



# 2025 Full Year Results

30 September 2025

Making life simple for our community



# Disclosure Statement

TechnologyOne Ltd FY25 Full-Year Presentation – 18 November 2025

TechnologyOne Ltd (ASX: TNE) today conducted a series of presentations relating to its FY25 results.

These slides have been lodged with the ASX and are also available on the company's website:

[Investor Relations | TechnologyOne](#)

## **General information only**

The information contained in this presentation is of a general nature and is current as at the date of this presentation. It is given in summary form and does not purport to be complete.

## **Not an offer or recommendation**

The information in this presentation is not an offer or invitation for subscription, or purchase of, or a recommendation to invest in, TechnologyOne securities or any product or service offered by TechnologyOne or any of its subsidiaries. It is not intended to be relied upon as advice to investors or potential investors, and does not take into account the investment objectives, financial situation or needs of any particular investor. These factors should be considered, with or without professional advice, when deciding if an investment is appropriate.

## **No representation and forward-looking information**

TechnologyOne makes no representation or warranty, either express or implied, in relation to the accuracy or completeness of the information in this presentation, which should be read in conjunction with TechnologyOne's other market releases on the ASX. This presentation may include statements as to past performance, which should not be regarded as a reliable indicator of future performance. This presentation may also contain certain forward-looking statements about TechnologyOne and its operating environment. Such forward looking statements reflect TechnologyOne's current expectations or beliefs, 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 – and which may cause actual results to differ materially from those expressed or implied. No assurance can be provided that actual outcomes will not differ materially from any forward-looking statements. TechnologyOne undertakes no obligation to update any forward-looking statement to reflect events or circumstances after the date of this presentation.

## **Non-IFRS measures**

This presentation includes the following measures used by TechnologyOne in assessing the ongoing 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.



*S. Thompson*

**Steve Thompson**  
DIRECTOR OF RESOURCES

**Blackpool Council**

## Agenda.

- Highlights
- Financial Results
- Significant Achievements
- Building the Future + Long-Term Outlook
- Outlook for FY26



# FY25 Highlights



*E. Chung*

**Edward  
Chung**

Chief Executive Officer

## FY25 Results – SaaS+ Delivers.

**Beats FY25 Guidance**



**Profit  
growth  
19%**

to \$181.5m (NPBT)



**ARR growth  
driven by  
SaaS+ and UK  
Growth**

Up 18% to \$554.6m

**Surpassed ~~\$500m+~~ ARR by H1 FY25**

**A new long-term target**

**\$1b+ ARR by FY30**

## Our Vision

Making life simple  
for our community

## Our Purpose

Our passion is to solve  
the complex

## Our Mission

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

# The TechOne Way

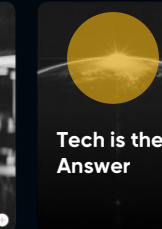
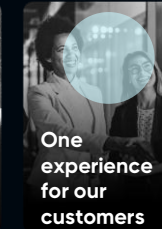
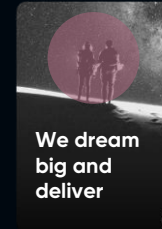
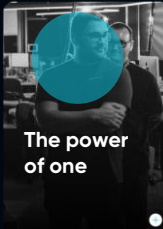
## Why we exist

### Our Mission & Purpose

To better our community, from its citizens to students, by leveraging our team's innovation, drive and determination.  
Our Passion is to Solve the Complex.

## How our beliefs & behaviours shape our performance

### Core beliefs.



### Values.



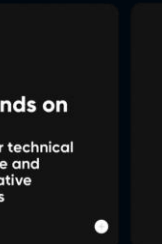
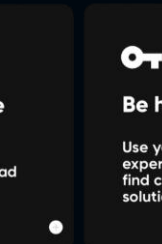
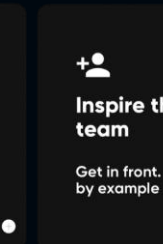
### Compelling Customer experience.



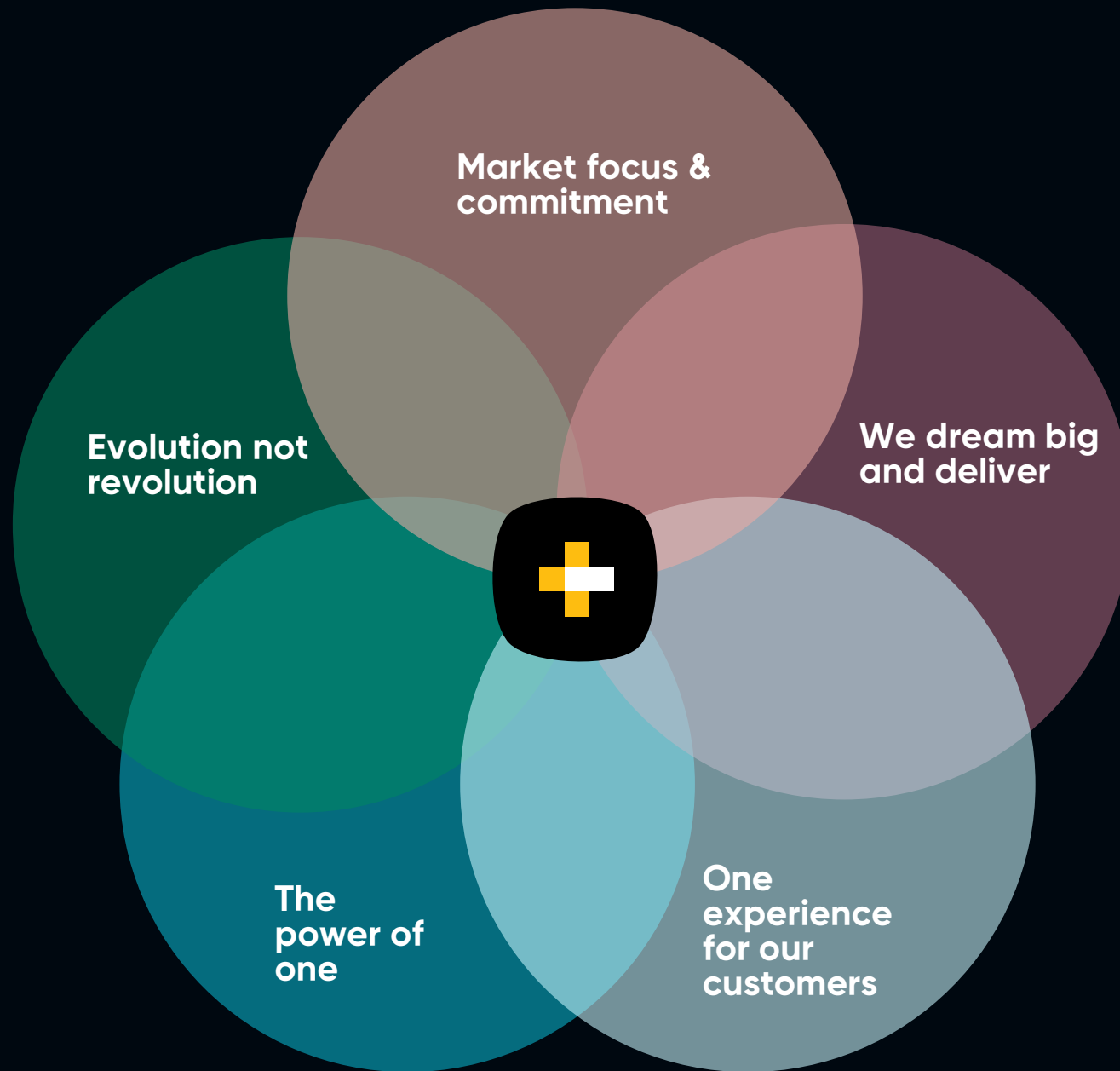
## What

our leaders do to inspire,  
influence and motivate  
others to achieve our  
Mission

### Our Leadership Philosophies.







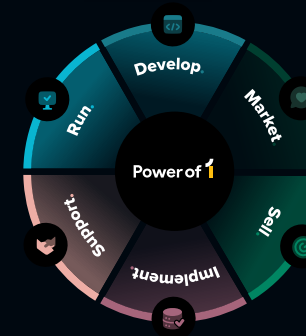
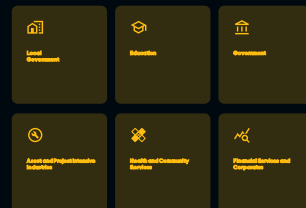


One  
experience for  
our customers

Market focus  
and  
commitment

Evolution  
not  
revolution

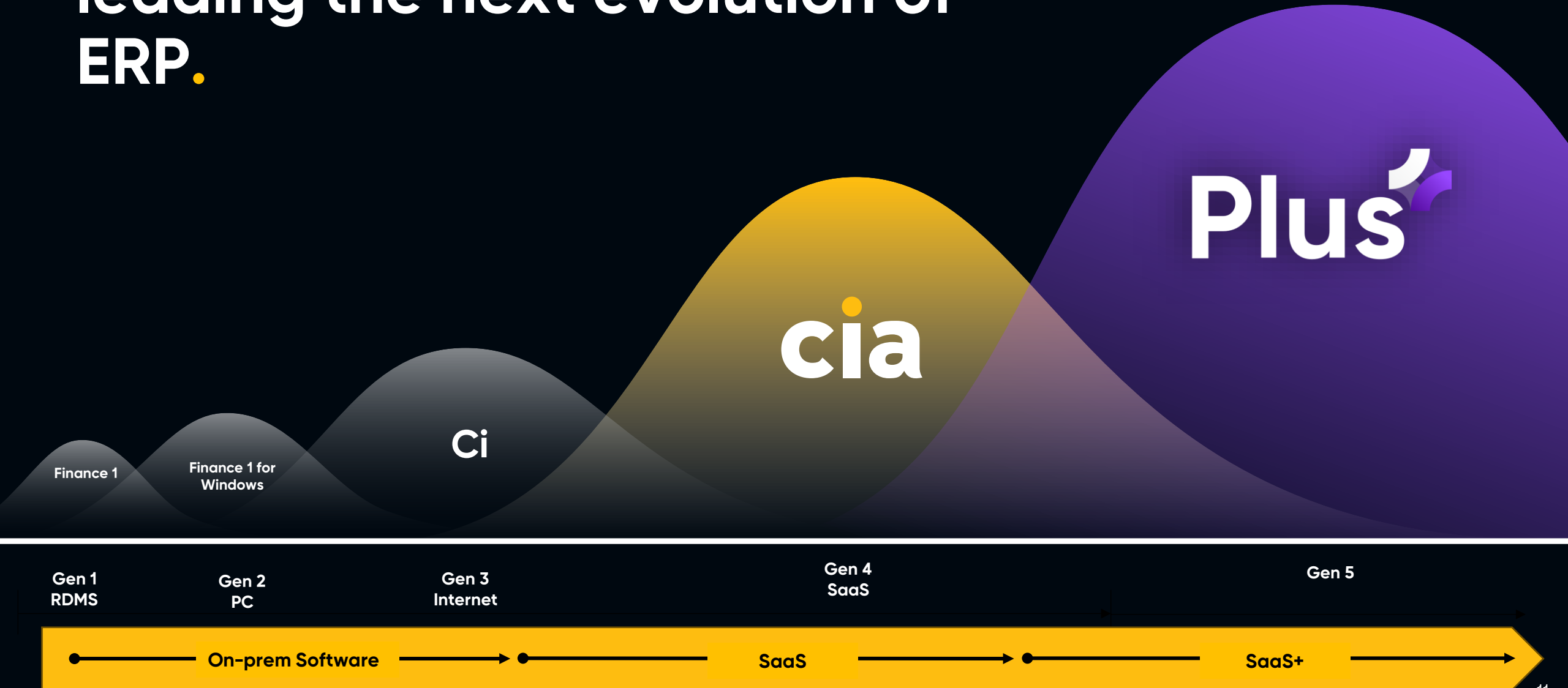
The power  
of one



SaaS<sup>+</sup>



# Our R&D investments are leading the next evolution of ERP.



# Our long-term target

## **\$1b+ ARR by FY30**



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



Our Total Addressable Market is **\$13.5b**



We will continue to double in size every 5 years

# SaaS<sup>+</sup> is a game changer and a key platform for growth

Outlook for FY26 is strong

Discussed later in  
more detail



# FY25 Results – Top Quartile of Global SaaS Software Businesses

**Rule of 40\* = 59%**

Up 7 ppt (FY24: 52%)



**Profit  
growth**

**19%**

to \$181.5m (NPBT)



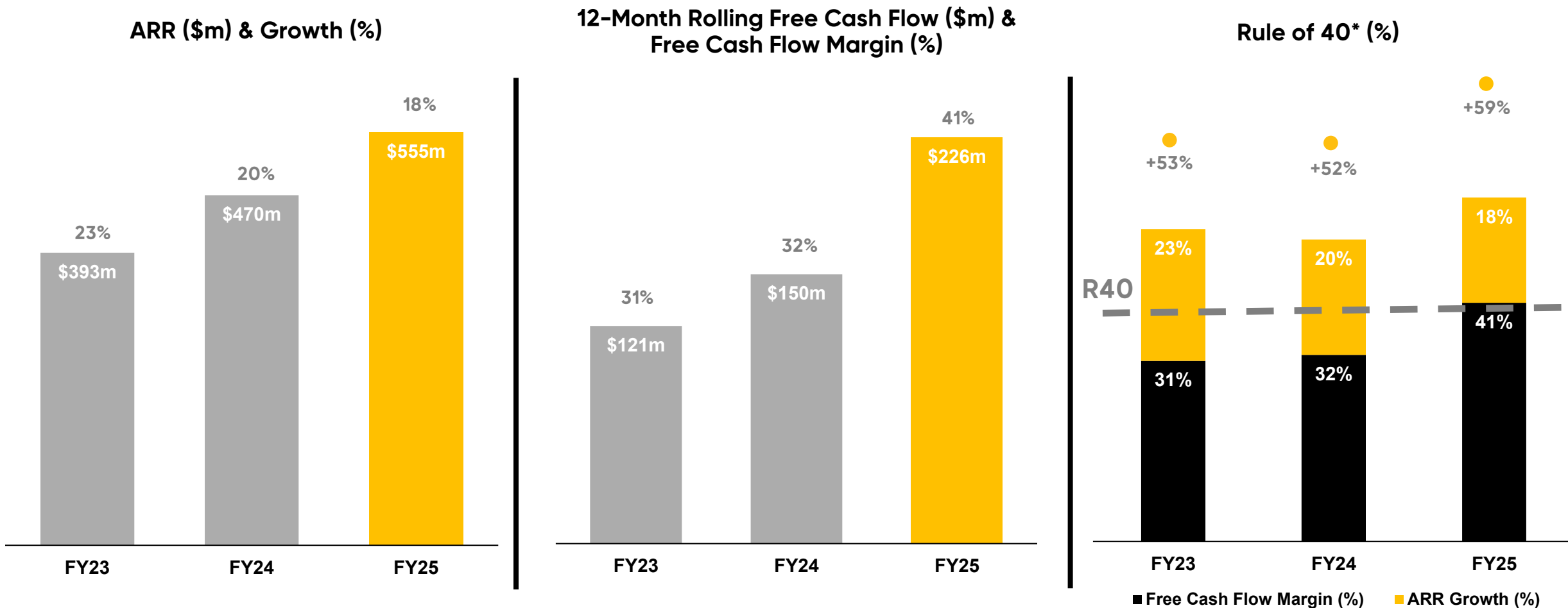
**ARR growth  
driven by  
SaaS+ and UK  
Growth**

Up 18% to \$554.6m

\* 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. This is a non-IFRS financial measure and is unaudited.

# Rule of 40 – Significant Increase in Rule of 40

- A track record of strong profit growth
- Continue to target a greater than Rule of 40 outcome as we focus on growth & profitability



\* 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. This is a non-IFRS financial measure and is unaudited.



# FY25 Financial Highlights



*C. Bennett*

**Cale  
Bennett**

Chief Financial Officer



# FY25 Results Summary

- Beats Guidance
- SaaS+ delivers
  - Drives ARR through \$500 million – 18 months ahead of target
- UK ARR up 49%

**Profit  
before Tax  
Growth**

↑ **19%**

**ARR  
Growth**

↑ **18%**

**Total  
Dividend  
of 36.6cps**

↑ **63%**

**SaaS &  
Recurring  
Revenue**

↑ **19%**

	FY25	FY24	VAR	VAR
	\$m	\$m	\$m	%
<b>Total ARR</b>	<b>554.6</b>	470.2	84.4	18%
<b>UK ARR</b>	<b>51.8</b>	34.7	17.1	49%
- UK new sales ARR	<b>13.1</b>	8.7	4.5	52%
<b>NRR (%)</b>	<b>115%</b>	117%	-	(2.0 pts)
<b>SaaS &amp; Recurring Revenue</b>	<b>553.2</b>	466.3	86.9	19%
<b>Total Income</b>	<b>610.0</b>	515.4	94.6	18%
<b>EBITDA</b>	<b>255.7</b>	215.8	39.9	18%
<b>Profit Before Tax</b>	<b>181.5</b>	152.9	28.7	19%
<b>Profit After Tax</b>	<b>137.6</b>	118.0	19.6	17%
<b>Free Cash Flow<sup>1</sup></b>	<b>184.2</b>	119.0	65.2	55%
<b>Cash and Investments</b>	<b>319.6</b>	278.7	40.9	15%
<b>Free Cash Flow Margin (%)</b>	<b>41%</b>	32%	-	8.9 pts
<b>Rule of 40 (%)<sup>2</sup></b>	<b>59%</b>	52%	-	7.2 pts
<b>PBT Margin (%)</b>	<b>30%</b>	30%	-	0 pts
<b>EPS (cps)</b>	<b>42.13</b>	36.24	5.89	16%
<b>Total Dividend<sup>3</sup> (cps)</b>	<b>36.60</b>	22.45	14.15	63%

<sup>1</sup> Previously called Cash Flow Generation

<sup>2</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.

<sup>3</sup> Includes a Special Dividend of 10.0 cents per share

# FY25 Profit and Loss – Driven by Top Line Growth

- Record revenue and profit
- FY25 investment in SaaS+ represented 2.7% of PBT margin (by design)

## A\$M

	FY25	FY24	Δ\$M	Δ%
SaaS Fees	506.9M	425.1M	+81.9M	+19
Consulting - AMS Recurring	46.3M	41.2M	+5.1M	+12
<b>= Revenue: SaaS &amp; Recurring</b>	<b>553.2M</b>	<b>466.3M</b>	<b>+86.9M</b>	<b>+19</b>
Traditional New Project Consulting	45.3M	39.3M	+6.0M	+15
Other Income	11.5M	9.8M	+1.7M	+17
<b>Total Income</b>	<b>610.0M</b>	<b>515.4M</b>	<b>+94.6M</b>	<b>+18</b>
Variable Costs (excl. capitalisation)	(106.0M)	(81.2M)	(24.8M)	-(31)
Net Capitalised Costs - Contract Acq	5.8M	4.4M	+1.4M	+33
Operating Costs (excl. capitalisation)	(359.5M)	(310.1M)	(49.4M)	(16)
Net Capitalised Costs - R&D	31.3M	24.4M	+6.9M	+28
<b>= Total Expenses</b>	<b>(428.5M)</b>	<b>(362.6M)</b>	<b>(65.9M)</b>	<b>(18)</b>
<b>= Net Profit Before Tax (PBT)</b>	<b>181.5M</b>	<b>152.9M</b>	<b>+28.7M</b>	<b>+19</b>
<b>= Net Profit After Tax (PAT)</b>	<b>137.6M</b>	<b>118.1M</b>	<b>+19.6M</b>	<b>+17</b>
<b>= PBT Margin</b>	<b>30%</b>	<b>30%</b>	<b>+0pp</b>	<b>+0</b>

- SaaS Fees 506.9M ▲ +19%**  
ARR up 18%, NRR at 115%
- Revenue: SaaS & Recurring 553.2M ▲ +19%**  
High quality SaaS and Recurring Revenue now makes up 91% of Total Revenue
- Traditional New Project Consulting 45.3M ▲ +15%**  
Driven by work backlog and new deals sold off frameworks that do not enable SaaS+
- Variable Costs (excl. capitalisation) (106.0M) ▼ (31)%**  
SaaS Platform costs have increased with more customers utilising the platform
- Operating Costs (excl. capitalisation) (359.5M) ▼ (16)%**  
Driven by increases in staff numbers and employment costs
- Net Profit After Tax (PAT) 137.6M ▲ +17%**  
Effective tax rate for the year was 24%, up from 23% in the pcp primarily driven by the growth in R&D tax incentive being lower than profit growth
- PBT Margin 30% ▲ +0%**  
Includes investment in SaaS+ representing 2.7% of PBT margin (by design)

# Balance Sheet – Remains Strong

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

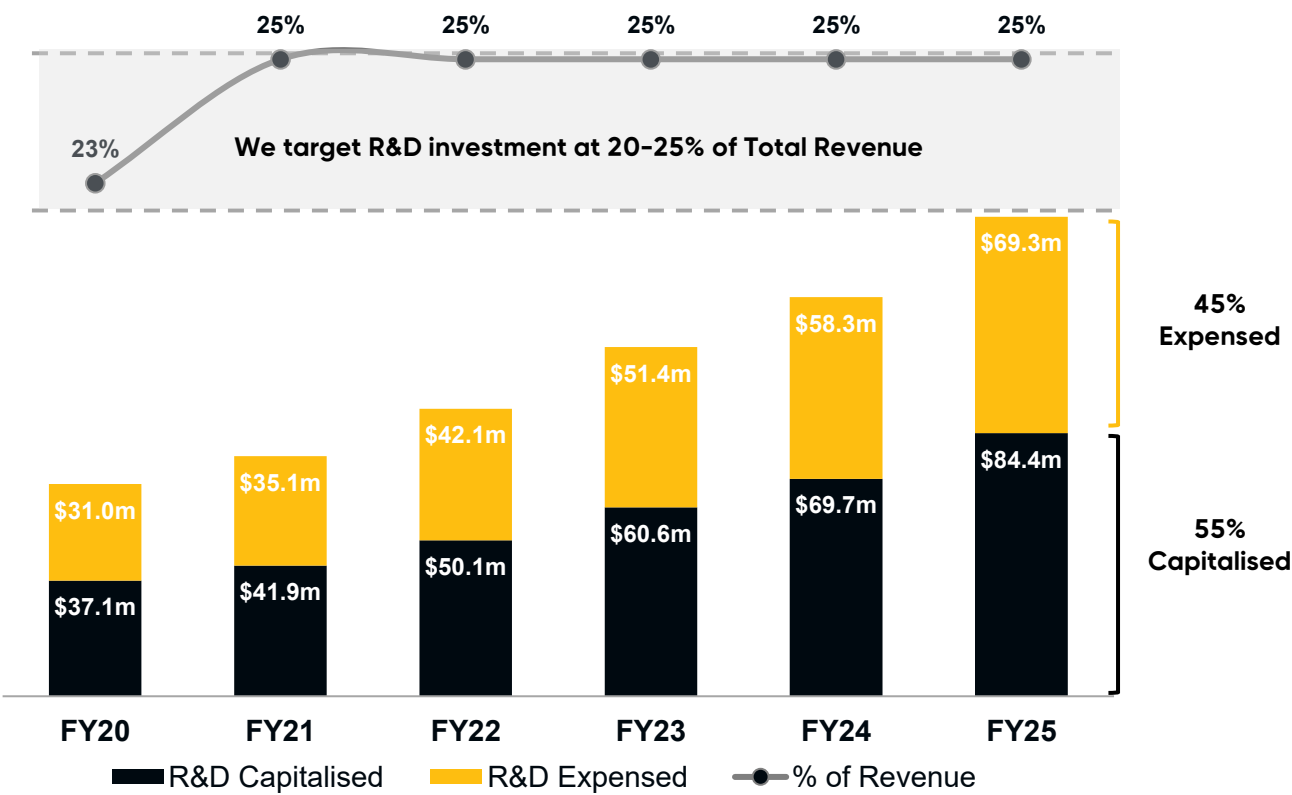
## AS\$M

	FY25	FY24	Δ\$M	Δ%
Cash & Investments	319.6M	278.7M	① +41.0M	+15
Trade and other receivables	60.8M	67.5M	(6.7M)	(10)
Contract assets	18.1M	20.8M	(2.7M)	(13)
Contract acquisition costs	14.3M	11.8M	+2.5M	+21
Other current assets	33.1M	28.3M	+4.9M	+17
<b>= Total current assets</b>	<b>445.9M</b>	<b>407.1M</b>	<b>+38.8M</b>	<b>+10</b>
Intangible assets	105.6M	58.0M	② +47.6M	+82
Capitalised development	204.3M	173.0M	③ +31.3M	+18
Non-curr contract assets	2.2M	2.6M	(0.3M)	(13)
Non-curr contract acquisition costs	29.6M	26.4M	+3.2M	+12
Other non-curr assets	103.7M	90.4M	+13.4M	+15
<b>= Total non-current assets</b>	<b>445.5M</b>	<b>350.3M</b>	<b>+95.2M</b>	<b>+27</b>
<b>= Total Assets</b>	<b>891.4M</b>	<b>757.4M</b>	<b>+134.0M</b>	<b>+18</b>
Trade and other payables	40.9M	33.2M	+7.7M	+23
ST Provisions	31.0M	23.7M	+7.3M	+31
Deferred revenue	294.5M	246.3M	④ +48.1M	+20
Other current liabilities	25.7M	19.6M	+6.1M	+31
<b>= Total current liabilities</b>	<b>392.0M</b>	<b>322.8M</b>	<b>+69.3M</b>	<b>+21</b>
LT Provisions	2.5M	2.8M	(0.3M)	(10)
Lease liabilities non-curr	46.2M	52.6M	(6.5M)	(12)
<b>= Non-current liabilities</b>	<b>48.7M</b>	<b>55.4M</b>	<b>(6.7M)</b>	<b>(12)</b>
<b>= Net Assets</b>	<b>450.7M</b>	<b>379.3M</b>	<b>+71.4M</b>	<b>+19</b>

- Cash & Investments 319.6M ▲ +15%**  
Strong cash conversion of 134% of NPAT despite an outflow of \$45m for the CourseLoop acquisition and more than \$30m spent acquiring shares on-market for the Employee Share Scheme
- Intangible assets 105.6M ▲ +82%**  
Increase relates to the acquisition of CourseLoop
- Capitalised development 204.3M ▲ +18%**  
Continue to invest in products to drive long-term growth
- Deferred revenue 294.5M ▲ +20%**  
Increase is consistent with our business growth and annual-in-advance billing schedule

# Consistent investment in R&D – Delivers Long-Term Growth

- 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

AI



DxP



ERP in 30



SaaS+



Solution as a Service

App Builder



New Products



# Cash Flow

Free cash flow generation significantly increased in the year to 134% of Net Profit after Tax

**A\$M**

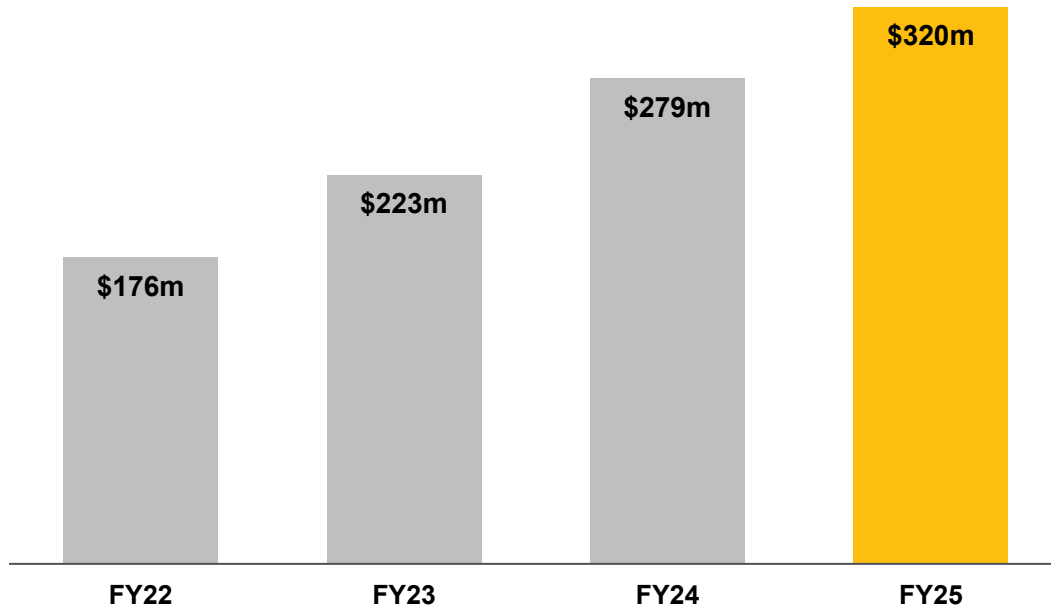
	FY25	FY24	Δ\$M	Δ%
Profit Before Tax	181.5M	152.9M	+28.7M	+19
Non-cash items	87.6M	72.2M	+15.5M	+21
Changes in working capital:	60.4M	14.1M	+46.3M	+329
Net interest received	6.2M	4.3M	+1.9M	+43
Income taxes paid	(41.2M)	(30.7M)	(10.5M)	(34)
<b>= Operating Cash Flow</b>	<b>294.5M</b>	<b>212.7M</b>	<b>+81.8M</b>	<b>+38</b>
Capitalised development costs	(84.4M)	(69.7M)	(14.7M)	(21)
Capitalised commission costs	(18.8M)	(16.4M)	(2.4M)	(15)
Payments for principal repayments of lease liabilities	(7.2M)	(7.7M)	+0.5M	+7
<b>= Free Cash Flow</b>	<b>184.2M</b>	<b>118.9M</b>	<b>+65.3M</b>	<b>+55</b>
Payments for property, plant & equipment	(2.7M)	(6.3M)	+3.6M	+58
Payment for purchase of business	(43.7M)	(43.7M)	(43.7M)	(155)
Payments for other intangible assets	(0.5M)	(0.2M)	(0.3M)	(15)
<b>= Cash Flow after Investment Activities</b>	<b>137.2M</b>	<b>112.4M</b>	<b>+24.8M</b>	<b>+22</b>
Dividends paid	(78.4M)	(64.8M)	(13.6M)	(21)
Proceeds from employee equity issued	12.5M	7.8M	+4.7M	+59
On-market shares purchases	(30.4M)	(30.4M)	(30.4M)	(155)
<b>= Net cash flow from financing activities</b>	<b>(96.3M)</b>	<b>(57.0M)</b>	<b>(39.3M)</b>	<b>(69)</b>
Effects of FX on cash and cash equivalents	0.0M	0.0M	(0.0M)	(41)
Increase / (decrease) in Cash & Investments	41.0M	55.4M	(14.5M)	(26)
Cash at the beginning of the financial year	278.7M	223.3M	+55.4M	+25
<b>= Closing cash</b>	<b>319.6M</b>	<b>278.7M</b>	<b>+41.0M</b>	<b>+15</b>

- Changes in working capital: 60.4M ▲ +329%**  
Working capital position improved by \$46.3m due to annual in-advance billing growth and the benefits of the pull-forward of creditor payments into the pcg
- Income taxes paid (41.2M) ▼ (34)%**  
Income taxes paid have increased in line with our tax rate and profit growth from pcg
- Payment for purchase of business (43.7M) ▲**  
Cash outflow for the acquisition of CourseLoop of \$43.7m
- On-market shares purchases (30.4M) ▲**  
\$30.4m paid to acquire shares in the employee share trust as part of capital management initiatives

# Capital Management

Strong cash balance generation, no debt, robust pipeline enables capital management options

Cash & Investments Balance



1. Dividend payout ratio: 55-65%
2. IP-related M&A: CourseLoop acquisition
3. Stable equity base: \$30.4 million paid for 750,000 shares purchased rather than issued for staff equity plans

# Capital Management

Within a disciplined and incremental framework, we will continue to enhance shareholder value

## FY25

1. Dividend payout ratio: 55-65%
2. IP-related M&A: CourseLoop acquisition
3. Stable equity base: \$30.4 million to purchase 750,000 shares rather than issue for staff equity plans



**Special dividend: 10 cents per share**



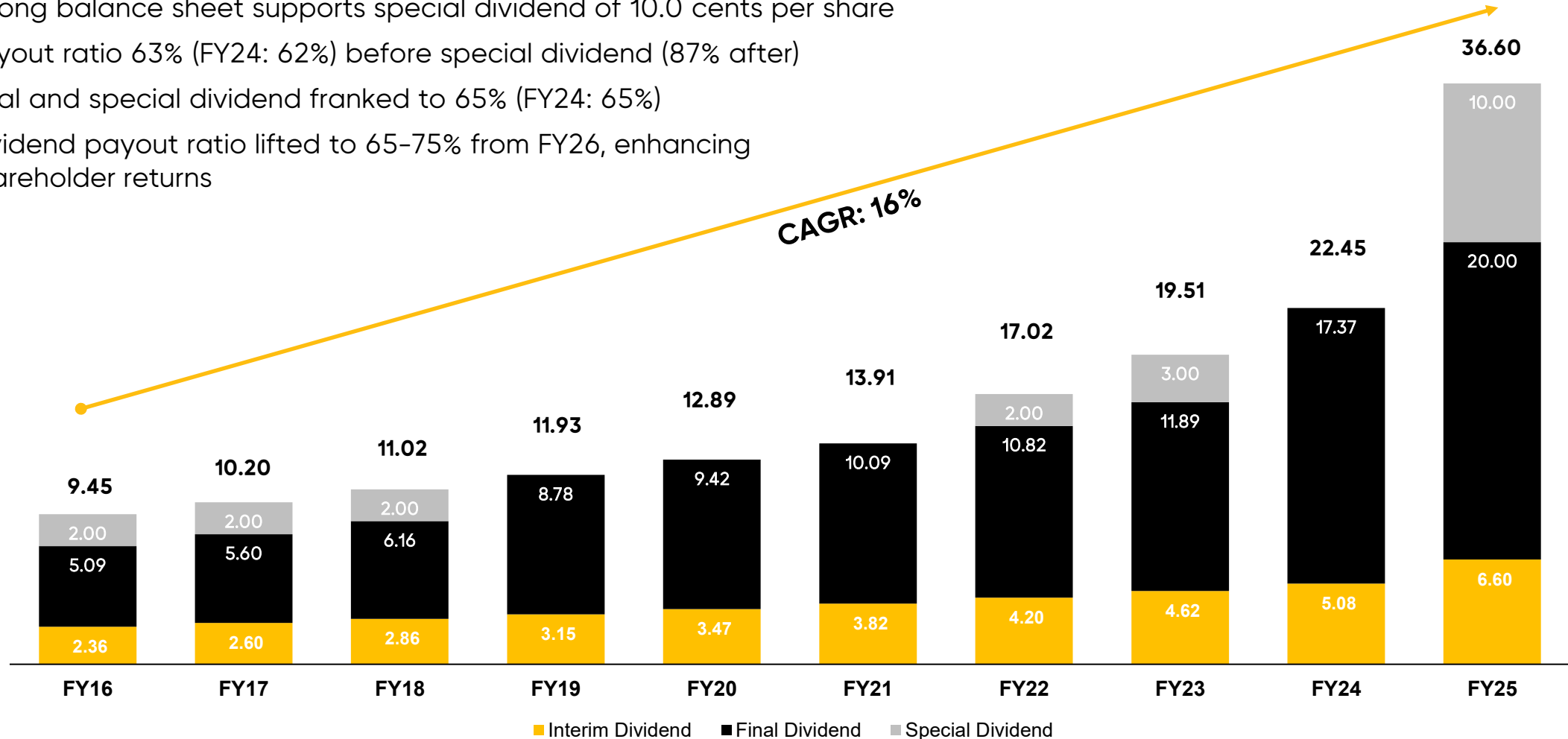
## Future Periods

1. Dividend payout ratio: 65-75% ↑
2. IP-related M&A
3. Stable equity base: All staff-related equity purchased on-market

# FY25 dividend up 63% to 36.60 cps

Significant uplift in total dividend from strong profit and cash result

- FY25 PBT up 19%, enabling final dividend uplift of 15% to 20.0 cents per share
- Strong balance sheet supports special dividend of 10.0 cents per share
- Payout ratio 63% (FY24: 62%) before special dividend (87% after)
- Final and special dividend franked to 65% (FY24: 65%)
- Dividend payout ratio lifted to 65–75% from FY26, enhancing shareholder returns







# Significant achievements



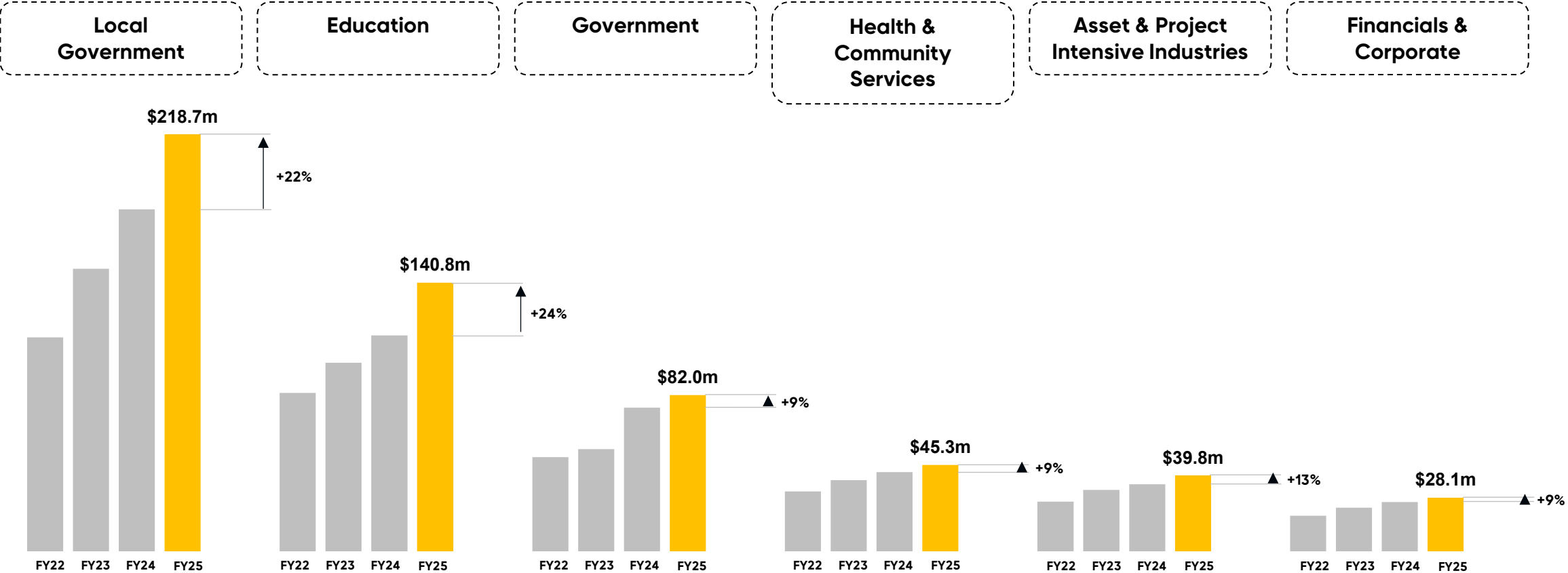
*S. MacDonald*

**Stuart  
MacDonald**

Chief Operating Officer

# All Verticals Performed Strongly

- ARR of \$554.6m<sup>1</sup> up 18% from \$470.2m (FY24)
- Our APAC market penetration in any single vertical does not exceed 15%<sup>2</sup> of Addressable Market
- Significant room to grow in future years

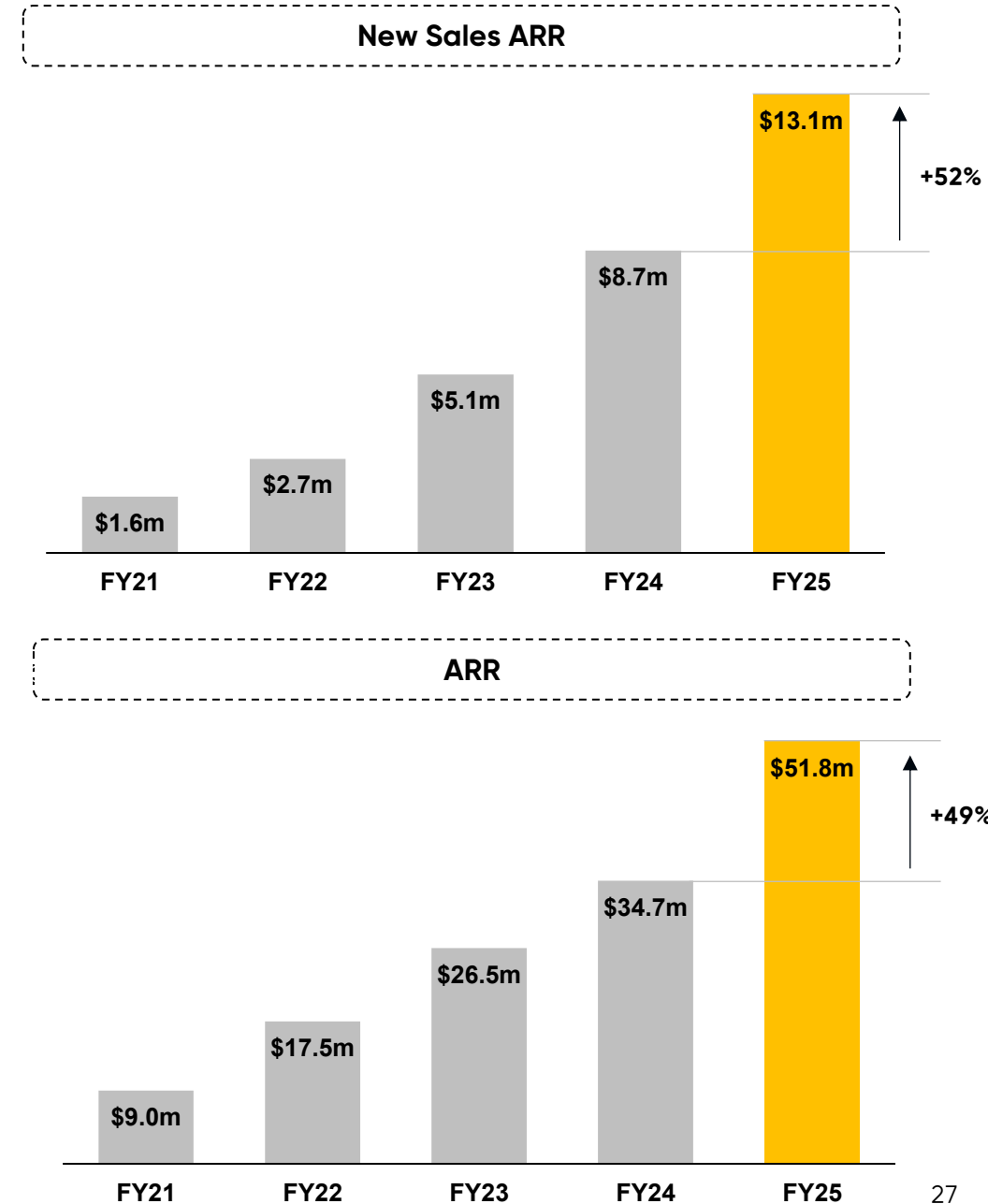


<sup>1</sup> Total is at 30 September 2025 and growth is for the 12 months from 30 September 2024  
<sup>2</sup> Based on our existing customers and their use of TechnologyOne products and modules, as a percentage of total addressable market.

# United Kingdom – Strong Momentum

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

- **FY25 sales ARR up 52% on the pcg**
- **FY25 UK ARR of \$52m up 49% on the pcg**
- **Fully localised team with strong customer NPS and referenceability**





- The Royal Borough of Greenwich became the second London borough to break free of the traditional model of implementing core enterprise software in favour of the leading SaaS+ solution.
- Greenwich are not just upgrading their ERP solution, they are rethinking how local government can use technology to be smarter, more efficient and more responsive.



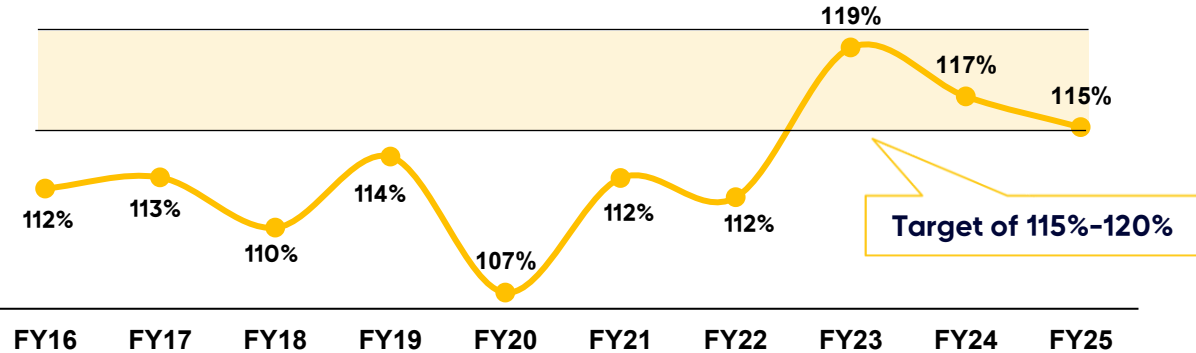
- The University of Hertfordshire expanded its partnership with TechnologyOne to support its rapid growth and ensure it can continue to enhance student experience by selecting our next-generation Student Management solution as a keystone of its ambitious 2030 growth strategy.



- Central Coast Council took a major leap forward in its financial sustainability roadmap replacing its fragmented IT system with TechnologyOne's modern, unified OneCouncil solution.
- The new OneCouncil solution is forecast to deliver \$4.2 million in savings to Central Coast Council over the 10-year contract period.

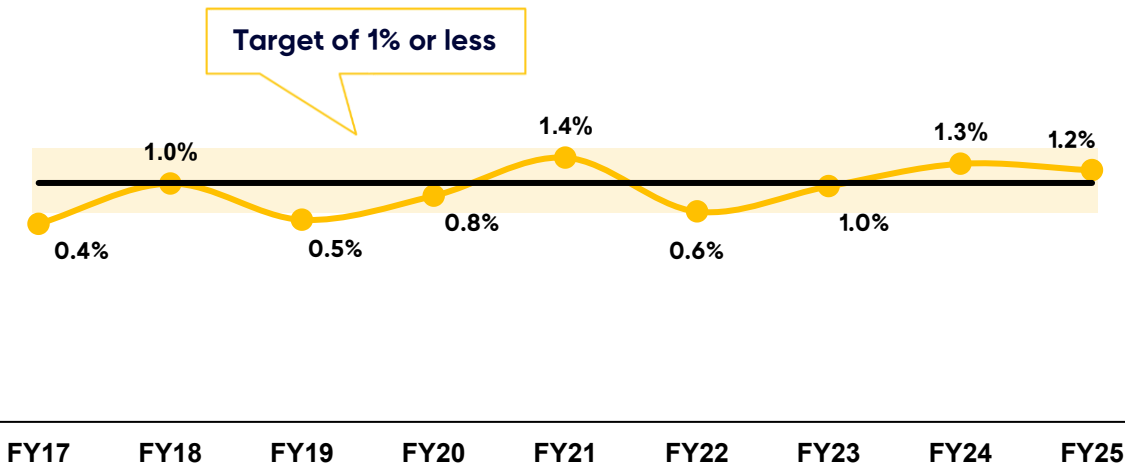
# Market Leading Net Revenue Retention and Churn

## Maintaining NRR in Target Range



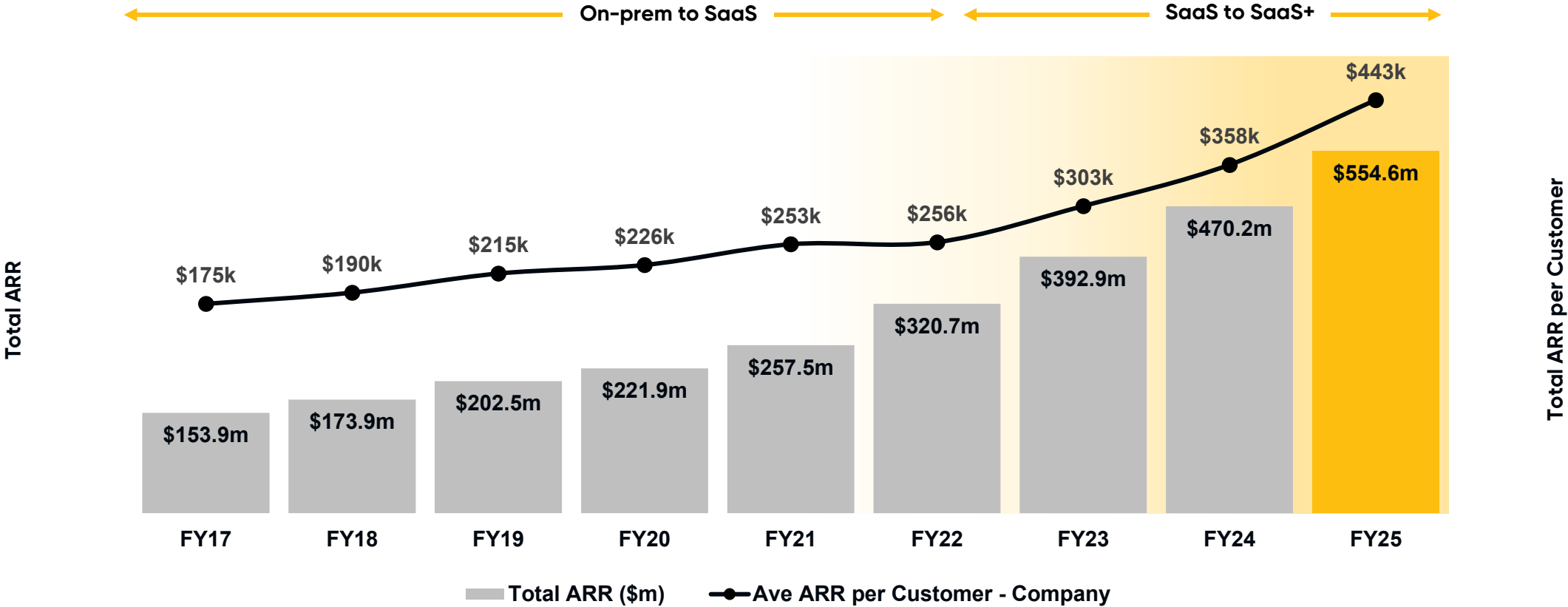
- NRR remains in our target range of 115% to 120%
- Our primary growth engine is expanding our relationships with customers
- At 115% we continue to double the size of the business every 5 years

## Market Leading Low Churn Rates



# Accelerated Customer Adoption of Mission Critical Products

- Maintaining Strong + Consistent ARR Growth
- Validation that our SaaS+ strategy, our go to market, our value and our delivery is achieving results

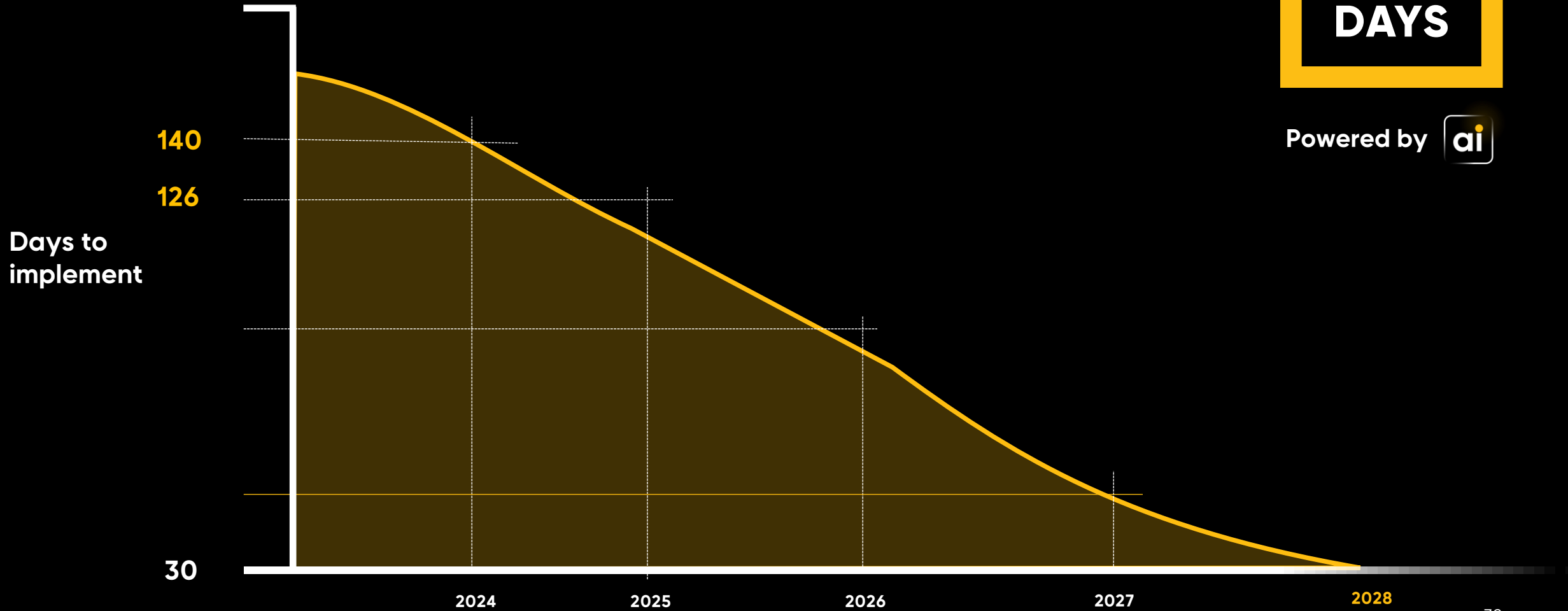


# SaaS+

Solution as a Service



# Path to ERP in 30 days



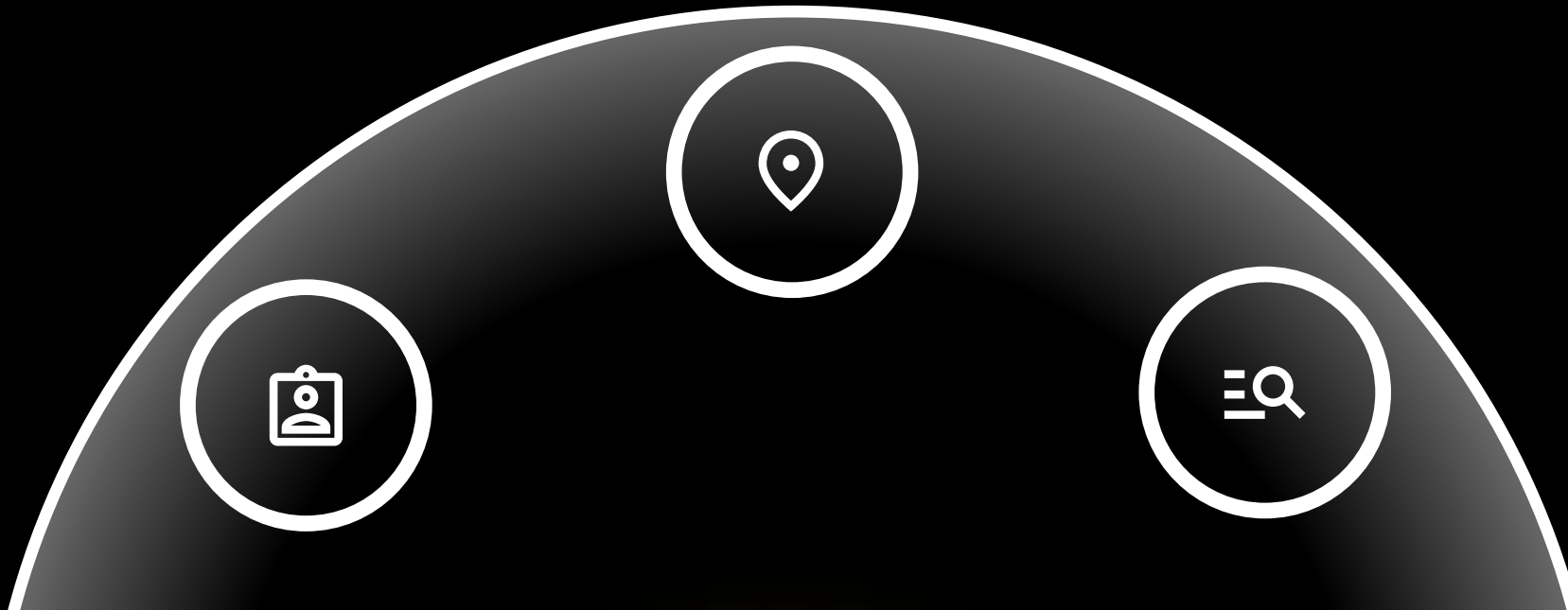
ERP IN  
**30**  
DAYS

Powered by **ai**

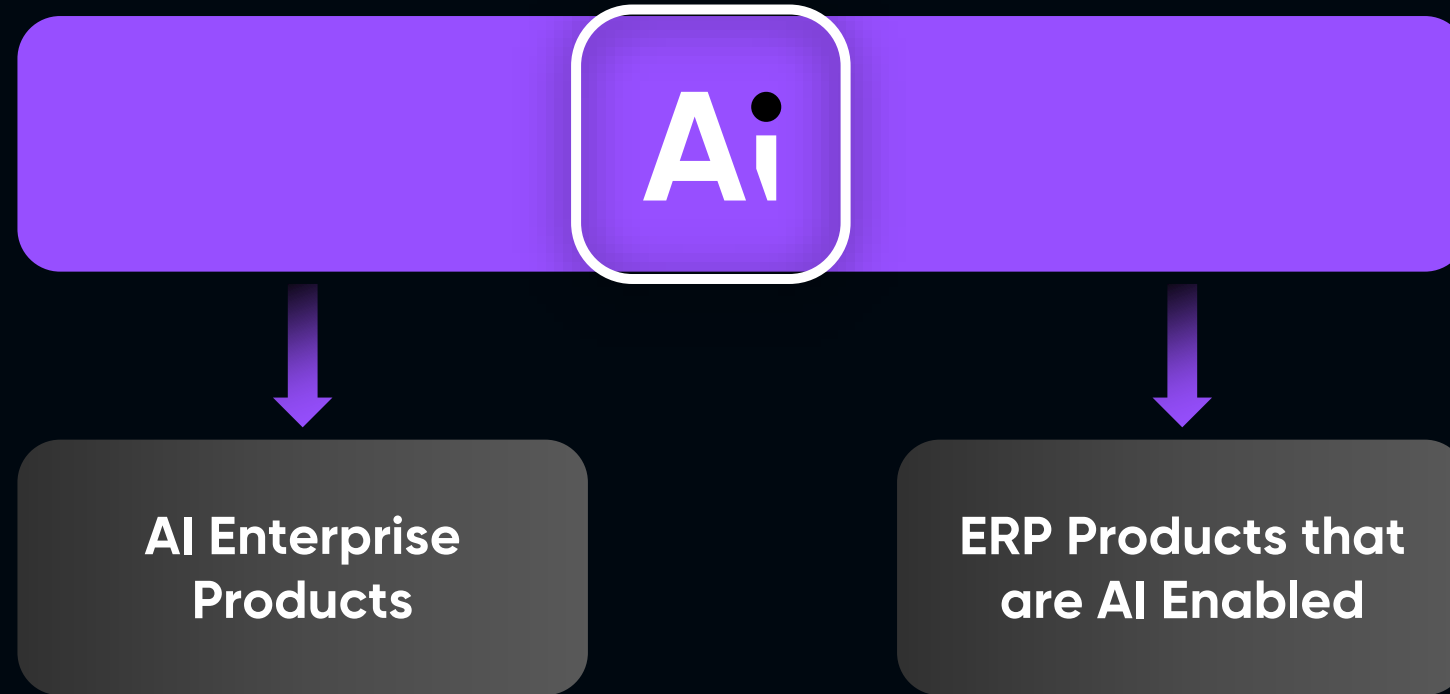


**We have been embedding AI for more  
than six years**

**We made AI a strategic priority 2 years  
ago, building AI into core products**



# Our **AI** Strategy



















# Total ERP Solution – now with the Power of AI

**Ai**




## AI Enterprise Products

**cia**

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

For **our** Community

**dxp**

 AI Enabled DxP Essentials
 AI Enabled DxP Local Government
 AI Enabled DxP Student

For **your** Community

Introducing

Plus



Plus

Good morning, Chando

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

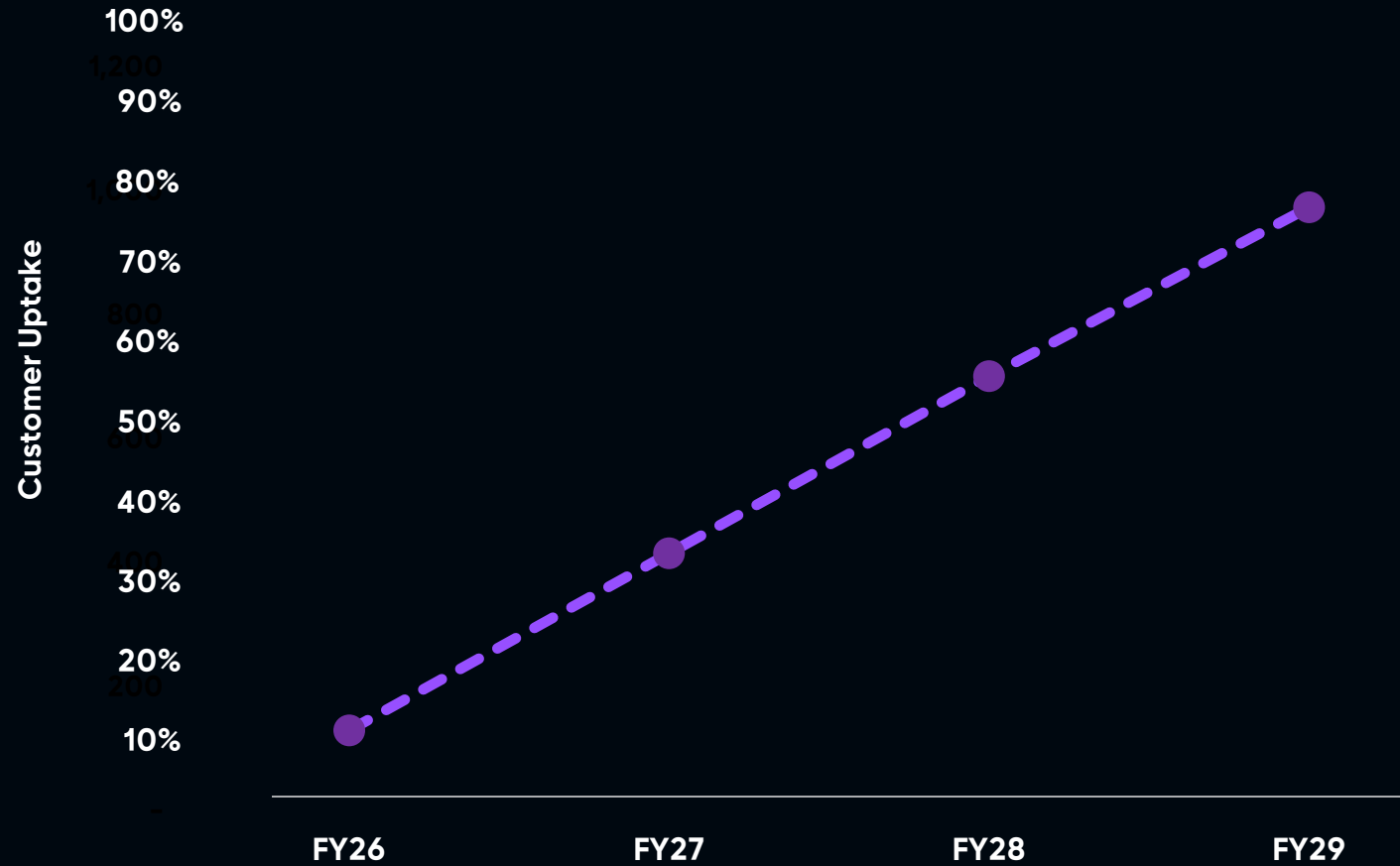
Purchase Requests

2

36



## Plus: Fastest Customer Uptake



*\* For illustrative purposes only. Actual rates of customer adoption are not known or forecast at this stage.*

# Significant R&D Investment – Delivers Our Future Growth

**R&D  
investment of  
\$153.7m<sup>1</sup>**

**25% of Total  
Revenue**



459 new  
features



Fastest  
Adoption



Continuous  
R&D staff  
investment

**SaaS<sup>+</sup>**



Powered by 




Google to  
outcome  
experience

**Plus<sup>+</sup>**

<sup>1</sup>R&D expenditure before capitalisation

# FY25 Summary

  
Record profit,  
revenue, and  
ARR

  
Record  
Total  
Dividend  
up 63%  
to 36.6 cps

  
R&D  
investment  
for future  
growth of  
\$153.7m, up  
20%

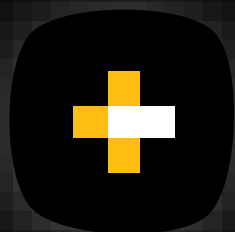
  
Record Total  
ARR  
up 18% to  
\$554.6m

  
Record Profit  
Before Tax  
up 19%  
to \$181.5m

Rule of 40  
+59%

Record UK ARR  
up 49% to  
\$51.8m

Delivered  
game  
changing AI  
technology –  
Plus



## SaaS+ Delivers

- Another step-up in Profit
- 19% Profit Before Tax Growth
- ARR up 18%



# Building the Future + Long-Term Outlook



*E. Chung*

**Edward  
Chung**

Chief Executive Officer



**Continue to double in size every 5 years**

**A new long-term target**

**\$1b+ ARR by FY30**

# 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

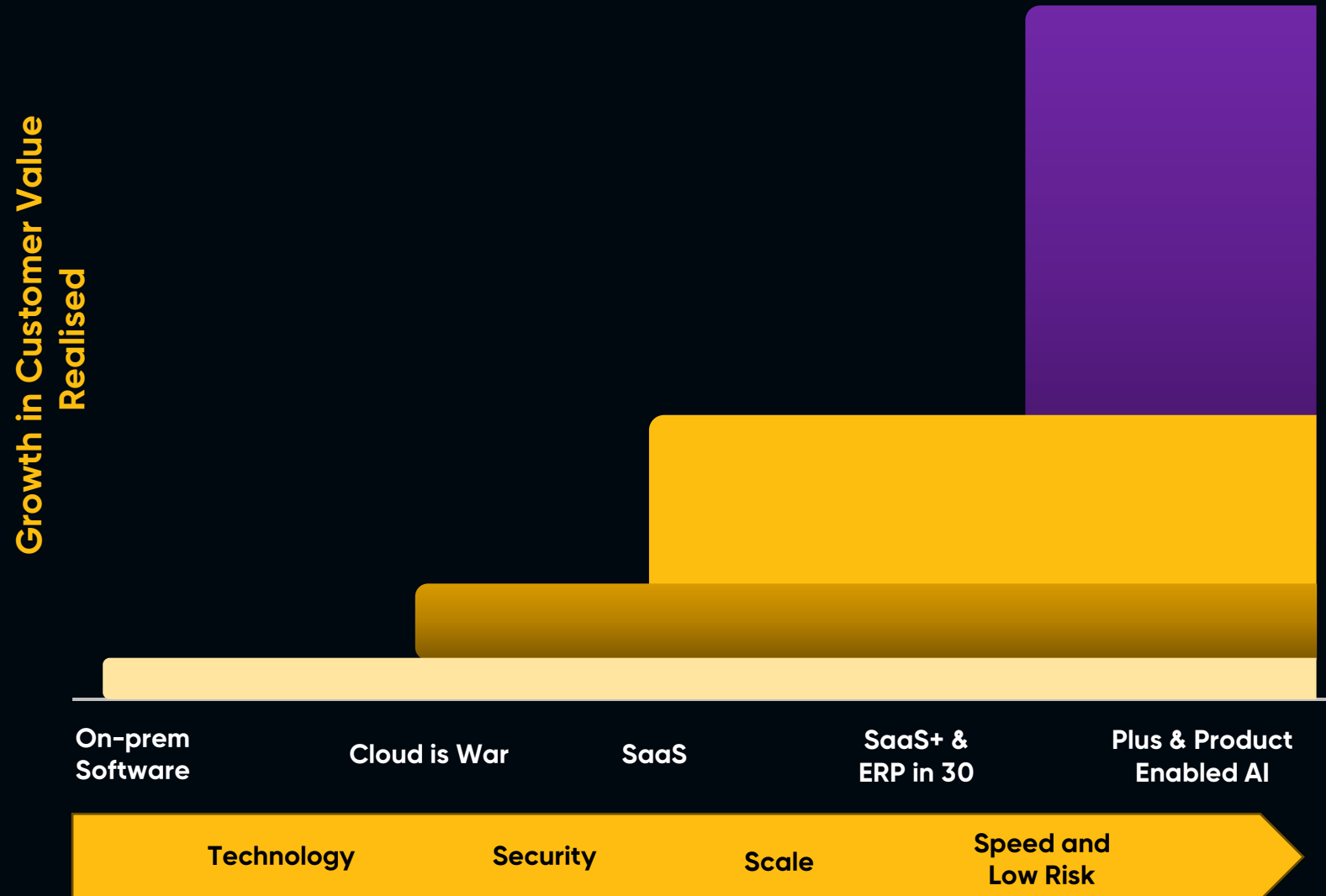
### Buy:

- Strategic acquisitions



ARR

# Evolution of ERP – Growth in Customer Value



# Our Competitive Strengths – A Strong Moat

Levers for Growth	Our Competitive Strengths
Vertical Expertise and IP	<ul style="list-style-type: none"><li>• Mission-critical software</li><li>• Defence in-depth security and data sovereignty</li><li>• Invest 20% to 25% of total revenue in R&amp;D continuously delivering new products and modules</li></ul>
Compliance Software	<ul style="list-style-type: none"><li>• Software built for highly regulated sectors</li></ul>
SaaS+ and ERP in 30 Days	<ul style="list-style-type: none"><li>• Faster time to value for customers</li><li>• De-risking implementation</li></ul>
Customer Retention	<ul style="list-style-type: none"><li>• Industry-leading 99% customer retention</li></ul>
Execution Track Record	<ul style="list-style-type: none"><li>• We dream big and deliver</li><li>• 38-year track record of delivery and execution</li></ul>
Data Advantage	<ul style="list-style-type: none"><li>• More data = more learning = more augmentation = <b>Valued Data Partner</b></li><li>• Deeply integrated data increases customer value, further raising switching costs</li></ul>
AI Enhancement to ERP	<ul style="list-style-type: none"><li>• More products represents more value to customers = <b>Sticky Customers</b></li><li>• Power of data across an organisation is shared = <b>No Silos</b></li><li>• No clicks, no screens, just conversations = <b>Makes ERP easy for everyone to use</b></li></ul>

# Path to \$1b+ by FY30. Clearer than Ever

Uplift from AI transaction driven 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

ARR



# FY26 Outlook + Long-term Outlook



*E. Chung*

**Edward  
Chung**

Chief Executive Officer



# FY26 Outlook

technology<sup>1</sup>

**Resilient Markets**

**Mission Critical  
Software with Deep  
Functionality**

**We Drive Innovation for our Customers –  
Plus will drive NRR**



**We will continue to  
double in size every  
5 years**



**Long-term target of  
\$1B+ ARR by FY30**



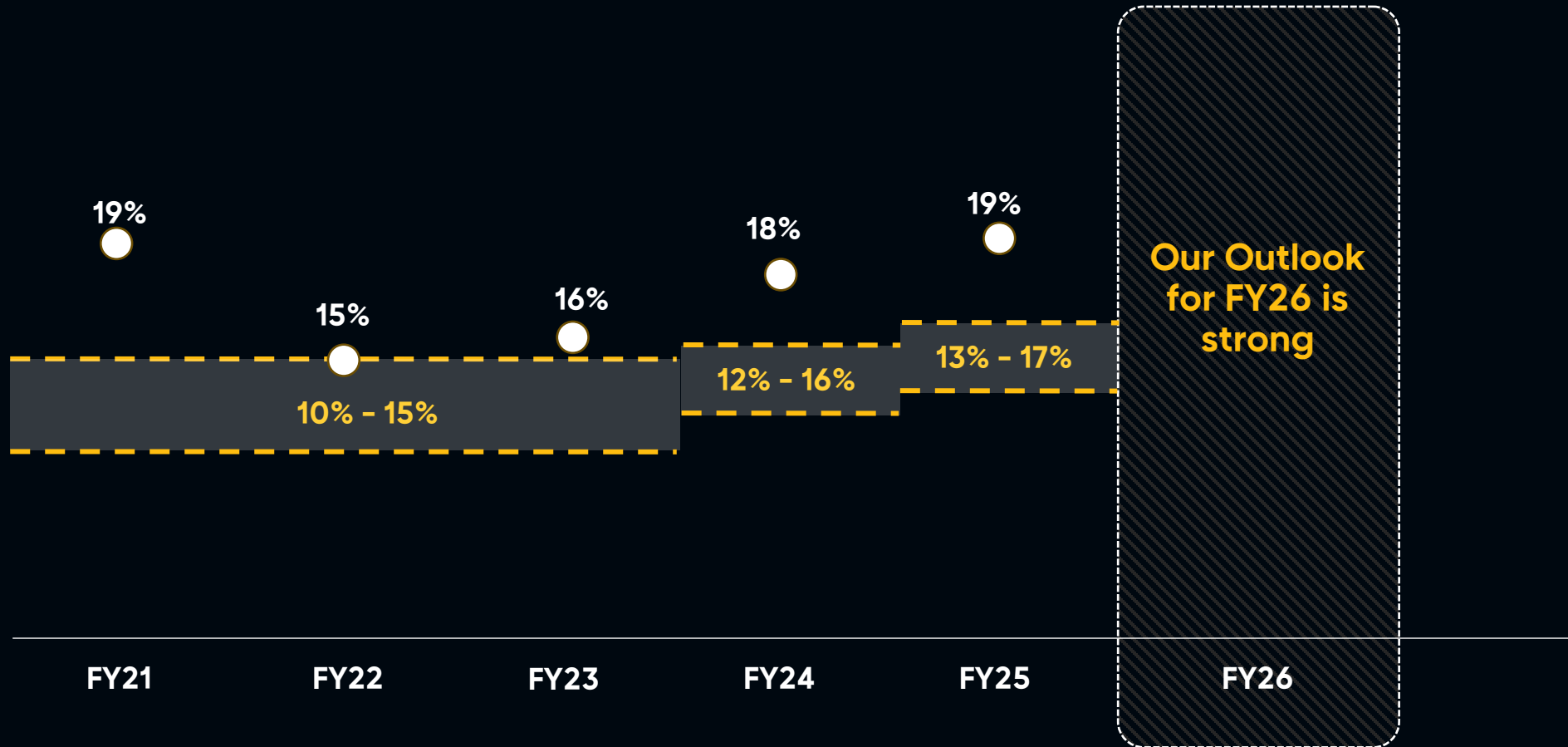
**Profit Before Tax  
margin expansion to  
35%+ in the long-term**



# Profit Before Tax Growth of 19%

Profit growth accelerated in FY25

Track record of achieving top of guidance



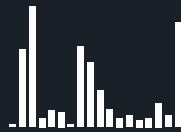
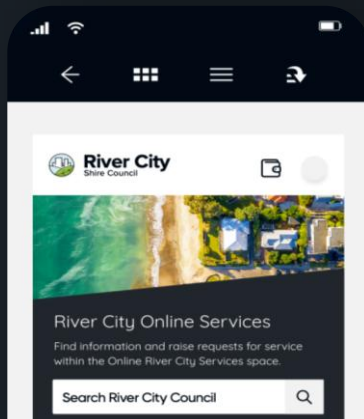


## Long-Term Outlook

technology<sup>1</sup>

**\$1B+ ARR BY FY30**

**20**  
**Products**



**\$13.5B**

Total Addressable  
Market

**Multiple  
platforms  
for growth**

**SaaS<sup>+</sup>**



**Plus<sup>+</sup>**



# technology'

Making life simple for our community



# Appendices

**Appendix A: FY25 Profit by Segment**

**Appendix B: R&D – Disciplined and Transparent**

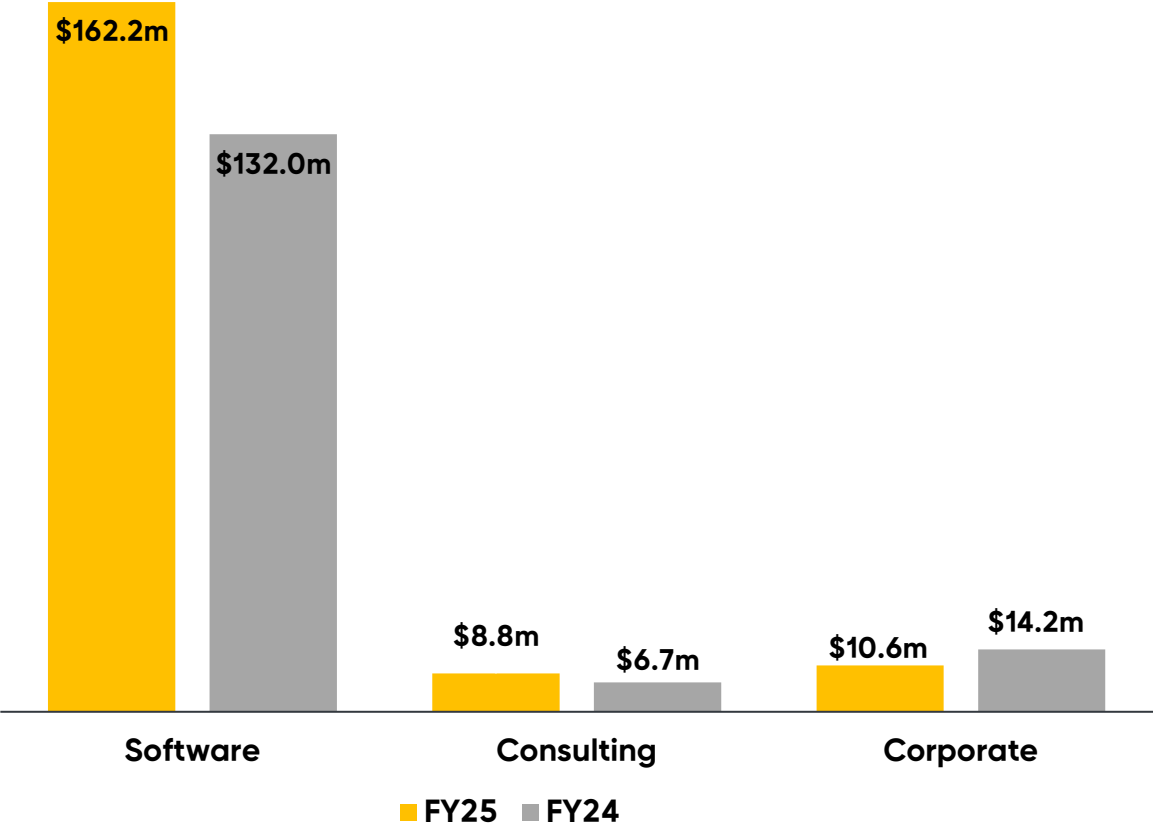
**Appendix C: Drivers for Long Term Growth**

**Appendix D: Glossary**

# Appendix A: FY25 Profit by Segment

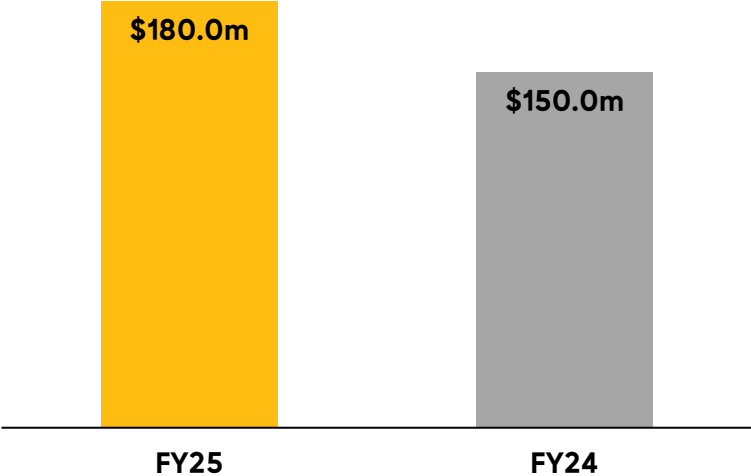
Strong Company profit of \$181.5m, up 19% pcp

Operating Segment Analysis

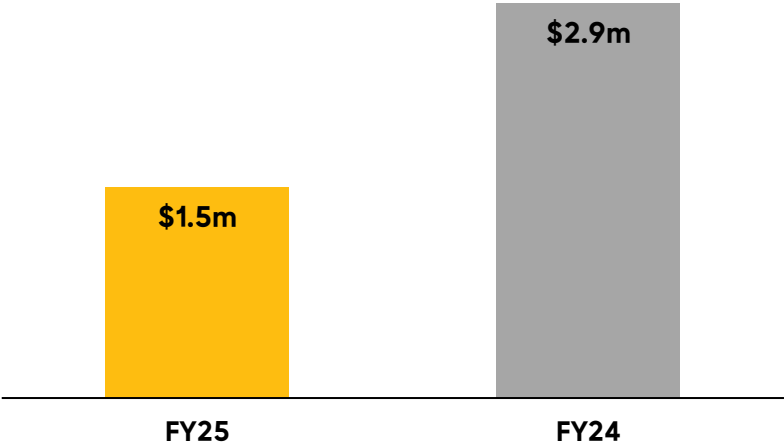


Geographical Analysis

APAC

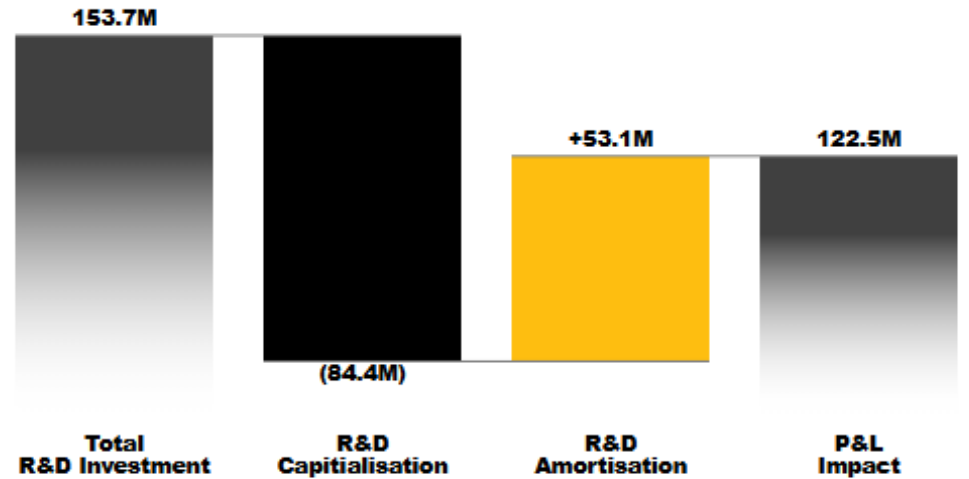


UK



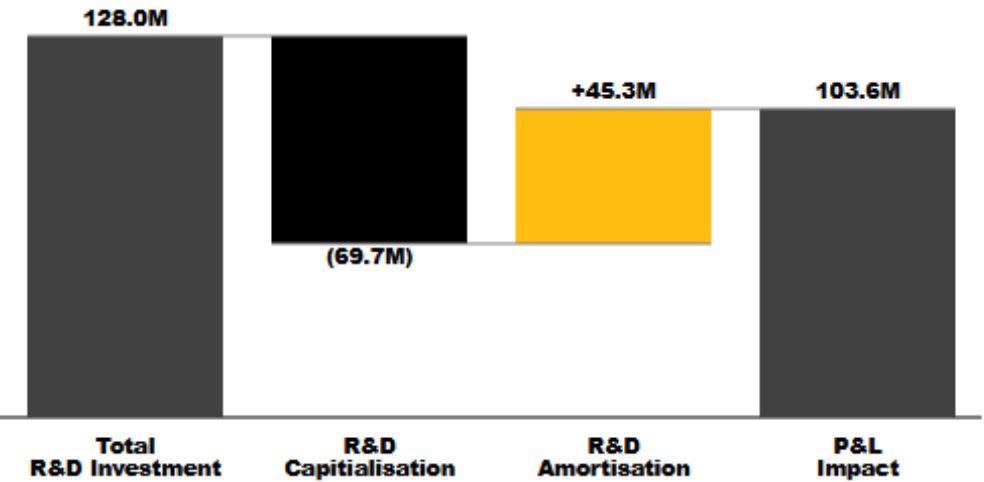
# Appendix B: R&D Disciplined and Transparent

FY25



	R&D Investment (\$'000)	Software R&D Development Capitalised (\$'000)	Percent Capitalised %	Amortisation Expense (\$'000)	Amortisation Period Years	Net Expense through P&L (\$'000)
FY21	77,005	41,858	54.4%	13,429	5	48,576
FY22	92,197	50,060	54.3%	23,400	5	65,537
FY23	111,995	60,605	54.1%	34,055	5	85,445
FY24	127,995	69,719	54.47%	45,319	5	103,595
FY25	153,727	84,397	54.90%	53,143	5	122,474

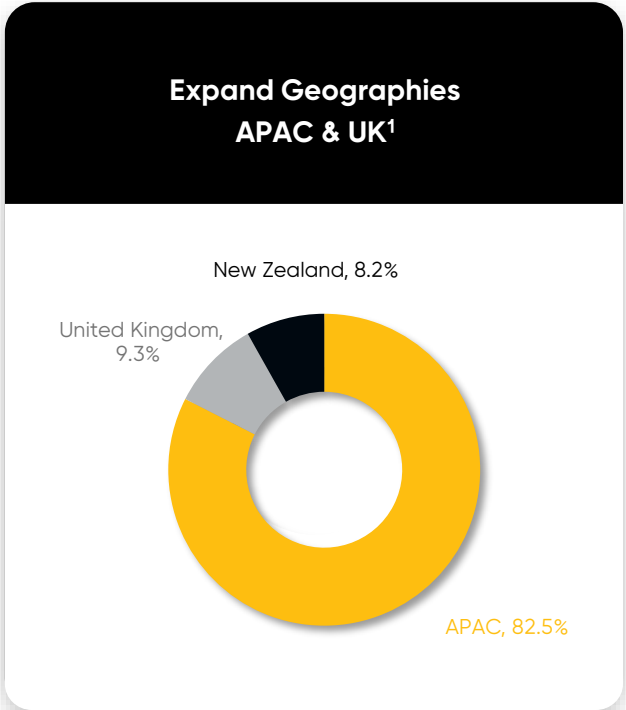
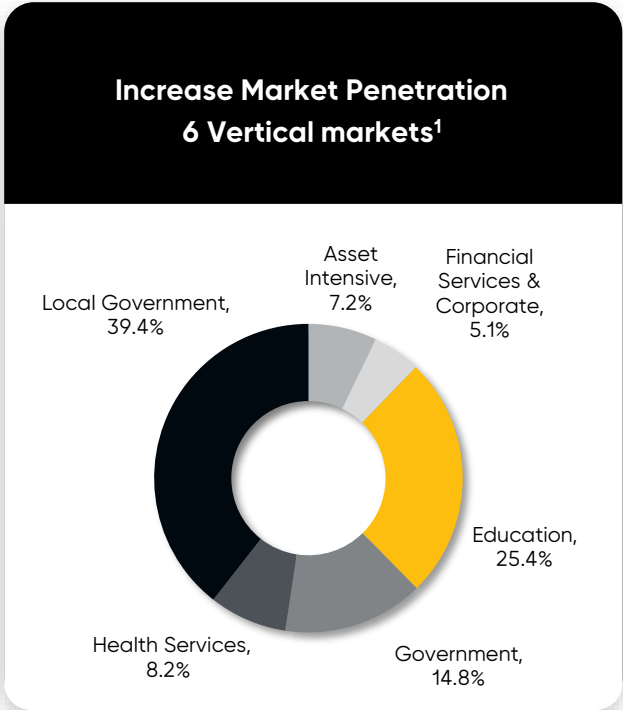
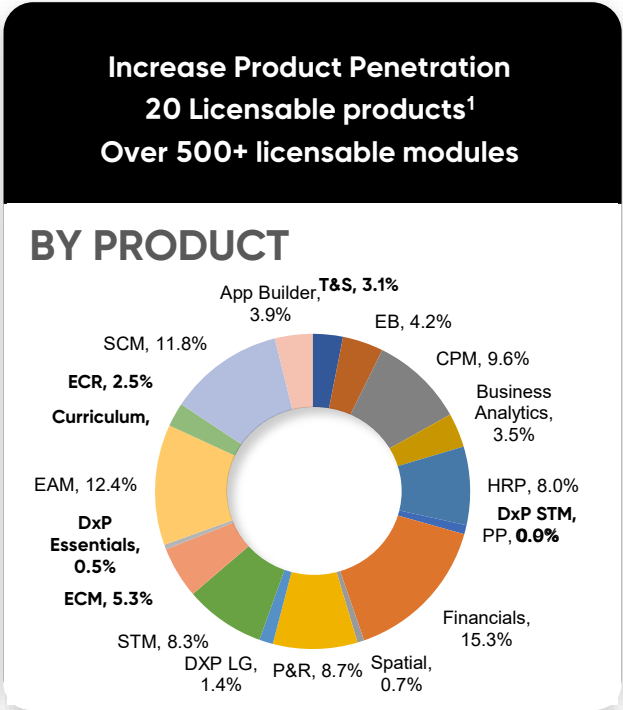
FY24



# Appendix C: Drivers for Long Term Growth

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.



# Appendix D: Glossary

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

# technology'

Making life simple for our community