



RESULTS PRESENTATION

FULL YEAR 2026

19 August 2026

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- Includes statements relating to past performance, which should not be regarded as a reliable guide to future performance.
- Includes certain financial information not recognised under IFRS which Hansen considers useful to assist in evaluating Hansen's performance – however, such information has not been subject to audit or review in accordance with Australian Auditing Standards.

All dollar values are in Australian dollars (A\$) unless otherwise stated.

Definitions:

- FY22 = financial year ended 30 June 2022
- FY23 = financial year ended 30 June 2023
- FY24 = financial year ended 30 June 2024
- FY25 = financial year ended 30 June 2025
- FY26 = financial year ended 30 June 2026
- FY27 = financial year ended 30 June 2027
- FY28 = financial year ended 30 June 2028
- EBITDA* = Earnings before interest, tax, depreciation and amortisation, excluding net foreign exchange gains / losses and share of profits / losses from associates
- Underlying EBITDA* = EBITDA excluding Separately disclosed items
- Cash EBITDA* = Underlying EBITDA excluding Capitalised development costs
- NPAT = Net profit after tax
- Underlying NPAT = NPAT excluding tax effected Separately disclosed items
- NPATA* = Underlying NPAT excluding tax effected amortisation of acquired intangibles
- EPSa = Earnings per share on NPATA

* EBITDA and NPATA are non-IFRS measures that have not been audited or reviewed by Hansen's auditors



Agenda

- About Hansen
- Leadership Changes
- Financial Highlights
- Hansen & AI
- Results Details
- M&A
- Outlook





Hansen (ASX: HSN) is a leading provider of industry-specific software for the global energy, utilities, communications and media sectors. Combining deep domain expertise with proven technology, Hansen helps customers modernise operations, accelerate transformation and navigate increasingly complex and regulated markets.

Why Hansen: Deep sector expertise, mission-critical software and practical innovation designed for complex, highly regulated industries.

80+

Countries where our software is used

25B+

Minutes per year via Hansen's Carrier Cloud

80M+

Energy & Utilities end-customers served

360M+

Communications & Media subscriptions supported



Mission-critical platforms at the core of Communications & Media and Energy & Utilities



Modular, cloud-native solutions enabling next generation of services



AI-enabled, omni-channel engagement improving customer outcomes

LEADERSHIP CHANGES



Andrew Hansen – Global CEO & Managing Director

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LEADERSHIP CHANGES

A New Chapter of Growth: Stuart MacDonald Appointed CEO, Andrew Hansen to Executive Chair

Board led succession process with all changes effective 19 November 2026

RETIRING

David Trude

Chair - Retiring from the Board

- Joined the Board in 2011; Chair for more than 15 years
- Chaired the Board through Hansen's international expansion
- The Board thanks David for his outstanding contribution

TRANSITIONING

Andrew Hansen

Executive Chair

- CEO and Managing Director for more than three decades
- Built Hansen into a global business: 600+ customers, 80+ countries
- Continues to lead long-term strategy and the M&A agenda

INCOMING

Stuart MacDonald

Chief Executive Officer

- Joins from TechnologyOne, Chief Operating Officer for the past nine years
- Led Sales, Marketing, Consulting, R&D and International Operations
- Track record across SaaS transition, UK growth and AI strategy



Executive Chair structure: Supports an orderly transfer of executive responsibility while maintaining continuity in strategic oversight, key customer relationships and the acquisition agenda

FINANCIAL HIGHLIGHTS



Andrew Hansen – Global CEO & Managing Director

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FY26 FINANCIAL HIGHLIGHTS

Operating
Revenue

\$386m

▼ Down 1.5% vs FY25

Support & Maintenance
Revenue

\$230m

▲ Up 13.4% vs FY25

Underlying
EBITDA

\$120m

▲ Up 7.2% vs FY25
Underlying EBITDA Margin 31.0%

Cash
EBITDA

\$106m

▲ Up 13.7% vs FY25
Cash EBITDA Margin 27.5%

Operating
Cash Flow

\$110m

▲ Up 52.0% vs FY25

Underlying
NPATA

\$66m

▲ Up 15.9% vs FY25

HANSEN & AI



Andrew Hansen – Global CEO & Managing Director

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AI FOUNDATION BUILT

HANSEN HAS ESTABLISHED THE CORE AI FOUNDATIONS REQUIRED TO SIMPLIFY THE STACK AND SCALE GLOBALLY

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EXPLORING THE OPPORTUNITY

Understanding where AI creates value:

- Evaluated AI technologies and applications
- Established Hansen's AI Enablement Team
- Identified customer and operational value opportunities
- Began developing future AI commercialisation pathways

BUILDING AI CAPABILITY

Equipping our people for the future:

- Launched an AI First culture
- Accelerated AI learning and adoption
- Deployed AI tools across the business
- Built workforce capability for the future

MODERNISING OUR PRODUCTS & OPERATIONS

Preparing Hansen for the next generation of software:

- Modernised software development and support
- Built NOVA RAG, Hansen's enterprise knowledge platform
- Connected global IP into a searchable knowledge layer
- Enabled AI-powered products and customer support

USING DATA TO DRIVE TRANSFORMATION

Understanding where AI delivers measurable value:

- Identified productivity opportunities through data
- Monitored AI adoption and impact
- Targeted training and process improvements
- Embedded data-driven continuous improvement

PLANNING HANSEN'S NEXT FIVE YEARS

Our focus now shifts to:

- Commercialise AI capabilities
- Leverage Hansen's global knowledge bank
- Accelerate migration to a common platform
- Drive efficiency and innovation
- Lead AI adoption in our industries
- Grow through capability and productivity

FROM SOFTWARE PROVIDER TO INTELLIGENT OPERATIONS PARTNER - TURNING 50 YEARS OF INTELLECTUAL PROPERTY INTO A SCALABLE ASSET

STRATEGIC AI VISION

LEVERAGING NOVA RAG TO BUILD AN AI-ENABLED PRODUCT PLATFORM

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UNIFY:

Progressively upgrade customers to a unified, modular, locally targeted, AI enabled product suite



INNOVATE:

Accelerate innovation by embedding governed AI into products, workflows and delivery



INTEGRATE:

Improve M&A onboarding by integrating acquired products, customers and teams faster and at lower cost



SCALE:

Scale into new markets with greater operating leverage and repeatable deployment models

CREATING A PATH TO PLATFORM CONVERGENCE: ONE ARCHITECTURE. ONE KNOWLEDGE ENGINE. ONE AI PLATFORM.

Reduce cost and complexity : Faster time to value : Greater Agility : Global impact

RESULTS DETAILS



Richard English - Chief Financial Officer

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FOCUSED EXECUTION DELIVERING EARNINGS GROWTH

Operating Revenue (\$m)



- FY26 revenue of \$386.5m remained broadly stable despite customer caution and FX headwinds
- Revenue quality continued to improve as the mix shifted towards recurring revenue

Underlying EBITDA (\$m)



- Underlying EBITDA increased 7.2%
- Margin expanded to 31.0%
- Disciplined cost management and AI-enabled productivity supported earnings growth

Underlying NPATA (\$m)



- Underlying NPATA increased 15.9%
- Growth reflects stronger profitability and operating leverage
- Demonstrates Hansen's ability to convert revenue into shareholder earnings

Cash EBITDA (\$m)

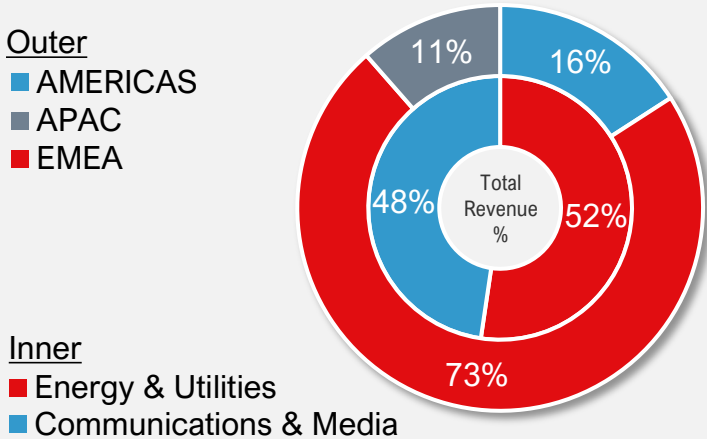


- Cash EBITDA increased 13.7%
- Strong cash generation highlights the quality of Hansen's earnings
- Supports continued investment in innovation, AI and strategic growth opportunities

DIVERSIFIED, HIGH-VISIBILITY REVENUE BASE UNDERPINNING RESILIENCE AND GROWTH

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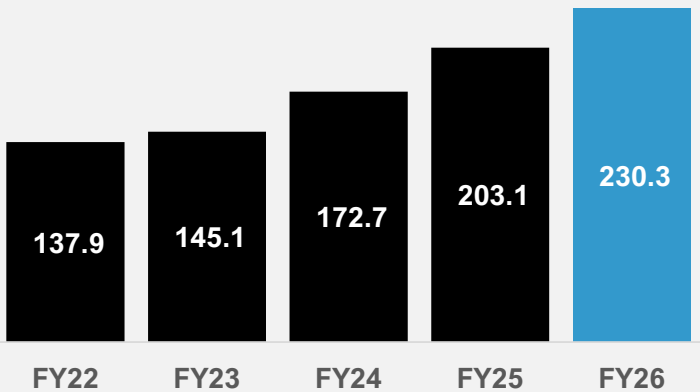
Global and Sector Diversity



- Hansen's steady, predictable income is underpinned by long-term contracts in two essential service segments
- Hundreds of Tier 1 & 2 customers across 80+ countries provides strong protection against customer or market concentration, reinforcing the resilience of Hansen's global business model

High-Quality Recurring Revenue

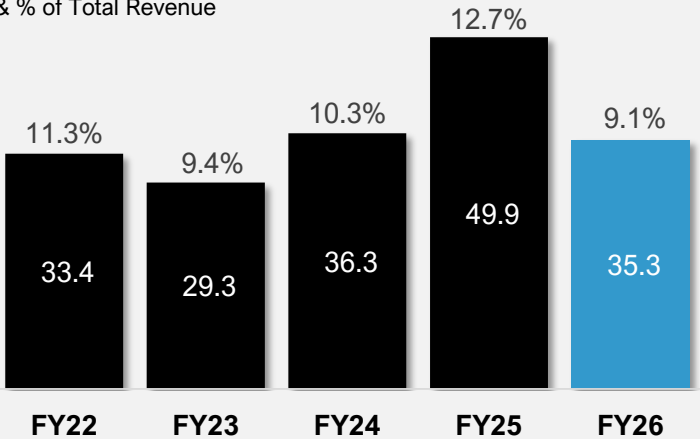
Support & Maintenance Revenue



- Support and Maintenance revenue is the foundation of Hansen's predictable performance, delivering consistent high quality multi-year growth
- Support and Maintenance revenue is recognised evenly over the contracted term providing visibility and cushions volatility
- FY26 Support and Maintenance revenue:
 - Up 13.7% CAGR since FY22
 - Up 13.4% vs FY25

High Margin Licence Revenue

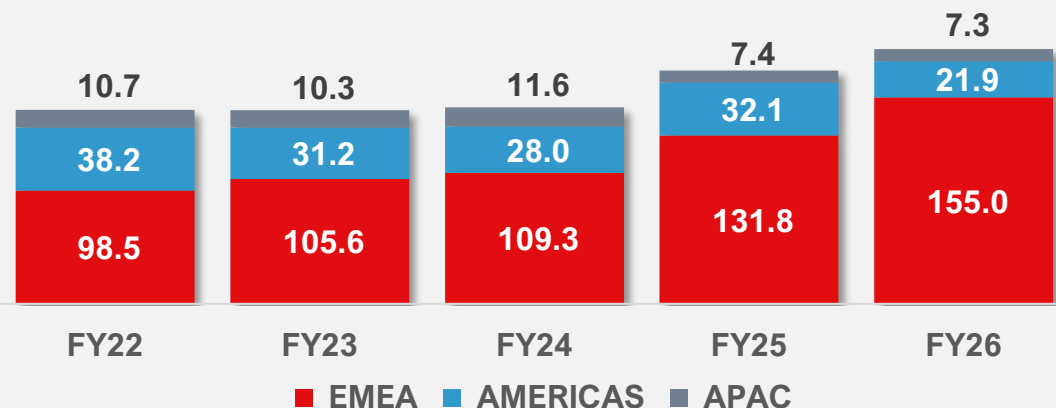
Licence Revenue & % of Total Revenue



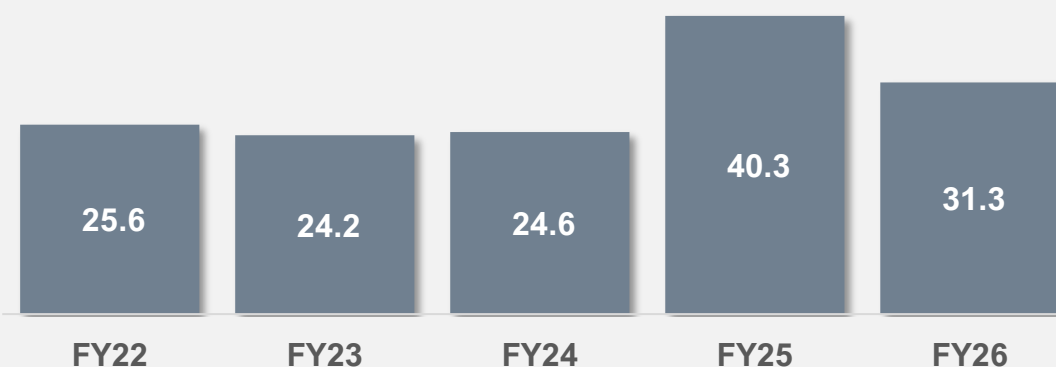
- Licence revenue reflects the timing of major contract wins and delivery milestones
- FY25 benefited from the VMO2 licence revenue recognition
- Revenue mix continues to evolve toward more recurring revenue streams
- Hansen does not sell perpetual licences

COMMUNICATIONS & MEDIA

Revenue by Region (\$m)



Licence Revenue (\$m)



Segment Result

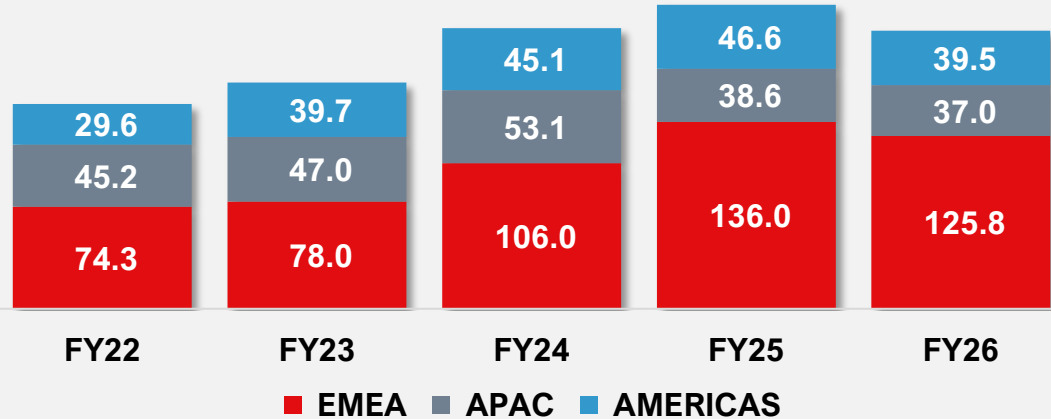
\$ Million	FY26	FY25 ¹	Variance (%)
Revenue	184.2	171.3	7.5%
Expenses	(78.1)	(79.1)	(1.4%)
Underlying EBITDA	106.1	92.2	15.1%
Underlying EBITDA Margin	57.6%	53.8%	

- **Digitalk** delivering strong performance, driving growth, margins and integration-led synergies
- **Solid pipeline of opportunities**, supported by enhanced product capability and global reach
- **VMO2 fully operationalised**, providing a scaled reference point for execution and delivery
- Increasing traction in **AI catalogue offerings**, supporting customer engagement and automation use cases
- **Telefónica Germany renewal secured**, reinforcing long-term customer relationships and platform relevance
- Focus on **scaling Digitalk**, converting pipeline and driving cross-sell across the global customer base

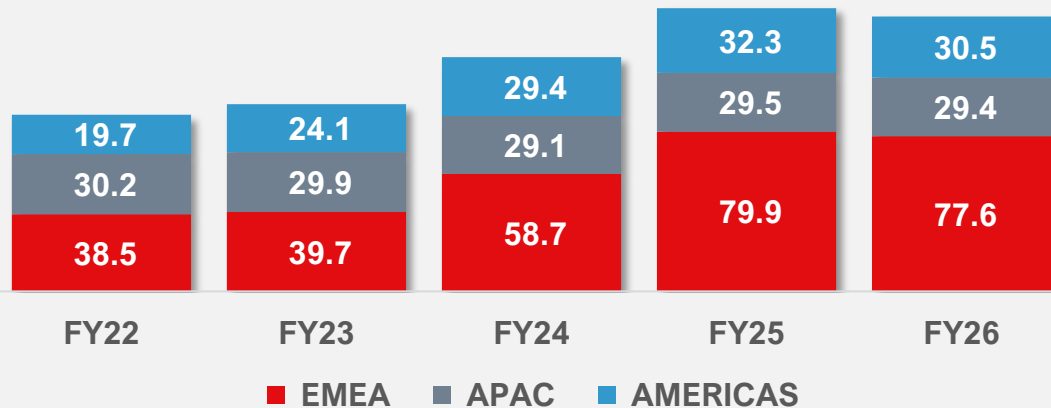
1. The prior year comparative EBITDA by segment has been restated to reflect a revised allocation of directly attributable corporate costs between operating segments. The restatement affects the presentation of segment EBITDA only and has no impact on the Group's total EBITDA or net profit for the year.

ENERGY & UTILITIES

Revenue by Region (\$m)



Support & Maintenance Revenue (\$m)



Segment Result

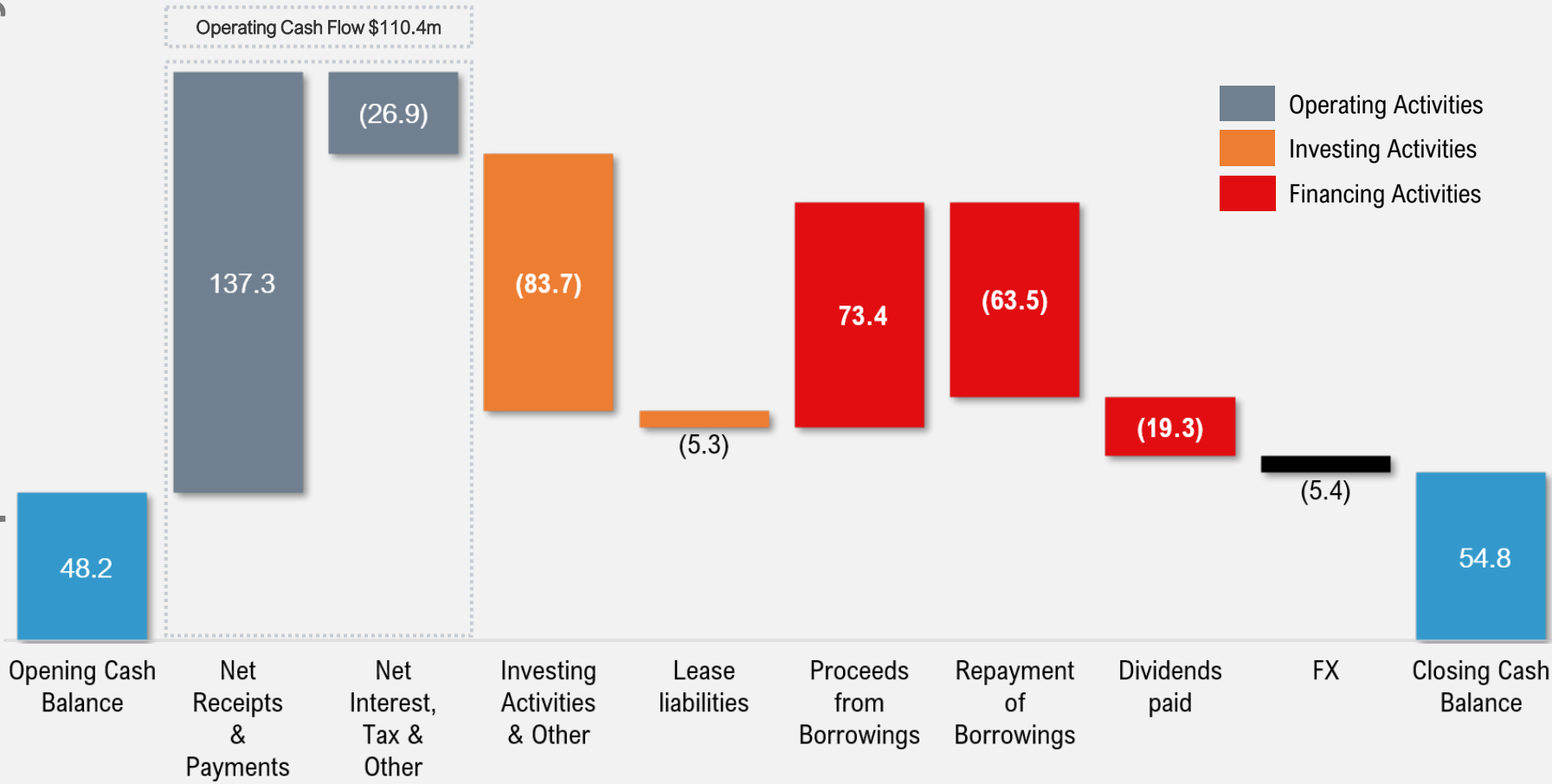
\$ Million	FY26	FY25 ¹	Variance (%)
Revenue	202.3	221.1	(8.5%)
Expenses	(131.8)	(142.0)	(7.2%)
Underlying EBITDA	70.5	79.1	(10.8%)
Underlying EBITDA Margin	34.9%	35.8%	

- FY25 project roll-offs, targeted wins and renewals supporting long-term recurring revenue across FY26
- Increased focus on AI-led capabilities (incl. Dial AI & virtual agents) to support differentiation and new business opportunities.
- **Germany underperformed expectations**, with the slower-than-anticipated rollout of smart meters delaying pipeline opportunities, compounded by some customer churn.
- **Early AI deployments delivering greater automation**, lower cost-to-serve, and improved scalability.
- Expanding AI use cases across customer engagement and VPP / distributed energy
- Continued focus on **execution discipline, margin enhancement and structural tailwinds** (smart metering, energy transition)

1. The prior year comparative EBITDA by segment has been restated to reflect a revised allocation of directly attributable corporate costs between operating segments. The restatement affects the presentation of segment EBITDA only and has no impact on the Group's total EBITDA or net profit for the year.

STRONG CASH GENERATION FUNDING GROWTH

Group Cash Flow (\$m)



Strong cash generation

- Operating cashflow of \$110.4m up 52% on prior year

Reinvesting in our products

- ~7% of revenue spent on R&D of which \$13.5m was capitalised
- Additional R&D amounts are also directly funded by customers
- AI is driving operating leverage, accelerating reinvestment and delivery across our product suite

Returning funds

- \$19.3m of dividends to shareholders in the period
- \$63.5m borrowings repaid

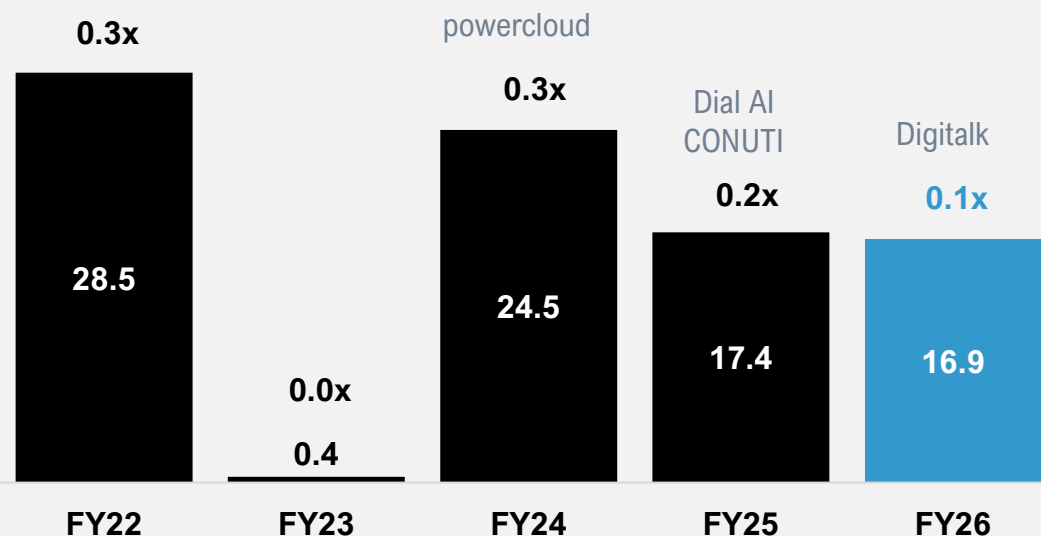
M&A investment

- Acquired Digitalk for \$67.1m

CAPACITY TO INVEST, ACQUIRE AND RETURN

Strong Balance Sheet provides flexibility

Net Debt (\$m) & Leverage Ratio¹ (\$m)



- Four strategic acquisitions completed since FY22, while preserving a conservative debt profile.
- Repaid \$63.5m in borrowings in FY26, finishing the year with Net debt of \$16.9m and leverage of 0.1x.
- Flexibility to support future growth through disciplined acquisitions, continued investment in innovation and long-term shareholder value creation.

1. Leverage Ratio is Net Debt (Cash Assets less Interest-Bearing Liabilities) divided by the last 12 months Underlying EBITDA

Operating Cash Flow

\$m and Cash Conversion Ratio²



- Cash conversion of 0.9x in FY26, up from 0.7x in FY25.
- \$105m of dividends paid to shareholders, FY22–FY26.
- FY26 final dividend of 5.0 cents per share, partially franked at 4.0 cents.
- We prioritise the careful return of funds to our shareholders while retaining sufficient capital for further acquisition opportunities.

2. Cash Conversion Ratio is Net cash from operating activities divided by EBITDA

M&A

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Andrew Hansen – Global CEO & Managing Director

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M&A: DISCIPLINED, REPEATABLE VALUE-CREATION PLAYBOOK



Organic growth remains the priority: M&A adds scale, deepens capability and extends market reach

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**OUR APPROACH: A REPEATABLE MODEL**

**Long-term track record**
14 Successful transactions since 2008

**Clear acquisition filters**
Mission-critical software; predictable/recurring revenue; long-term customer relationships; clear IP ownership

**Pipeline discipline**
Actively managed pipeline with the capacity to execute selectively

**WHERE WE LOOK**

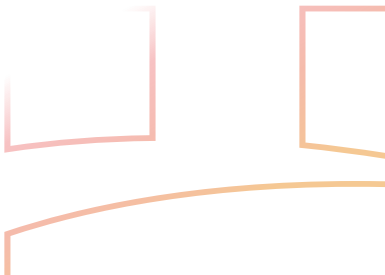
**Energy & Utilities**
Entry into high-growth markets or scale/product expansion in existing jurisdictions

**Communications & Media**
Solutions aligned with global standards, that complement or expand Hansen's global product platform

**Third vertical**
Exploring new vertical options with strategic alignment, with insurance software a key area of analysis



Strong cash generation and conservative leverage preserve flexibility to act with discipline



RECAP ON RECENT ACQUISITIONS

Strengthening capabilities. Expanding reach. Driving long-term value

Digitalk



STATUS: Performing **ahead** of expectations

- Strong revenue growth and margin profile
- Successfully integrated into C&M vertical
- Delivering cross-sell benefits



STRATEGIC FOCUS

- Drive cross-sell into existing global customer base
- Leverage sales network to drive further top line growth
- Maintain margin discipline and operational efficiency
- Scale platform across new geographies



OUTLOOK

- Continued earnings accretion
- High-quality, scalable growth asset
- Embed AI for greater efficiency, profitability and product enhancement

Dial AI



STATUS: Building momentum & Winning Customers

- Enhancing differentiation via AI-led capabilities
- Supporting new wins across US & Canada
- Increasing competitiveness
- E.g. City of Kingsport, Tennessee (USA municipal utility) +16K calls within weeks and 60% end to end



STRATEGIC FOCUS

- Embed AI across core Hansen product suite
- Scale go-to-market in North America
- Leverage capability to improve win rates and deal size



OUTLOOK

- Expanding pipeline
- Key growth catalyst globally

powercloud



STATUS: Below expectations

- German energy transition slower than expected → delayed customer activity
- Market contraction combined with some customer churn impacting top line
- Margins remain below group targets



STRATEGIC FOCUS

- Cost base reset and restore margin discipline
- Continue investment in new product offerings
- Position for structural demand from smart meter roll out to drive top line growth



OUTLOOK

- Smart meter rollout to drive demand
- Regulatory complexity supports SaaS adoption
- Medium-term recovery expected



Disciplined execution across all acquisitions to **drive long-term value creation** and sustainable growth

OUTLOOK



Andrew Hansen – Global CEO & Managing Director

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OUTLOOK

FY27 revenue is expected to be broadly stable relative to FY26, reflecting the ongoing transition from upfront Licence revenue to recurring consumption-based revenue streams and continued foreign exchange headwinds.

- **Support & Maintenance revenue:** is expected to grow approximately 6–8% in FY27, supported by continued customer demand for Hansen’s mission-critical software and services.
- **Margins:** FY27 Underlying EBITDA margin is expected to exceed 26%, reflecting reduced contribution from Licence revenue and continued investment in AI-enabled capabilities, product innovation and customer-led development opportunities.
- **Strategic position:** The Board views FY27 as an investment and transition year. Hansen has a solid pipeline of new business opportunities, customer renewals and continues to commercialise its AI-driven capabilities. The Group expects revenue growth in FY28 with Underlying EBITDA margin returning to Hansen’s 30% plus target.
- **Balance sheet:** The Group maintains a strong balance sheet and expects to achieve a net cash position during Q2 FY27, providing greater flexibility to support future growth through disciplined acquisitions, continued investment in innovation and long-term shareholder value creation.



The Board views FY27 as an investment and transition year focused on improving revenue quality, enhancing scalability and positioning the business for sustainable long-term growth

QUESTIONS

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APPENDIX

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CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2026

	2026 \$'000	2025 \$'000
Operating revenue	386,494	392,486
Other income	3,511	1,331
Acquisition-related income	-	11,351
Total revenue from contracts with customers and other income	390,005	405,168
Employee benefit expenses	(200,557)	(208,117)
Depreciation expense	(12,275)	(12,049)
Amortisation expense	(37,469)	(40,393)
Property and operating rental expenses	(4,516)	(3,598)
Contractor and consultant expenses	(5,852)	(4,447)
Software licence expenses	(5,693)	(6,026)
Hardware and software expenses	(29,983)	(33,665)
Travel expenses	(3,561)	(3,499)
Communication expenses	(2,441)	(1,701)
Professional expenses	(8,444)	(10,894)
Other expenses	(9,316)	(10,220)
Restructuring expenses	(379)	(11,582)
Business acquisition costs	(649)	(98)
Foreign exchange gains / (losses)	(2,205)	50
Share of net loss of associate	(152)	(45)
Total expenses	(323,492)	(346,284)
Profit from operations	66,513	58,884
Finance income	481	340
Finance costs	(4,312)	(5,282)
Net finance costs	(3,831)	(4,942)
Profit before income tax expense	62,682	53,942
Income tax expense	(14,924)	(10,618)
Net profit after income tax expense (NPAT)	47,758	43,324
Other comprehensive income/(expense)		
<i>Items that may be reclassified subsequently to profit and loss</i>		
Exchange differences on translation of foreign operations	(26,516)	17,099
Other comprehensive income/(expense) for the year, net of tax	(26,516)	17,099
Total comprehensive income for the year	21,242	60,423
Basic earnings (cents) per share attributable to ordinary equity holders of the Company	23.4	21.3
Diluted earnings (cents) per share attributable to ordinary equity holders of the Company	23.1	21.0

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RECONCILIATION OF UNDERLYING EBITDA AND NPATA

FOR THE YEAR ENDED 30 JUNE 2026

Earnings before Interest, Taxes, Depreciation and Amortisation (EBITDA)¹ - Reconciliation

	2026 \$'000	2025 \$'000
Profit before income tax expense	62,682	53,942
Add back		
Depreciation expense	12,275	12,049
Amortisation expense	37,469	40,393
Foreign exchange losses / (gains)	2,205	(50)
Share of losses/(profits) from associates	152	45
Finance income	(481)	(340)
Finance costs	4,312	5,282
EBITDA¹	118,614	111,321
Add back		
Separately disclosed items	1,028	329
Underlying EBITDA²	119,642	111,650
Less		
Capitalised development costs	13,452	18,278
Cash EBITDA³	106,190	93,372

¹ EBITDA is a non-IFRS term, defined as earnings before interest, tax, depreciation and amortisation, excluding net foreign exchange gains / losses and share of profits / losses from associates.

² Underlying EBITDA, exclude separately disclosed items. Further details of the separately disclosed items are outlined in the Financial Report which can be found on the Company's web site.

³ Cash EBITDA is Underlying EBITDA less Capitalised development costs

Underlying net profit after tax before acquired amortisation, net of tax (NPATA)¹ - Reconciliation

Net profit after income tax expense (NPAT)	47,758	43,324
Add		
Tax effect of separately disclosed items	(309)	(4,089)
Separately disclosed items	1,028	329
Underlying net profit after income tax expense (Underlying NPAT)²	48,477	39,564
Add		
Acquired amortisation, net of tax	17,468	17,349
Underlying net profit after income tax before acquired amortisation, net of tax (Underlying NPATA)¹	65,945	56,913

¹ Underlying net profit after tax, before acquired amortisation, net of tax, or Underlying NPATA, excludes separately disclosed items, and acquired amortisation, net of tax.

² Underlying net profit after tax or underlying NPAT exclude separately disclosed items.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2026

	2026 \$'000	2025 \$'000
Current assets		
Cash and cash equivalents	54,827	48,191
Receivables	60,173	60,986
Accrued revenue	48,966	54,969
Other current assets	7,997	8,264
Total current assets	171,963	172,410
Non-current assets		
Investments accounted for using the equity method	1,996	2,148
Plant, equipment & leasehold improvements	6,893	12,786
Intangible assets	404,393	384,977
Right-of-use assets	14,981	16,510
Deferred tax assets	9,947	11,099
Other non-current assets	598	1,312
Total non-current assets	438,808	428,832
Total assets	610,771	601,242
Current liabilities		
Payables	32,070	31,958
Lease liabilities	4,650	4,684
Current tax payable	4,082	8,179
Provisions	23,056	29,117
Unearned revenue	29,094	34,471
Total current liabilities	92,952	108,409
Non-current liabilities		
Payables	-	449
Deferred tax liabilities	29,487	30,443
Borrowings	71,577	65,414
Lease liabilities	11,924	13,512
Provisions	918	939
Unearned revenue	20,172	2,126
Total non-current liabilities	134,078	112,883
Total liabilities	227,030	221,292
Net assets	383,741	379,950
Equity		
Share capital	153,193	152,059
Foreign currency translation reserve	(7,710)	18,806
Share-based payment reserve	16,551	14,722
Retained earnings	221,707	194,363
Total equity	383,741	379,950

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2026

	2026 \$'000	2025 \$'000
Cash flows from operating activities		
Receipts from customers	454,528	409,571
Payments to suppliers and employees	(317,180)	(329,660)
Interest received	481	340
Finance costs on borrowings	(2,827)	(3,467)
Finance costs on lease liabilities	(1,245)	(1,540)
Business acquisition costs	(649)	(98)
Acquisition-related income	-	10,147
Income tax paid	(22,713)	(12,673)
Net cash inflow from operating activities	110,395	72,620
Cash flows from investing activities		
Payments for investment in associate	-	(2,184)
Payment for acquisition	(68,633)	(11,221)
Payments for plant, equipment and leasehold improvements	(1,641)	(5,348)
Payment for capitalised development costs	(13,452)	(18,278)
Net cash outflow from investing activities	(83,726)	(37,031)
Cash flows from financing activities		
Proceeds from borrowings	73,577	8,950
Repayment of borrowings	(63,473)	(17,767)
Establishment of loan fees	(161)	(210)
Repayment of lease liabilities	(5,302)	(5,181)
Dividends paid, net of dividend re-investment	(19,280)	(18,900)
Net cash outflow from financing activities	(14,639)	(33,108)
Net increase/(decrease) in cash and cash equivalents	12,030	2,481
Cash and cash equivalents at beginning of the year	48,191	46,021
Effects of exchange rate changes on cash and cash equivalents	(5,394)	(311)
Cash and cash equivalents at end of the year	54,827	48,191

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