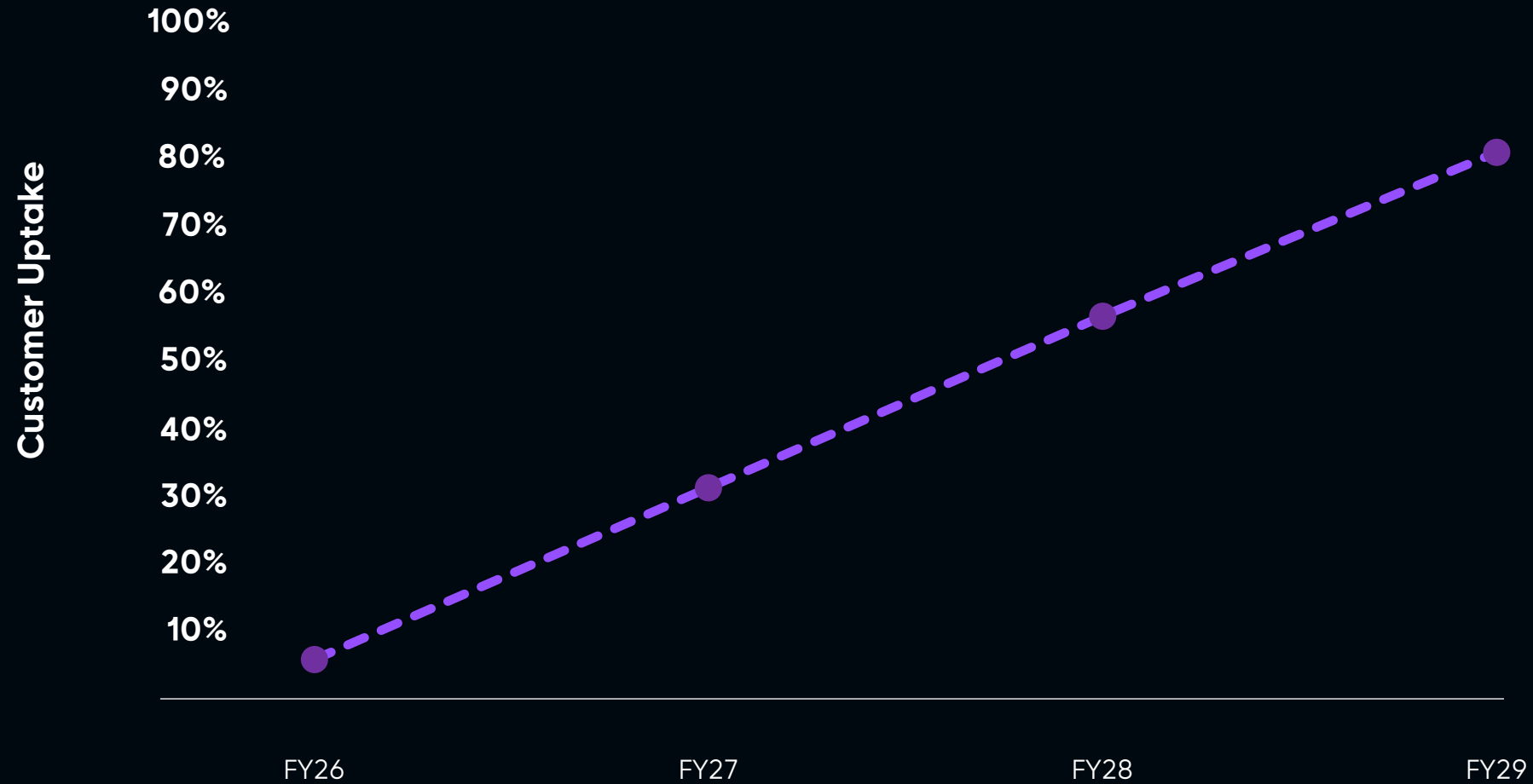
Overdue invoices  
**6**  
▲ 50% 7 days

Work requests  
**12**  
▲ 5.2% 7 days

Purchase Requests  
**2**



# Plus<sup>+</sup> : Fastest Customer Uptake



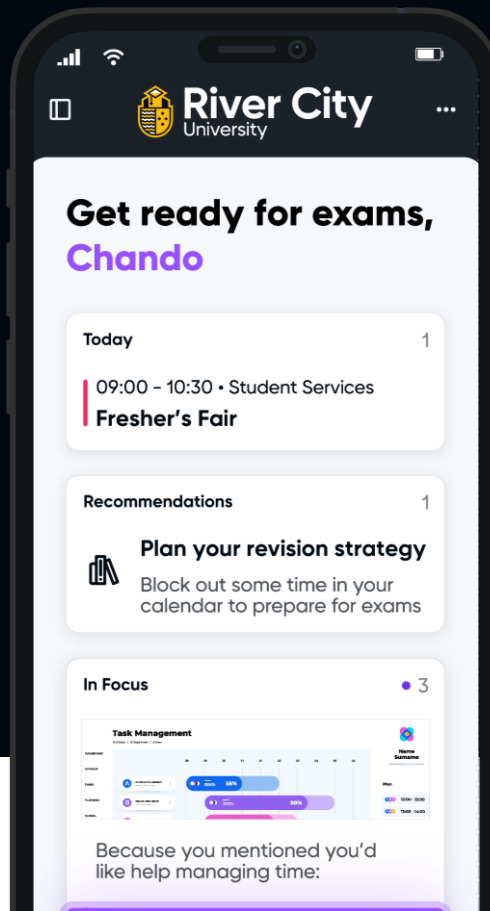
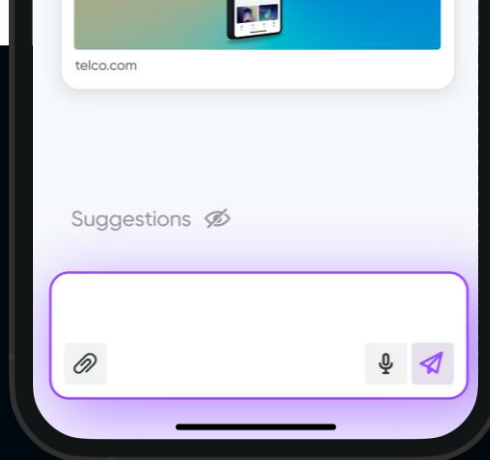
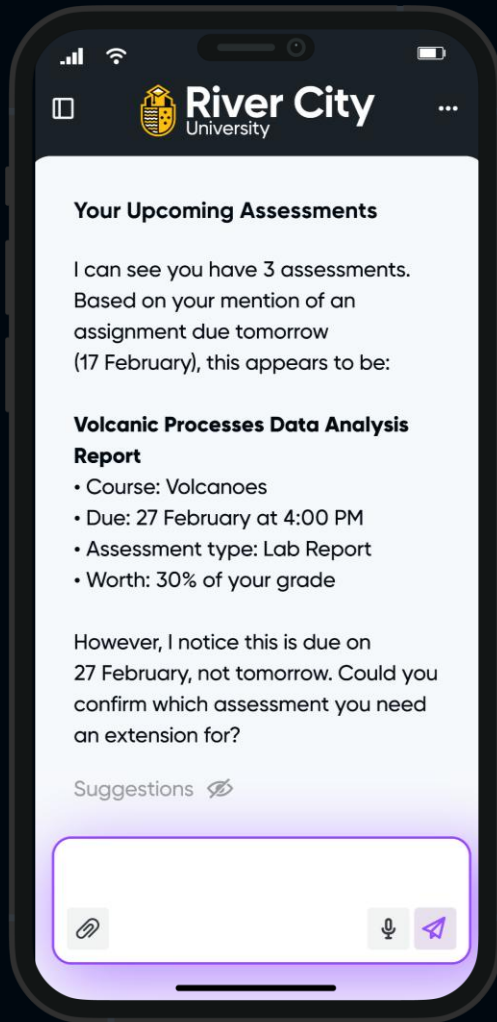
*\* For illustrative purposes only.*



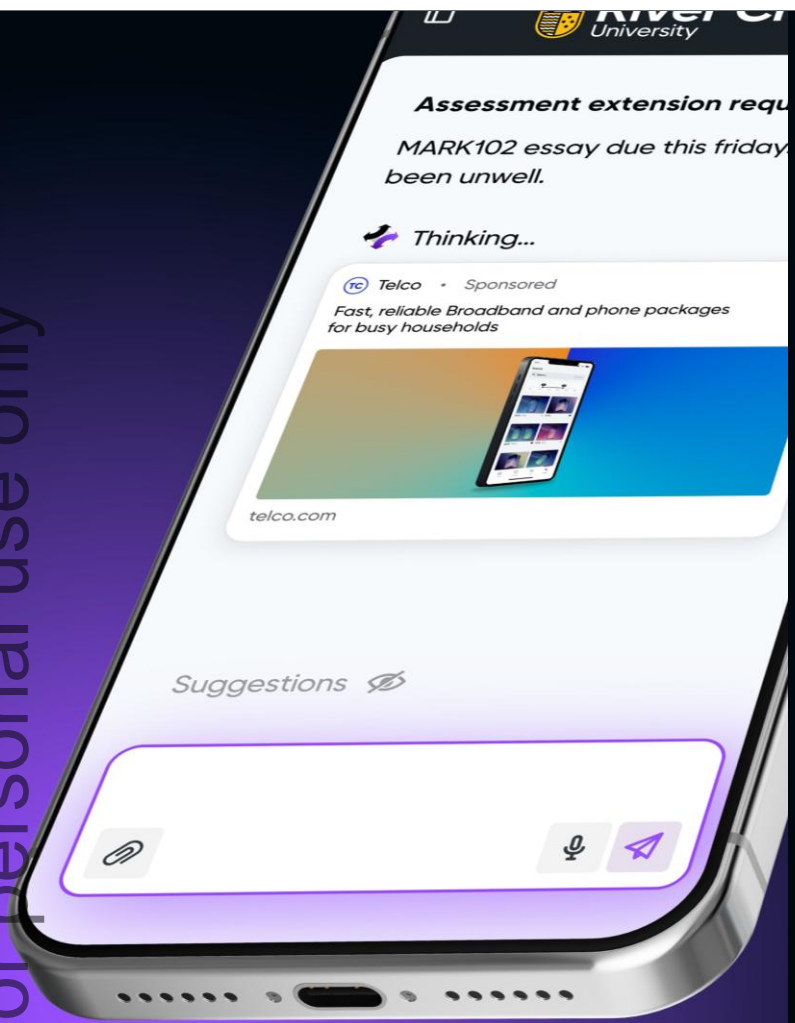
# Guide

## 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.





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## Long-Term 10 Year Agreement

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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.



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## 5 Year Agreement

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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

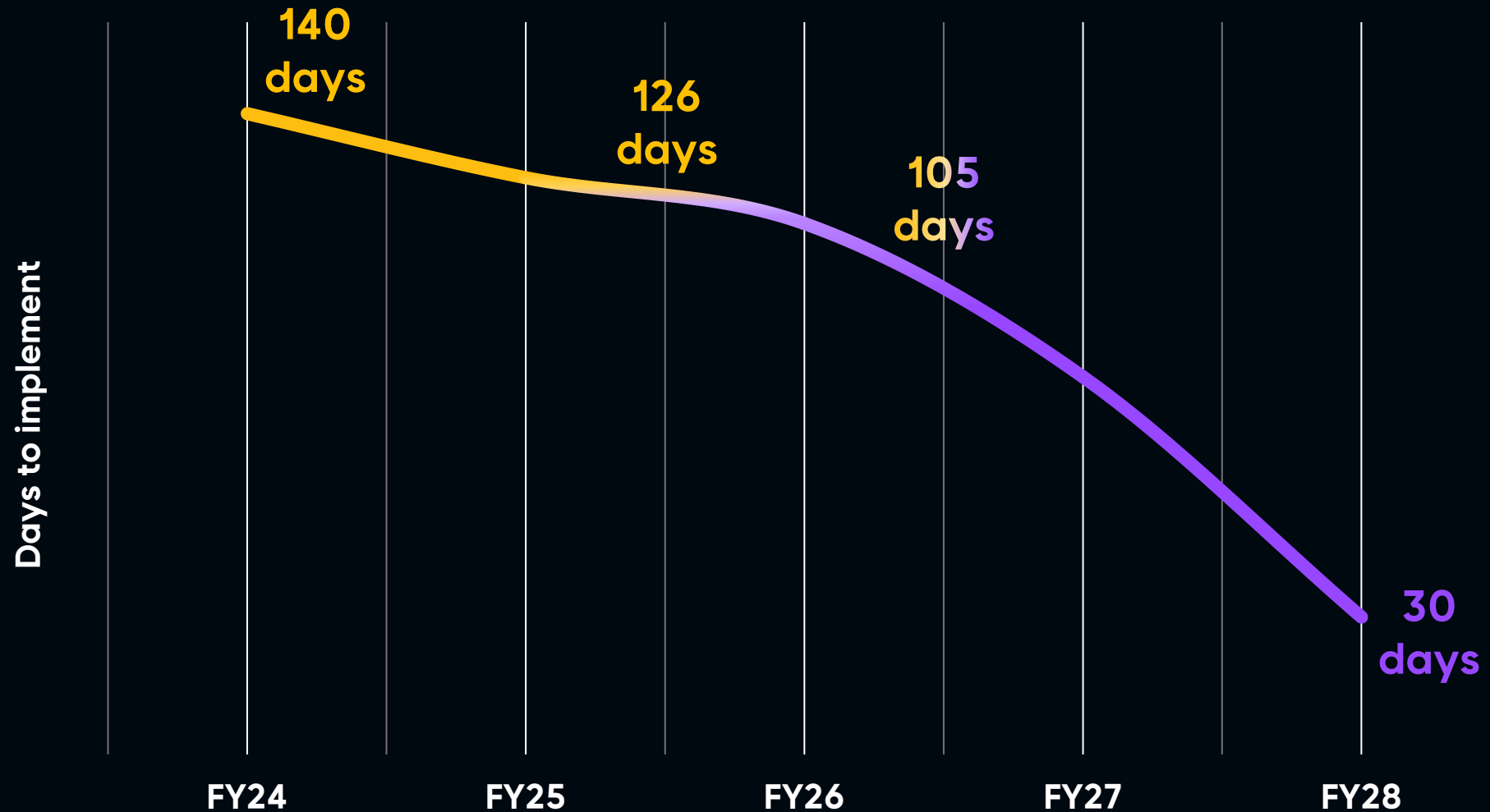
**100% of new agreements sold as SaaS+**

# SaaS+

**Lifts ARR  
by 40%**

# SaaS+ Financials

## The Drive to ERP in 30 Days will Increase Margins

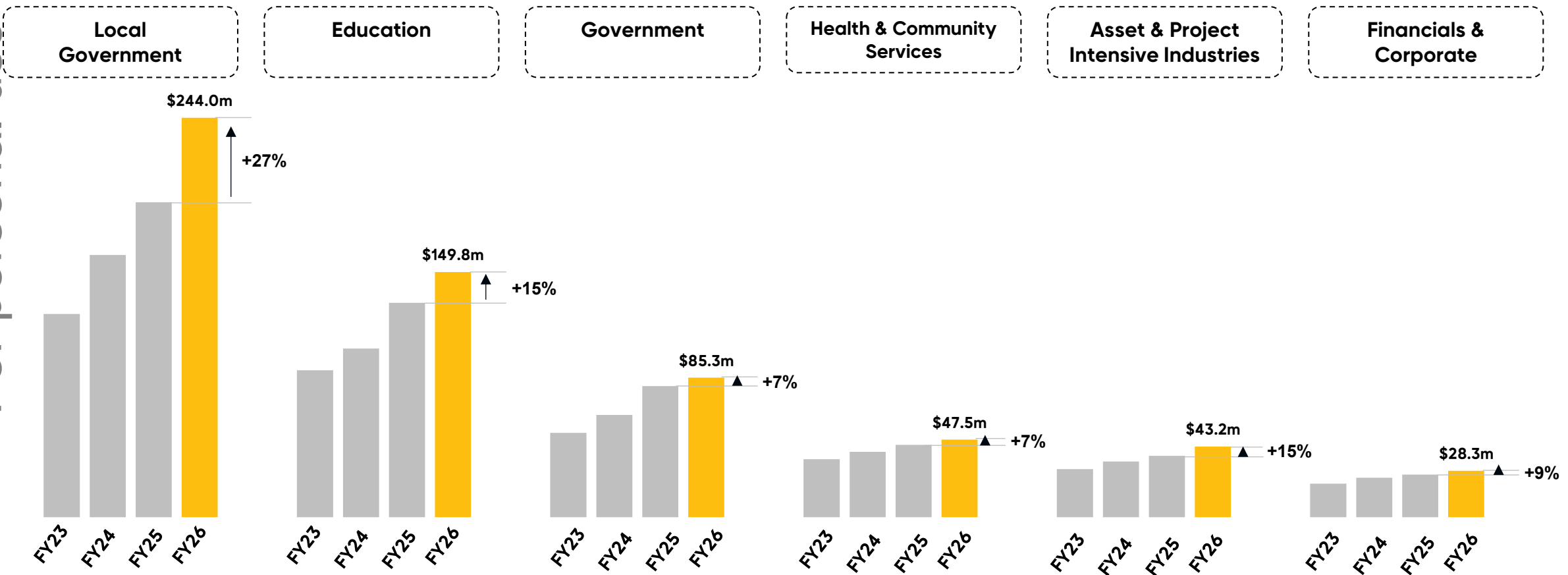


Powered by 

# 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%<sup>1</sup> 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

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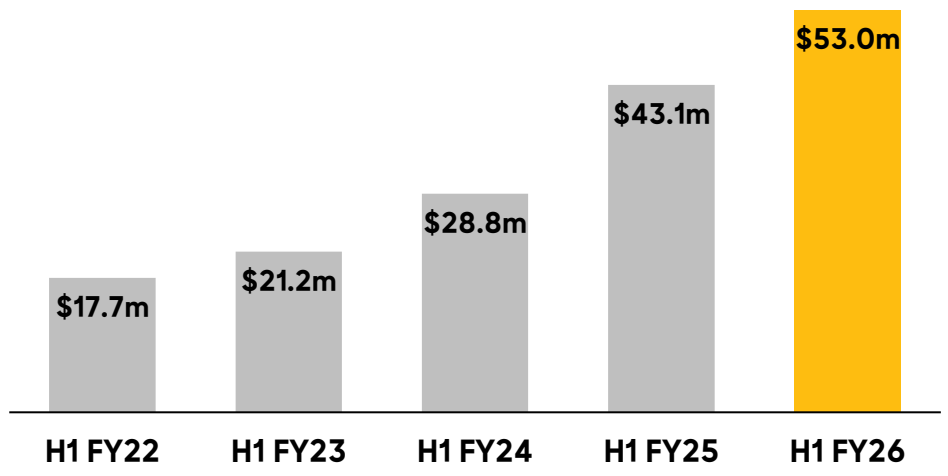
<sup>1</sup> Based on our existing customers and their use of TechnologyOne products and modules as a percentage of total addressable market.

# H1 FY26 United Kingdom

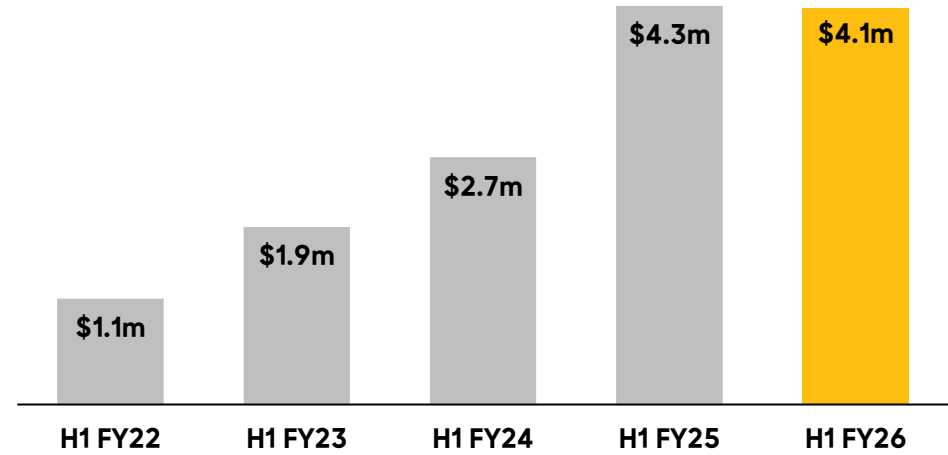
Our past investment has built a foundation for strong, sustainable growth

- 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

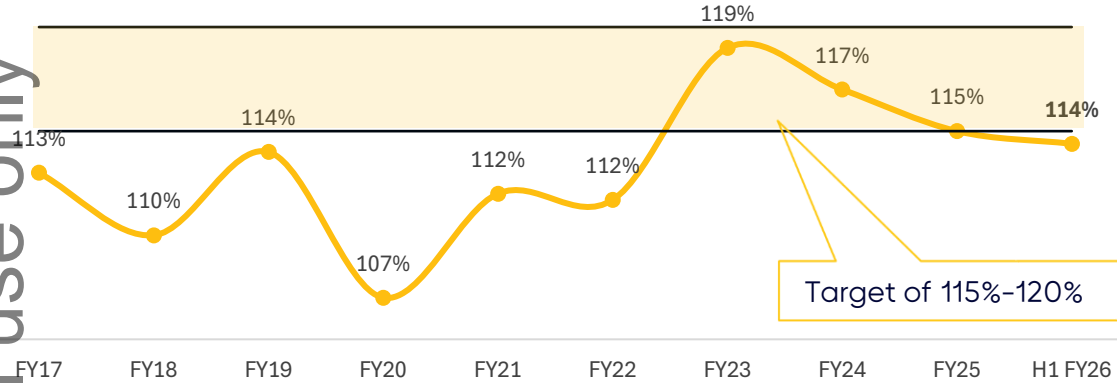


UK New Sales ARR

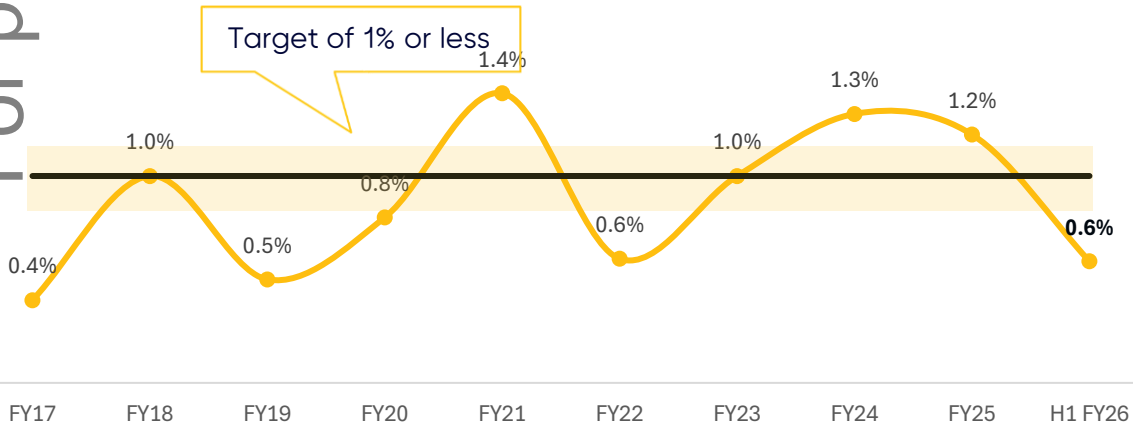


# Market Leading Net Revenue Retention and Churn

## Maintaining NRR in Target Range



## Market Leading Low Churn Rates

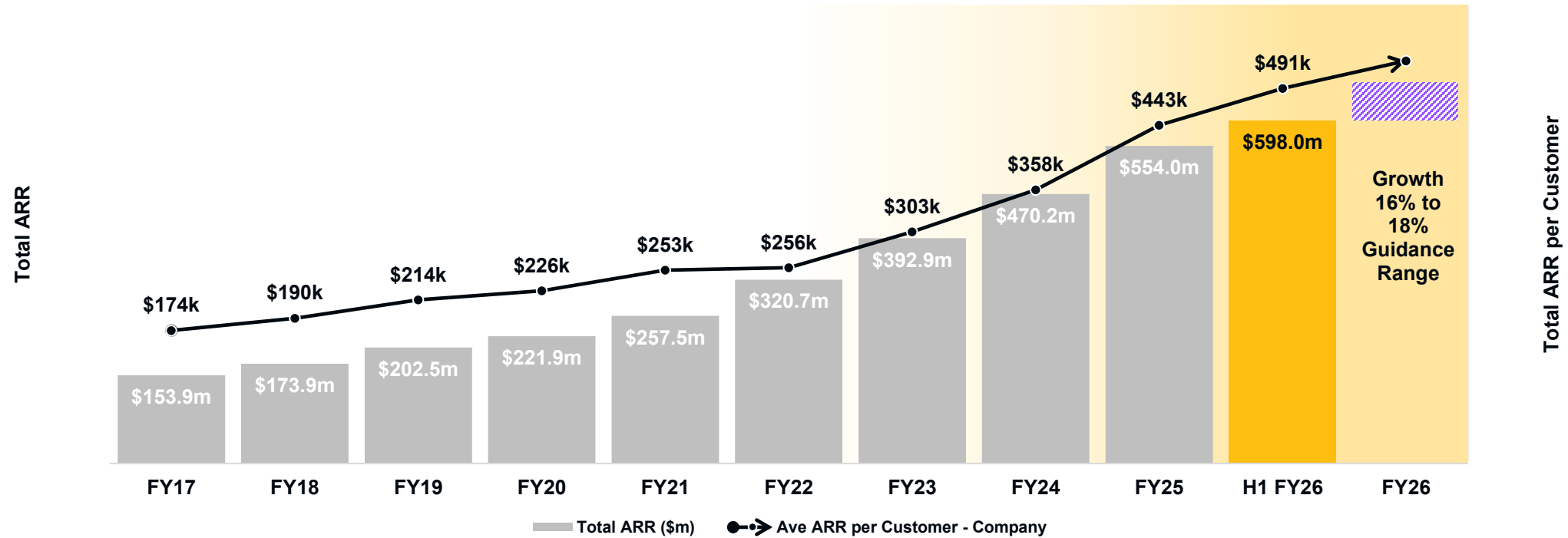


- NRR at 116% (at constant currency) within target range of 115% to 120%
- Our primary growth engine is expanding our relationships with customers
- At 115% we continue to double the size of the business every 5 years

# Total ARR and Average ARR per Customer

Maintaining Strong + Consistent ARR Growth

AI usage will drive average revenue and ARR per customer up



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# Significant R&D Investment

For future growth

Plus	Guide
ERP in 30 <small>ERP IN 30 DAYS</small>	SaaS+ <small>Solution as a Service</small>
App Builder	New Products

**26A**  
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 \$84.1m<sup>1</sup>

26% of revenue<sup>2</sup>

<sup>1</sup> R&D expenditure before capitalisation  
<sup>2</sup> Total R&D Investment as a % of Total Income

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# 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

# 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%+

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ARR

### 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

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% 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

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

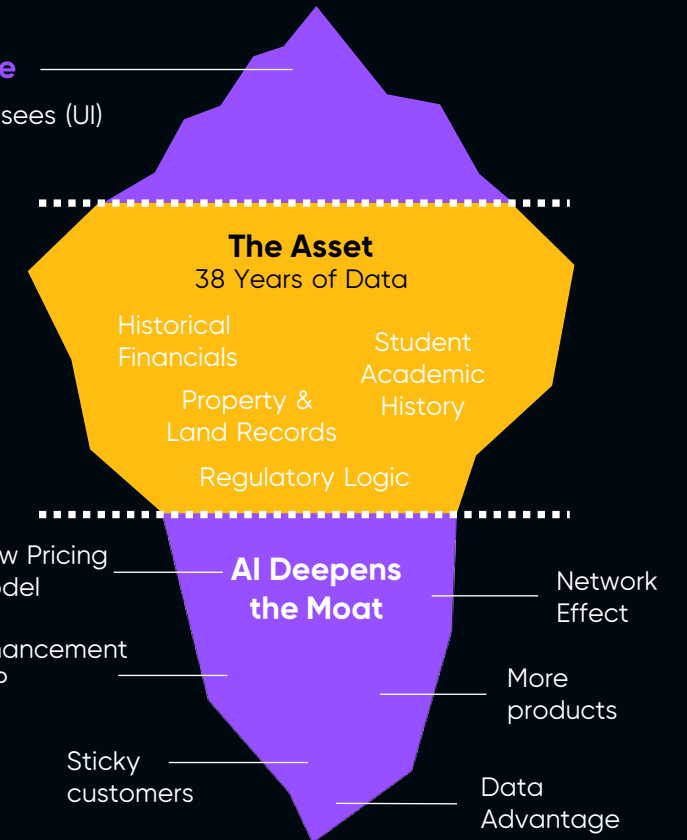
- With Plus, more products represents more value to customers

Network Effect

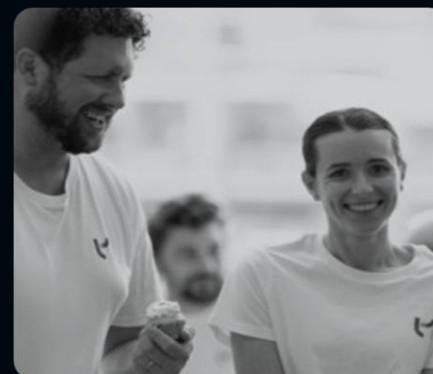
- Guide extends Plus from staff to end-users - residents and students. The customer surface area expands from ~100 staff per council to every ratepayer and every student.

## The Interface

What the user sees (UI)



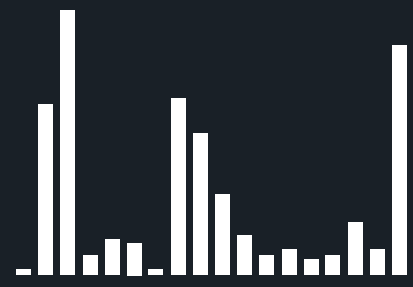
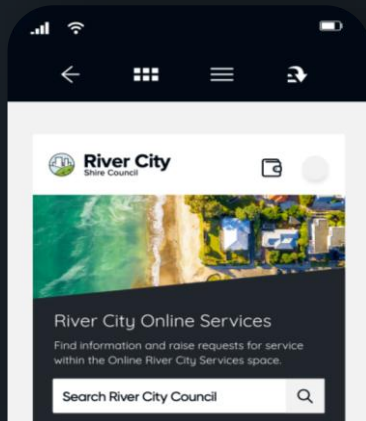
# People are our **power**



# Long-Term Outlook

## \$1B+ ARR BY FY30

20 Products



Exponentially  
larger  
Total Addressable  
Market

Plus  
Guide  
SaaS+

Multiple  
platforms  
for growth



technology<sup>i</sup>

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

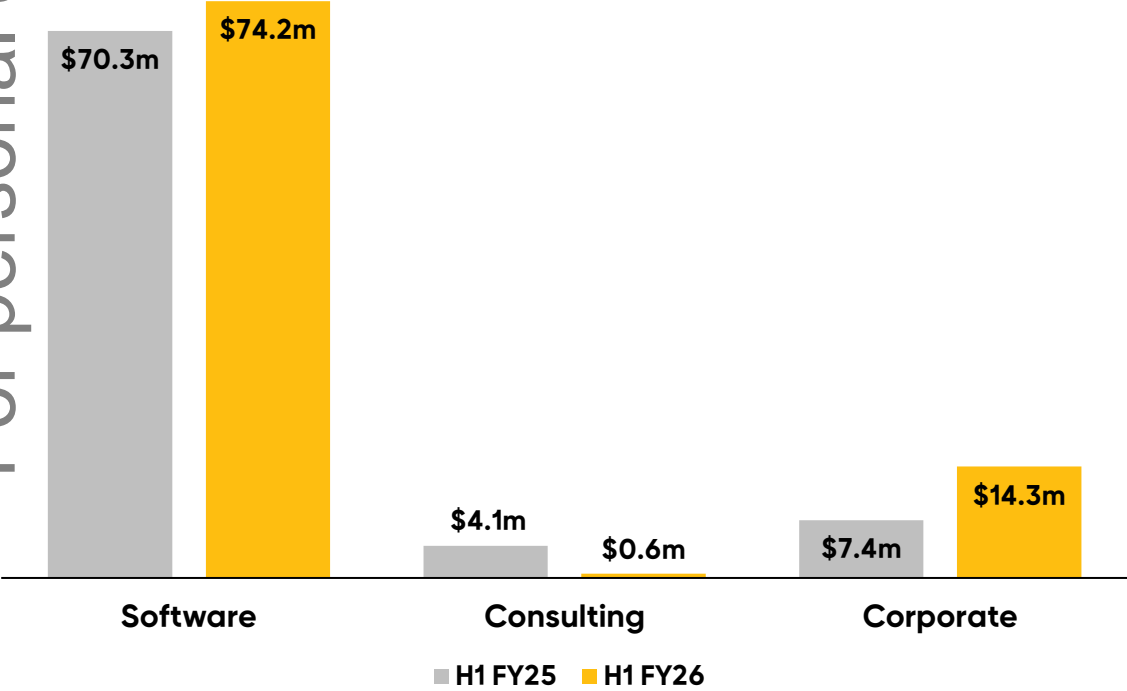
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# Appendix A:

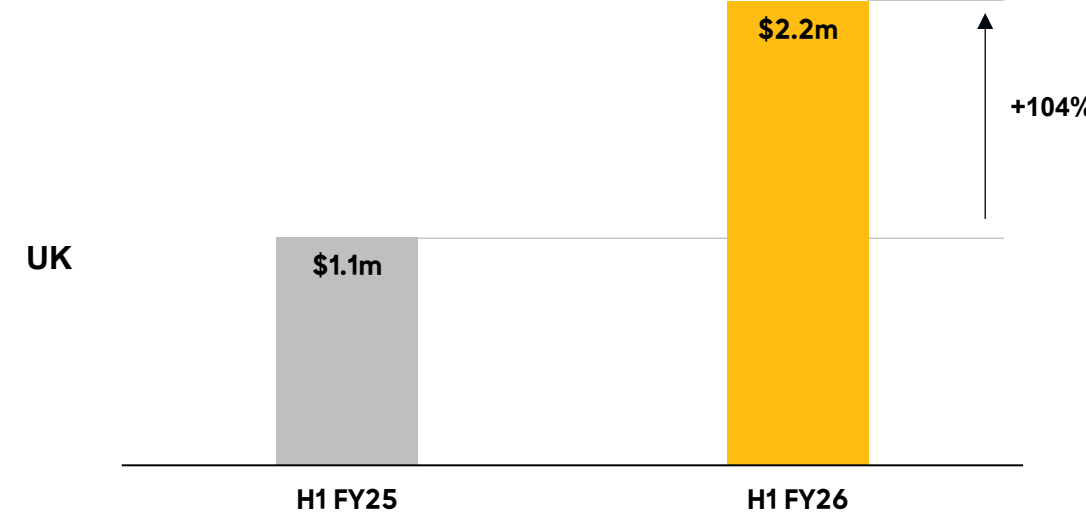
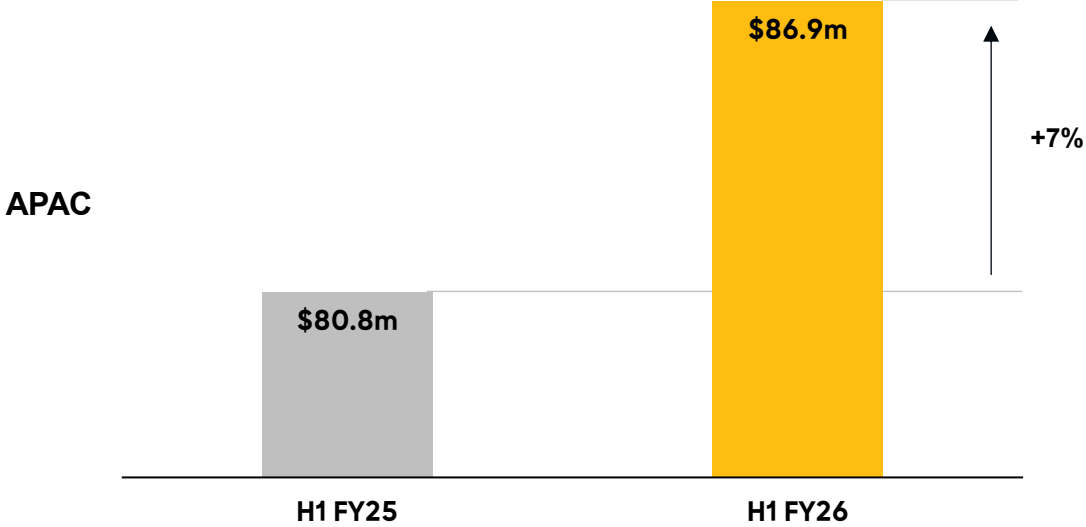
## H1 FY26 Profit by Segment

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

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### Geographic Segment Profit Analysis



# Appendix B:

## Balance Sheet – H1 FY26 to H1 FY25 Comparison

### ASM

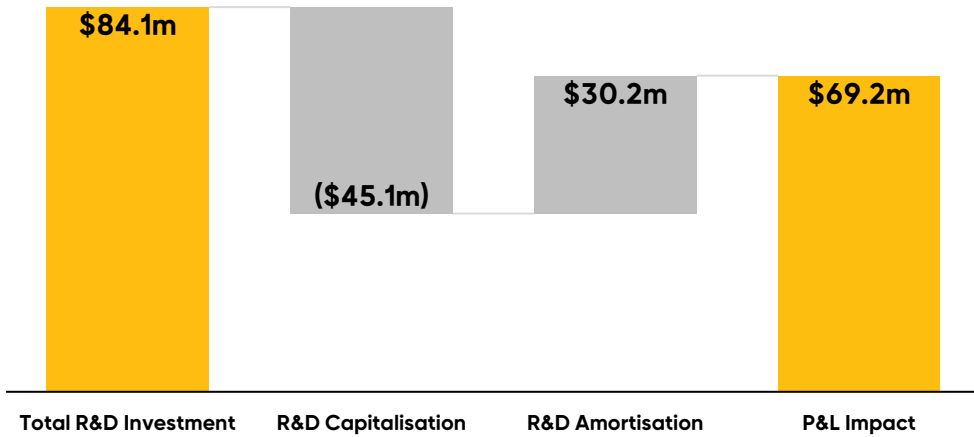
	H1 FY26	H1 FY25	ΔSM	Δ%
Cash & Investments	245.5M	211.9M	+33.6M	+16
Trade and other receivables	65.5M	54.9M	+10.6M	+19
Contract assets	22.7M	25.1M	(2.3M)	(9)
Contract acquisition costs	16.0M	12.3M	+3.7M	+30
Other current assets	32.3M	37.1M	(4.8M)	(13)
<b>= Total current assets</b>	<b>382.0M</b>	<b>341.3M</b>	<b>+40.8M</b>	<b>+12</b>
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)
<b>= Total non-current assets</b>	<b>432.8M</b>	<b>402.6M</b>	<b>+30.2M</b>	<b>+8</b>
<b>= Total Assets</b>	<b>814.8M</b>	<b>743.8M</b>	<b>+71.0M</b>	<b>+10</b>
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)
<b>= Total current liabilities</b>	<b>340.1M</b>	<b>273.5M</b>	<b>+66.6M</b>	<b>+24</b>
LT Provisions	2.7M	5.5M	(2.8M)	(52)
Lease liabilities non-curr	44.0M	49.2M	(5.2M)	(11)
<b>= Non-current liabilities</b>	<b>46.6M</b>	<b>54.7M</b>	<b>(8.1M)</b>	<b>(15)</b>
<b>= Net Assets</b>	<b>428.1M</b>	<b>415.7M</b>	<b>+12.4M</b>	<b>+3</b>

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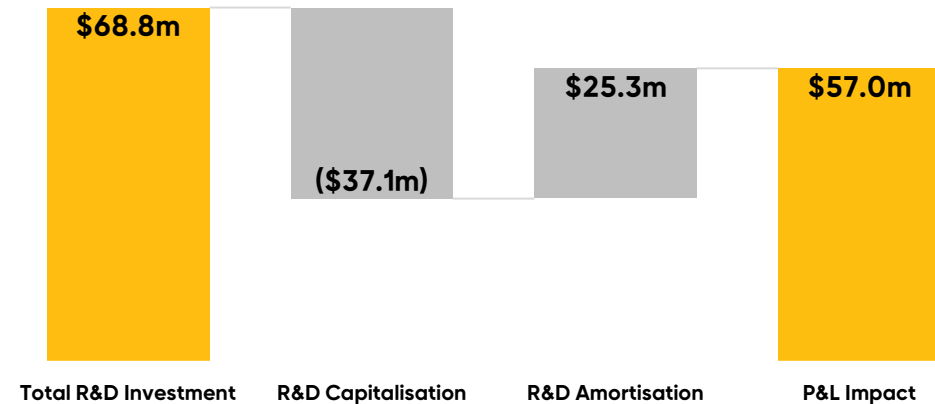
# Appendix C:

## R&D - Disciplined and Transparent

H1 FY26



H1 FY25



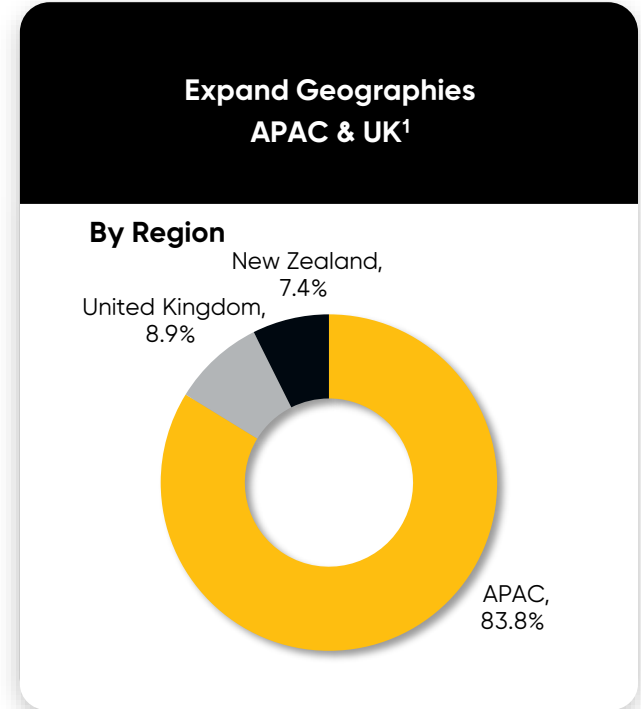
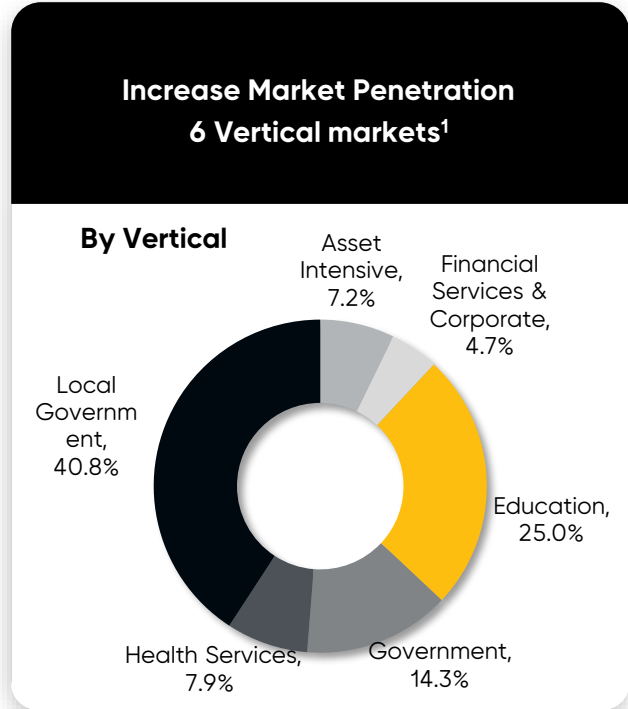
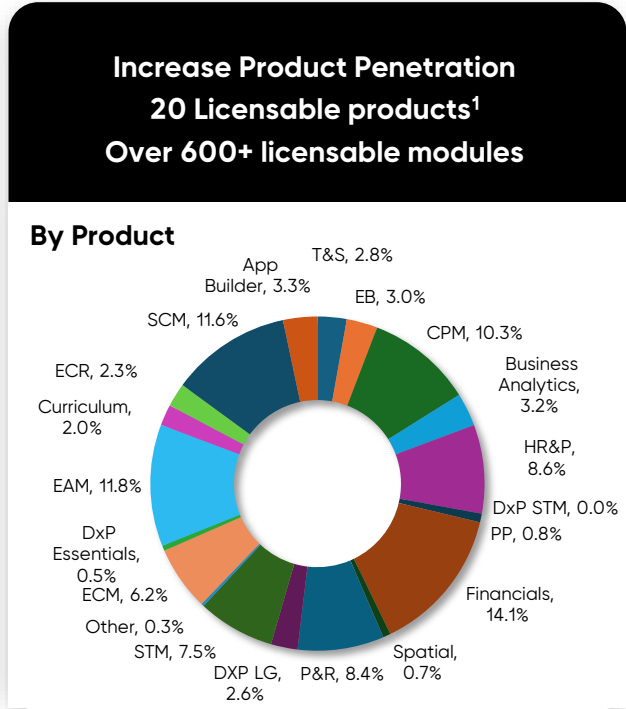
	R&D Investment (\$'000)	Software Development - Capitalised (\$'000)	Percent Capitalised %	Amortisation Expense (\$'000)	Amortisation Period Years	Net Expense through P&L (\$'000)
<b>FY23</b>	111,995	60,605	54.1%	34,055	5	85,445
<b>FY24</b>	127,995	69,719	54.5%	45,319	5	103,595
<b>FY25</b>	153,727	84,397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

# Appendix D: Drivers for Long Term Growth

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**Diversified revenue streams**

**Strong, very loyal customer base**



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

<sup>1</sup> Based on total ARR, 16 core product, 3 DXP products and PLUS (AI)

# Appendix E:

## Glossary

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

technology<sup>i</sup>

Making life simple for our community