

StepChange Holdings Limited

FY26 Half Year Results

26 February 2026

Shane Bransby
Managing Director

Stephen Pacecca
Chief Financial Officer



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PRO-FORMA HY25 FINANCIAL RESULTS

The Pro-forma HY25 Financial Results are included for comparative purposes to show how the StepChange business would appear based on historical information assuming StepChange had acquired StepChange Consultants Pty Ltd and was listed on ASX at the commencement of the prior period, 1 July 2024. The pro-forma financial results do not represent the Group's actual historical financial results. All period-on-period increases and decreases in financial performance outlined in this announcement are comparisons of actual HY26 financial results to the Pro-forma HY25 Financial Results. The Pro-forma HY25 Financial Results have been extracted from the Pro-forma Historical Financial Information included in the Company's IPO Prospectus lodged with ASX on 8 July 2025 which has been reviewed. The pro-forma adjustments include MD and CFO costs an, public company costs and employee entitlements of \$0.53m Please refer to the IPO Prospectus for full details of the assumptions used to prepare this financial information, an explanation of how the financial information was calculated and a reconciliation of material adjustment used to derive the financial information.

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01 HY26: Results Summary

Strong Organic Growth vs Pro-Forma PCP¹

Key Metrics¹

\$24.4M

Revenue (+19%)

\$3.1M

Gross Profit (+17%)

\$1.95M

Underlying EBITDA² (+50%)

12.8%

Gross Margins stable (-0.3%)

\$5.6M

Cash at bank 31 December 2025

~161

Headcount³

Notes: (1) Growth in financial metrics outlined are comparisons of actual HY26 financial results to pro-forma HY25 Financial Results. Refer to the Important Notice and Disclaimer page for further details of Pro-forma HY25 Financial Results
(2) Underlying EBITDA is financial measure which is not prescribed by the Australian Accounting Standards (AASBs) and represents profit under AASBs adjusted for amortisation and interest, and specific items including transaction and listing costs, share base payments and merger and acquisition expenses. (3) As at 31 December 2025 comprising both permanent employees and contractors excludes BroadReach Group.

Revenue Growth & Profitability

Demonstrating scalable revenue growth with disciplined cost management

AUD (\$,000)	Actual HY26	Proforma HY25 ¹
Revenue	24,363	20,433
Gross Profit	3,130	2,677
Gross Profit Margin	12.8%	13.2%
EBITDA ²	580	1,321
Underlying EBITDA ³	1,951	1,302
NPAT	524	975

Commentary

Revenue Growth Driven by Organic Expansion

- Growth achieved entirely organically through expansion with Tier 1 enterprise clients
- New contract wins across energy and government sectors
- Early momentum from US client engagements

Margin Performance

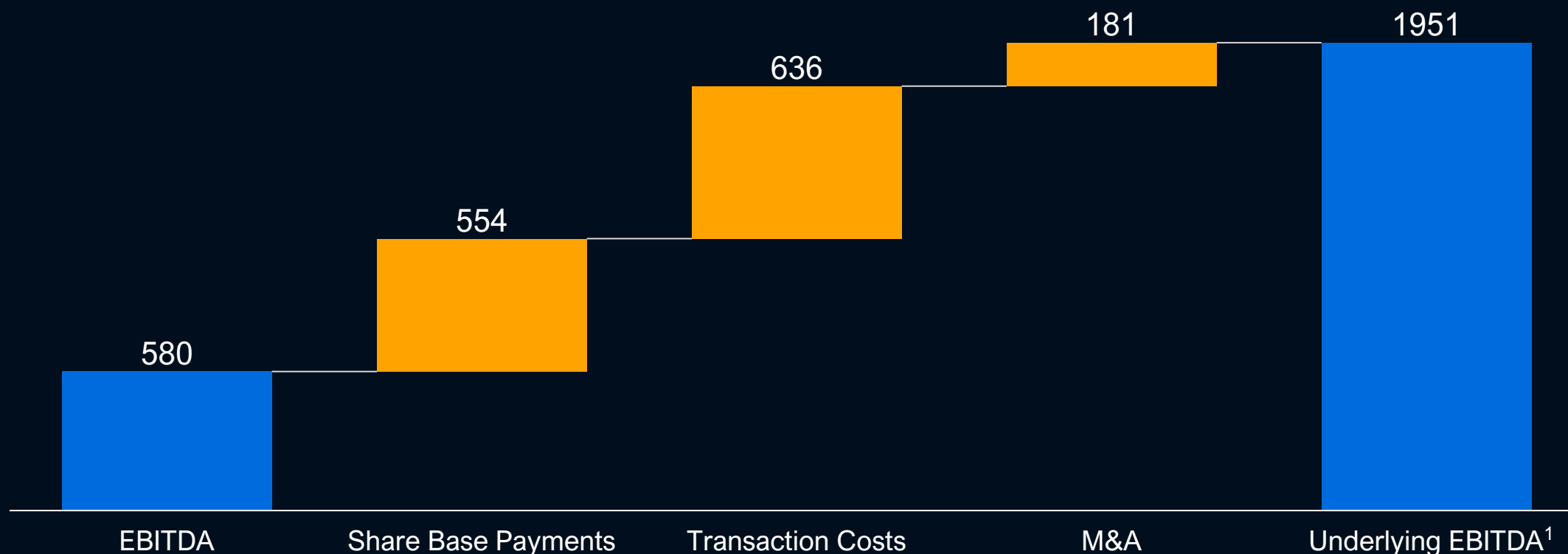
- Gross margin broadly stable (-0.3% vs pcg)
- 1H impacted by rate-card constraints
- Strategic shift toward outcome-based projects in 2H
- Focus on contractor mix optimisation and utilisation

Notes: (1) Refer to the Important Notice and Disclaimer page for further details of Pro-forma HY25 Financial Results (2) EBITDA is financial measure which is not prescribed by the Australian Accounting Standards (AASBs) and represents profit under AASBs adjusted for amortisation and interest. (3) Underlying EBITDA is financial measure which is not prescribed by the Australian Accounting Standards (AASBs) and represents profit under AASBs adjusted for amortisation and interest, and specific items including transaction and listing costs, share base payments and merger and acquisition expenses.

EBITDA Bridge – Statutory to Normalised

Strong underlying operating momentum with 49% EBITDA growth vs pro-forma PCP

AUD \$,000



Notes: (1) Reconciliation to Underlying EBITDA. Underlying EBITDA is financial measure which is not prescribed by the Australian Accounting Standards (AASBs) and represents profit under AASBs adjusted for amortisation and interest, and specific items including transaction and listing costs, share base payments and merger and acquisition expenses.

Balance Sheet Strength Supports Growth

Financial flexibility maintained while investing in growth

AUD (\$,000)	Actual HY26	Pro-forma HY25 ¹
Cash	5,583	3,187
Trade Receivables	3,174	4,413
Total Current Assets	8,933	7,600
Non Current Assets	24,582	327
Total Assets	32,920	7,927
Trade and Other payables	4,532	3,917
Deferred Consideration	5,700	-
Total Current Liabilities	10,385	3,917
Total Non-Current Liabilities	102	-
Net Assets	22,432	4,010

Commentary

- Strong cash position with solid operation cash
- \$10m Westpac acquisition facility secured
- Deferred BroadReach earn-out structured across FY26-FY27
- Capacity to pursue selective, accretive M&A

Notes: (1) Refer to the Important Notice and Disclaimer page for further details of Pro-forma HY25 Financial Results .

02 HY26 Business Highlights

Disciplined execution across strategy, capability and capital since listing (July 2025)



Successful listing
on ASX



Delivered 19% organic
revenue growth



Established US
operations in Houston



Secured \$10m
Westpac facility



Appointed CFO
Stephen Pacecca



Appointed GM
Jamie Morgan



Completed BroadReach
acquisition

BroadReach Acquisition

Expanding ICT capability & enhancing cross-sell opportunities across SAP



Strategic Rationale

- Adds ~40 senior ICT advisory consultants
- Strengthens enterprise architecture & strategy capability
- Expands WA Government footprint and client diversity
- Positions StepChange upstream in ICT roadmap
- Significant cross-sell opportunity across digital transformation, cloud migration, ICT roadmap development and business analysis



Financial Profile FY25

- Revenue: \$8.96m
- Normalised EBITDA: \$0.86m
- Maximum acquisition multiple: ~4.6x EBITDA
- Capital efficient structure with performance-based earn-out

03 Competitive Strengths

Distinct advantages over larger global firms and staffing agencies

Strength	StepChange	Staffing Agencies	Big 4 Firms
Proven SAP & Cloud Migration Expertise	✓ Specialised SAP partner with track record in S/4HANA	✗	● Generalist IT focus
Trusted by Tier 1 Enterprises	✓ Long-term relationships, average 12 years with top 5 clients	✗	✓
Independent and Conflict-free	✓ Independent, SAP-focused	✓	✗ Vendor relationships and cross-selling
Scalable National Platform	✓ ~160 consultants, expanding east coast presence	✗	✓
Smart Teams Delivery Model	✓ Agile, start small, prove value - scale fast without inflated partner fees	✓ Low cost, variable quality	✗ Partner-loaded pricing
Deep Industry Knowledge (mining, energy, government)	✓ Strong domain expertise in complex industries	✗	● Broad sector coverage

The StepChange Way

- Early and continuous business engagement aligned with client objectives
- Senior, industry-certified consultants – no juniors learning on the job
- Agile and collaborative, flexible to client needs
- Proven project delivery methods
- Deep industry knowledge in energy, mining and government

Clear Pathways for Growth

Multi-year cloud migration pipeline supported by expansion and consolidation opportunities

Organic



Cloud Migration from On-Premise

- SAP's phase out of its ECC on-premise by 2027 requires 250+ Australian organisations to migrate to cloud-based S/4HANA¹
- StepChange is positioned as a trusted partner to capture this demand



New Logo Wins Across Australia

- Strong pipeline of new customer opportunities
- Leverage strong WA client base to grow and scale east coast presence
- Opportunity to capture new Tier 1 and government clients nationally



Expansion of Service Offerings

- Leverage SAP ERP solutions to enable automation and AI/digital services for customers
- S/4HANA cloud cross-selling opportunities
- Leverage Human enabled AI strategy
- Enhance US growth

Inorganic



Market Consolidation

- The SAP partner sub-sector is highly fragmented (>24k companies globally), many privately owned in Australia with no dominant market share
- M&A potential to accelerate growth, strengthen capability and expand client base nationally
- Management team with proven expertise scaling IT services businesses, currently exploring opportunities to establish leading market presence

Notes: (1) Frost & Sullivan.

04 FY26 Outlook

Focused on execution and sustainable earnings growth

01

Entering 2H with increased scale and capability



02

BroadReach contributing from January 2026



03

Consultant base has grown to 200+ following BroadReach integration



04

Continued demand across SAP, cloud and ICT advisory



05

On track to deliver FY26 forecast² revenue of \$47.3m and normalised EBITDA¹ of \$4.56m



06

Continue to evaluate inorganic growth opportunities



Notes: (1) Underlying EBITDA is financial measure which is not prescribed by the Australian Accounting Standards (AASBs) and represents profit under AASBs adjusted for amortisation and interest, and specific items including transaction and listing costs, share base payments and merger and acquisition expenses. (2) The FY26F is outlined in the Company's IPO Prospectus lodged with the ASX on 8 July 2025.

05 AI Strategy – StepChange SmartTeams

Human First AI Consultant

Embedded Business Change Management

Over 100 Methods across 40 Business Functions

Leadership & Strategy	Market & Customer Engagement	Operations & Delivery
- Executive / Leadership & Governance - Strategy & Planning - Risk Management - Audit - Performance - Health, Safety & Environment (HSE) - Merger & Acquisition/Separation	- Commercial & Sales - Marketing & Communications - Corporate Communications - Public Affairs / Government Relations - Customer Service / Support - Product Management - Investor Relations	- Operations - Supply Chain & Logistics - Innovation - Project & Program Management - Business Analysis - Quality Assurance
Technology, Digital, AI & Data	People & Culture	Finance & Corporate Services
- Information Technology (IT) - Artificial Intelligence - Data & Analytics - Research & Development (R&D) - Cyber Security	- Human Resources (HR) - Training & Workforce Development - Change Management	- Finance, Tax & Accounting - Legal & Compliance - Procurement & Sourcing - Facilities / Workplace Management

Agile PMO

Embedded Program/Project Assurance

Enhanced Change Management



AI Strategy – Enhancing Delivery Efficiency

Better Quality – AI doesn’t just speed up work – it elevates it

MODEL Human-Only	MODEL AI Augmented
RESEARCH DEPTH Limited to sources analysts can read within project timeline	RESEARCH DEPTH Thousands of sources synthesised in minutes: no coverage gaps
CONSISTENCY Varies by team, tenure, fatigue, and analyst skill level	CONSISTENCY Standardise outputs with reproducible logic and versioning
ERROR RATE Human fatigue and deadline pressure increase calculation errors	ERROR RATE AI cross-checks logic and flags inconsistencies in real time
SCENARIO ANALYSES 2-4 scenarios due to time constraints: limited sensitivity testing	SCENARIO ANALYSES 50+ scenarios modelled: full Monte Carlo sensitivity runs
REVISION SPEED Client changes require 1-3 days to rework models and decks	REVISION SPEED Dynamic models updated in real time during client meetings

40%

Higher quality scores for AI-augmented consultants versus control group peers

HARVARD BUSINESS SCHOOL – 2024

25%

Faster task completion with same or better output

12%

More tasks completed per engagement

50x

More data sources per analysis vs manual methods

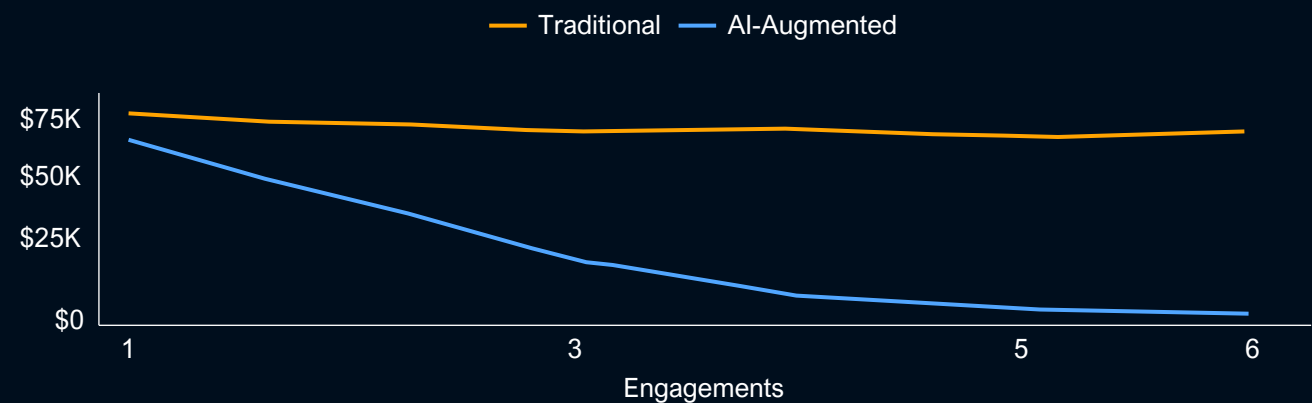
↓ 80%

Induction in first draft revision cycles

AI strategy – Improving Margins

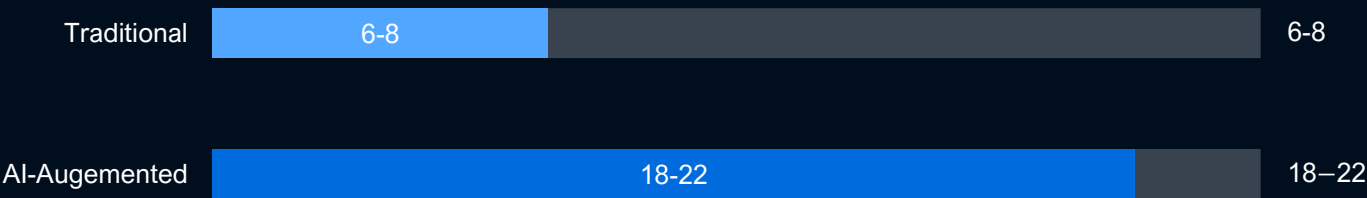
Economies of Scale – More clients. Fewer resources. Lower cost.

Cost Per Insight – Traditional Versus AI Augmented



Cost per engagement falls dramatically as AI infrastructure compounds across client mandates

Engagements Per Senior Consultant / Year



Reusable AI Infrastructure

Models, prompts, and pipelines built for one client are refined and redeployed across sectors, compounding returns on each AI investment

Smaller Teams, Wider Reach

Lean 3-5 person teams now deliver what previously required 10-15 consultants – with AI handling research, synthesis and first drafts

EY: 30% AI Revenue Surge

EY reports a 30% jump in AI-related revenue backed by \$18B AI investment – evidence that scale economics are already materialising

Knowledge Compounds Over Time

Each engagement enriches proprietary datasets and model find-tuning, building a compounding knowledge moat unavailable to human-only firms

24/7 Capacity, No Overtime

AI agents work continuously across time zones, eliminating the staffing constraints are previously capped Consulting capacity

Q&A



Board of Directors and Management Team

Board and management team with extensive experience in IT services

Board of Directors



Shane Bransby
Chief Executive Officer and Managing Director

Former Executive (strategy and M&A) at ASG/NRI Group (ASX:ASZ). Former Non-Executive Director at Bastion Security Group and consulting to several companies in the IT sector.



Geoff Lewis
Non-Executive Chair

Founder and former Managing Director at ASG Group (ASX:ASZ). Current Non-Executive Chair at COSOL (ASX:COS).



Adam Simpson
Independent Non-Executive Director

30 years of experience in high performance culture and leadership. Highly respected former AFL coach and player.



Emma Wates
Company Secretary

Over 15 years' experience in providing company secretarial and corporate compliance services to listed companies. Advised on several successful ASX listings, secondary and seed capital raisings and is a Chartered Accountant and a senior associate of the Financial Services Institute of Australasia.

Management Team



Stephen Pacecca
*Chief Financial Officer,
Company*



Jason Nesa
*Joint Chief Executive Officer,
StepChange*



Kim Carroll
*Joint Chief Executive Officer,
StepChange*