Technology One Limited (ASX: TNE)

TNE launches Guide, extending AI to communities and students

BRISBANE, 25 February 2026: At its London Showcase event to be held on 25 February 2026, TechnologyOne unveiled Guide, a new AI-powered product designed to give residents and students faster, simpler access to essential public services and higher education support.

The presentation that will be provided to Investors as part of its London Showcase event is attached.

Authorised for release by the Chair and Managing Director.

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About TechnologyOne

TechnologyOne (ASX: TNE) is Australia's largest enterprise software company and one of the ASX top 50, with a global presence.

Our SaaS+ (Solution as a Service) offering is an all-inclusive, industry-specific solution that leverages our unique *Power of One* to deliver low-risk, end-to-end SaaS ERP implementations. This includes implementation, support, and upgrades—with TechnologyOne taking full accountability for outcomes, not just software. Over 1,300 leading corporations, government agencies, local councils, and universities are powered by our software.

For over 38 years, we've helped customers adapt to new and emerging technologies with enterprise software that evolves alongside their needs—enabling them to focus on their business, not IT.
Learn more at: technology1.com

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2026 Showcase Investor Presentation

25 February 2026

Disclosure Statement

TechnologyOne Ltd 2026 Showcase Investor Presentation – 25 February 2026

TechnologyOne Ltd (ASX: TNE) today conducted a presentation relating to its 2026 Showcase event held in London, United Kingdom.

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

Agenda

- TechnologyOne at a Glance
- SaaS+ : The Future of ERP
- Thriving in the AI Era
- Launch of Guide
- Fireside Chat

TechnologyOne

At a Glance

Edward Chung
Chief Executive Officer

Our Vision

Making life simple for our community

Our Purpose

Our passion is to solve the complex

Our Mission

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

Power of One.

Making life simple
for our community

SaaS+

ERP IN 30 DAYS

Ai

Evolution
not revolution

Market focus
and commitment

We dream big
and deliver

One experience
for our customers

Tech
is the
answer

The power of One

Oneness

Deepest functionality for the markets we serve.

- Local Government
- Education
- Government
- Asset and Project Intensive industries
- Health and Community Services
- Financial Services and Corporates

We provide proven practice preconfigured solutions to reduce time, cost & risk

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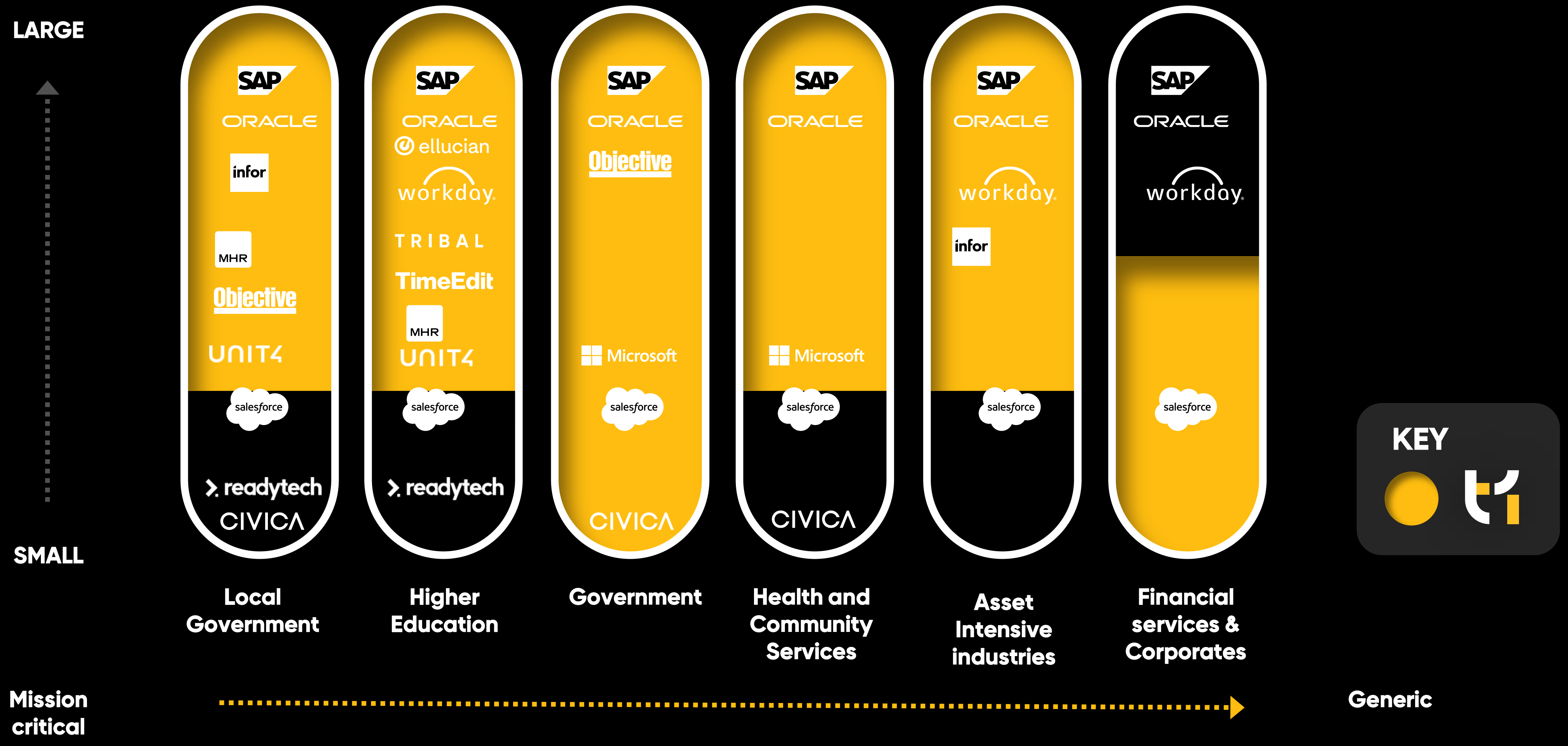
Market position.



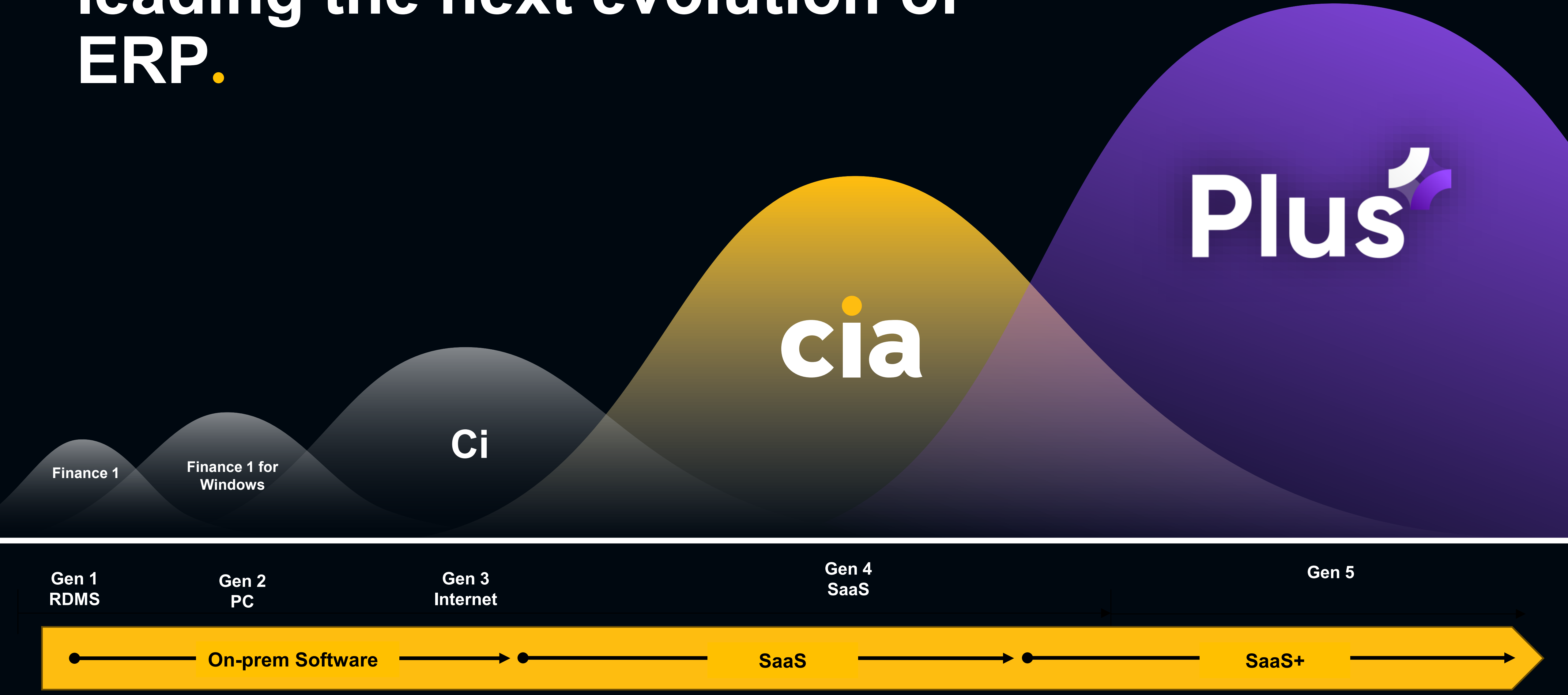
Total ERP Solution – now with the Power of AI.

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

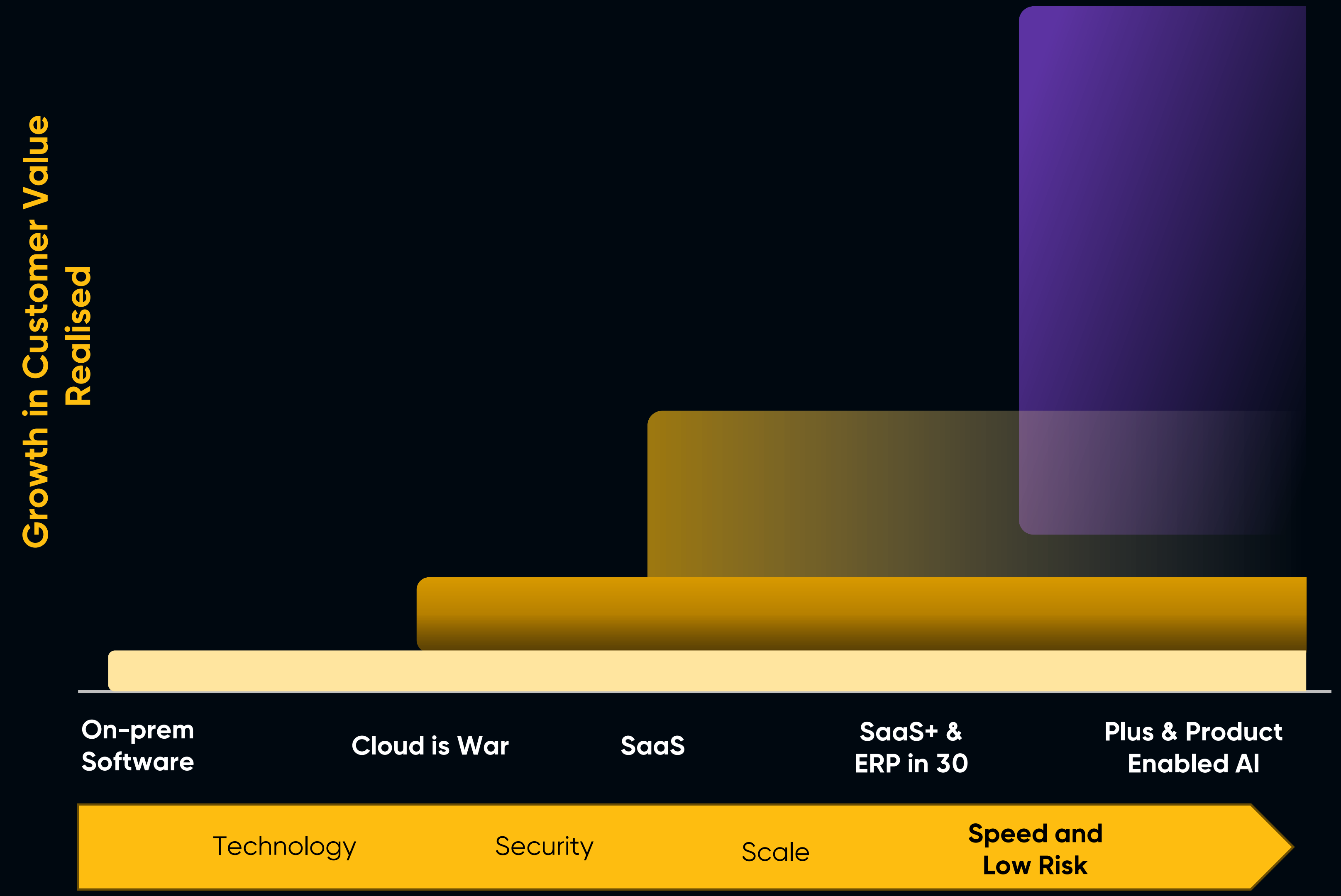
Plus

Guide

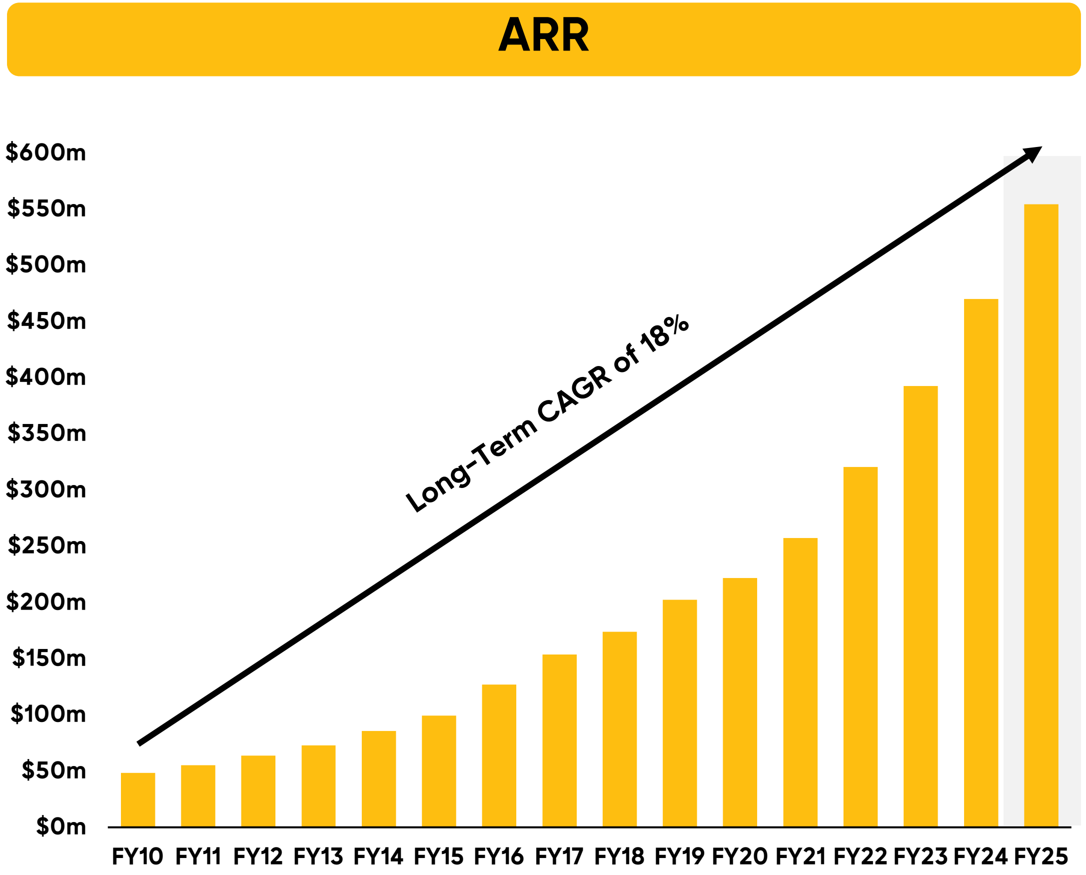
Our R&D investments are leading the next evolution of ERP.

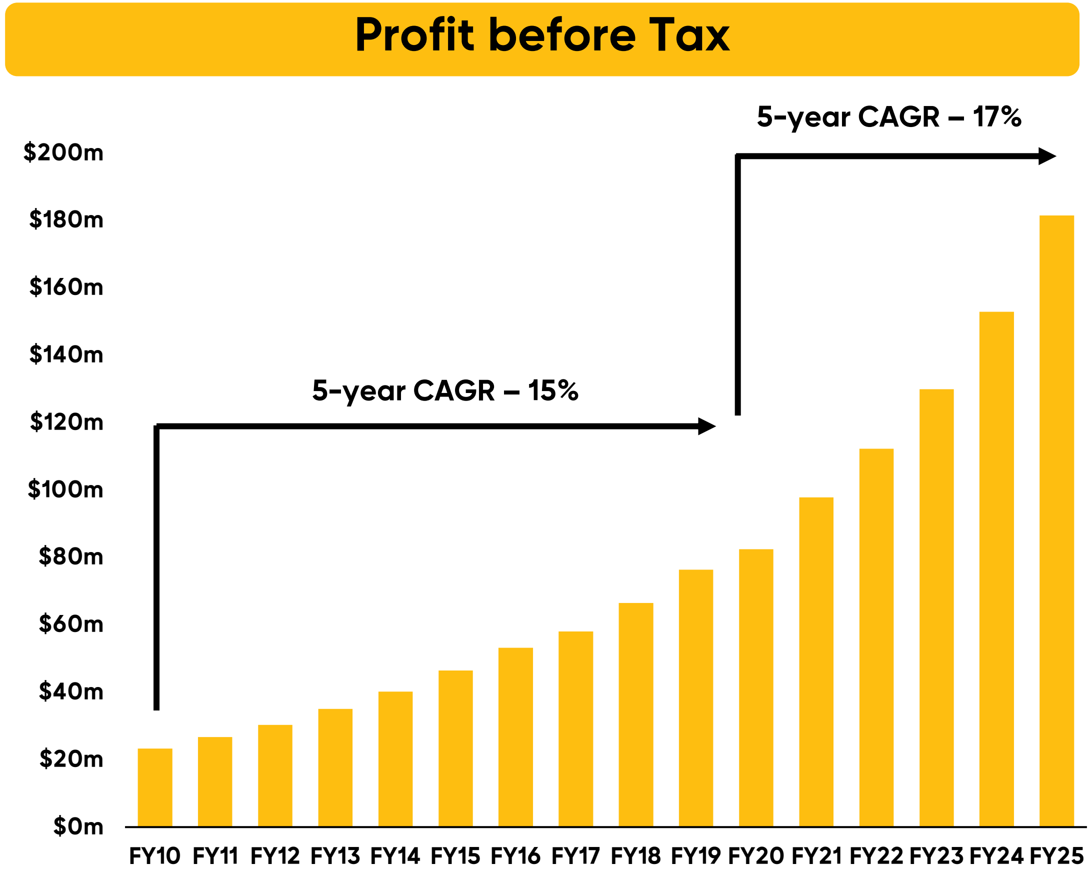


Evolution of ERP – Growth in Customer Value.



A Track Record of Long-Term Growth

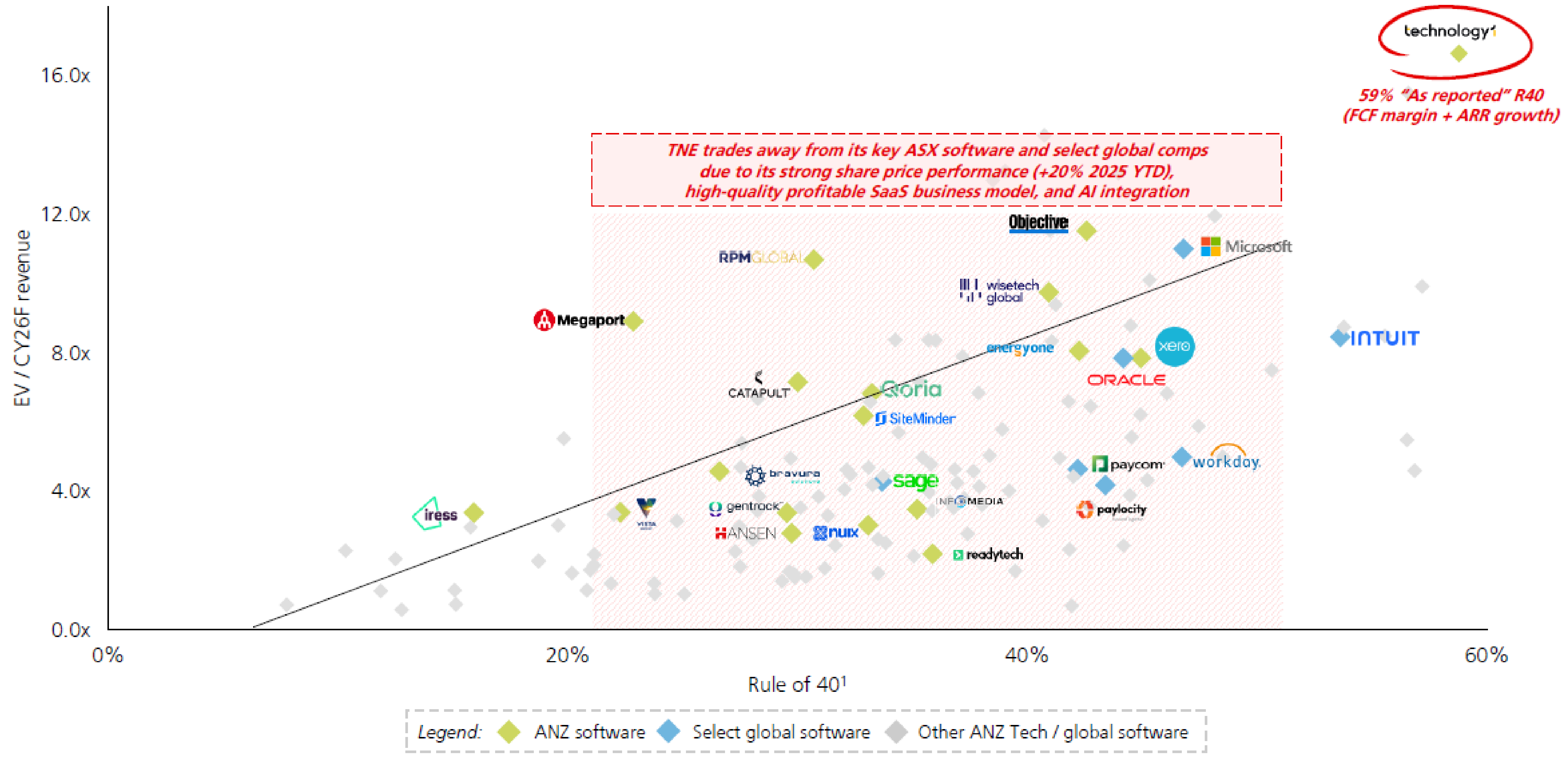




Achieved $500 million ARR - 18 months ahead of target

Top quartile of global SaaS software businesses

Rule of 40* = 59%



* 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.

A Track Record of Long-Term Growth

18% CAGR

ARR Compound Growth Since FY10

17% CAGR

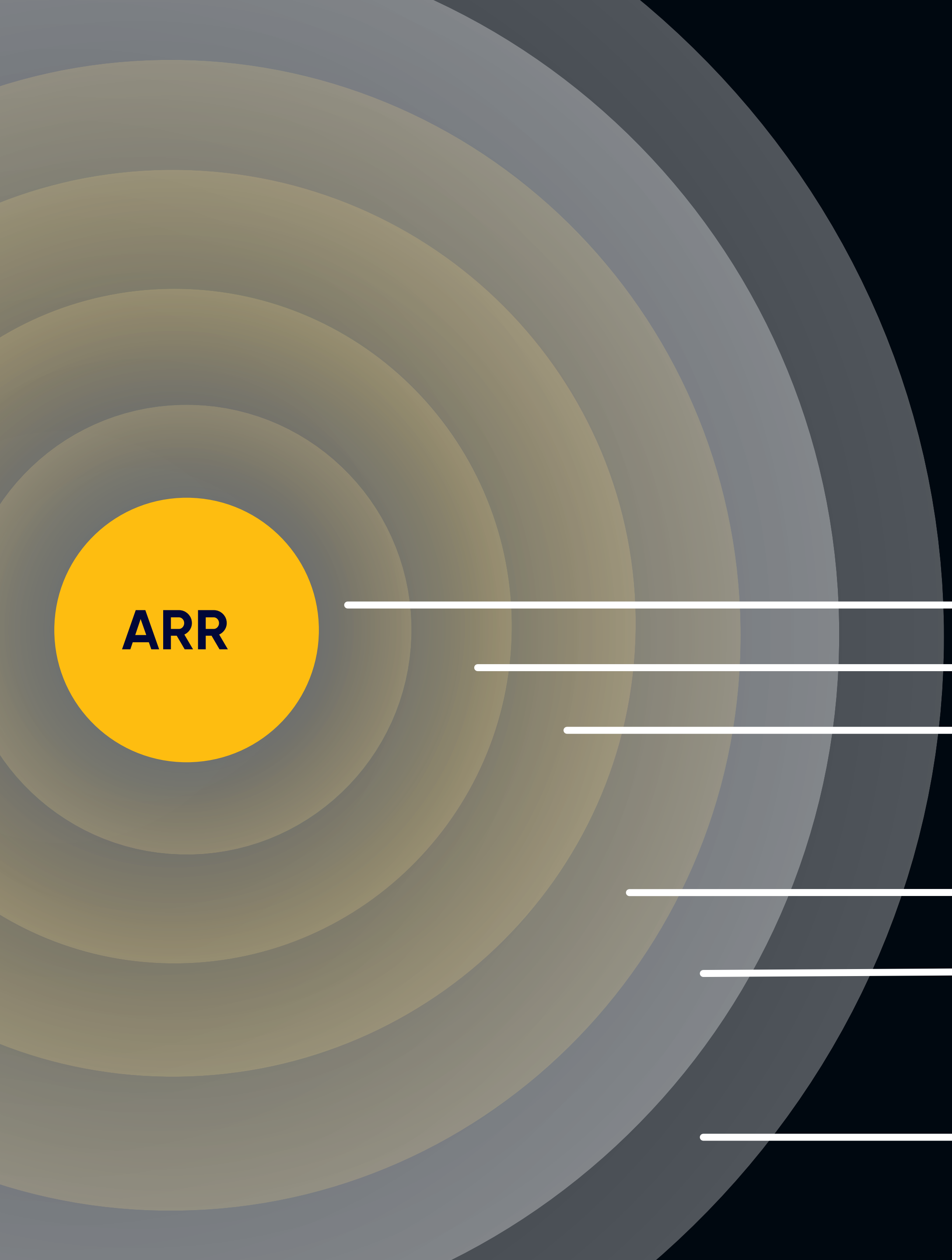
PBT Compound Growth Since FY20

$555 million ARR

$13.5 billion total market opportunity

We provide mission critical products and best practice solutions which power universities, local governments, governments, hospitals, and large infrastructure providers

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

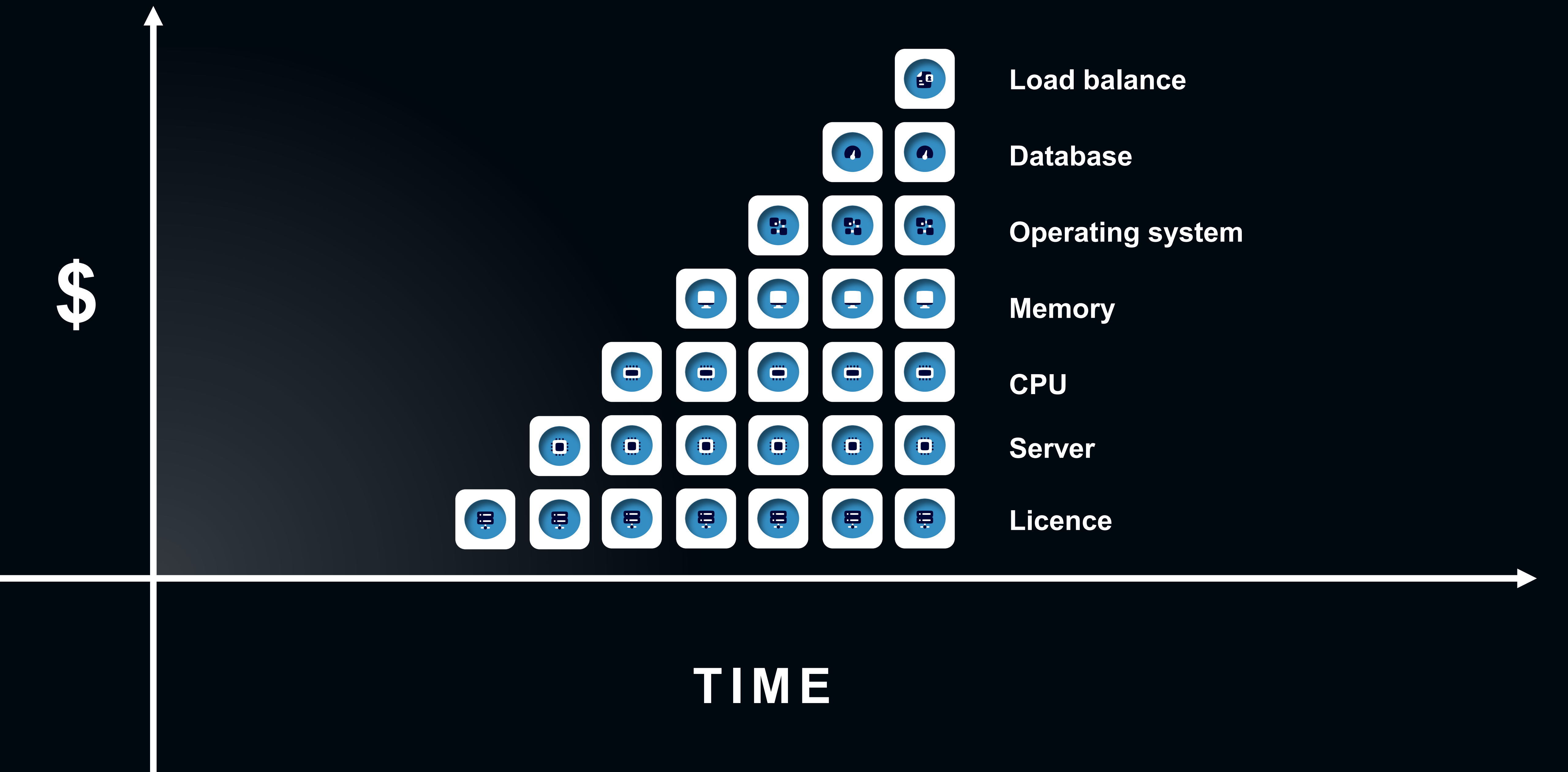
Build:
- Solution as a Service is a gamechanger, lifts ARR by 40%
- R&D over next 5 years doubles APAC ARR whitespace

Buy:
- Strategic acquisitions

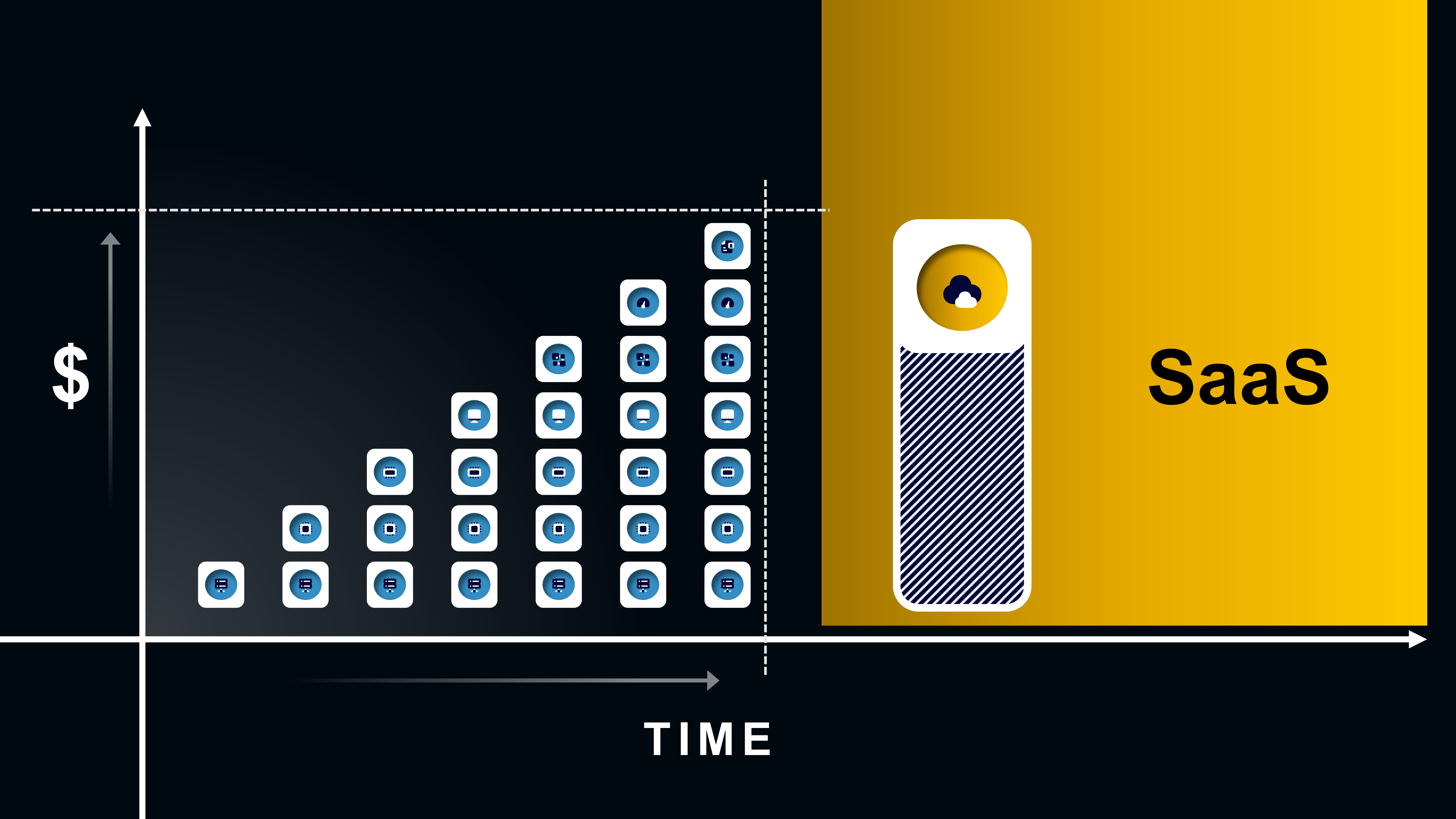
SaaS+

The Future of ERP

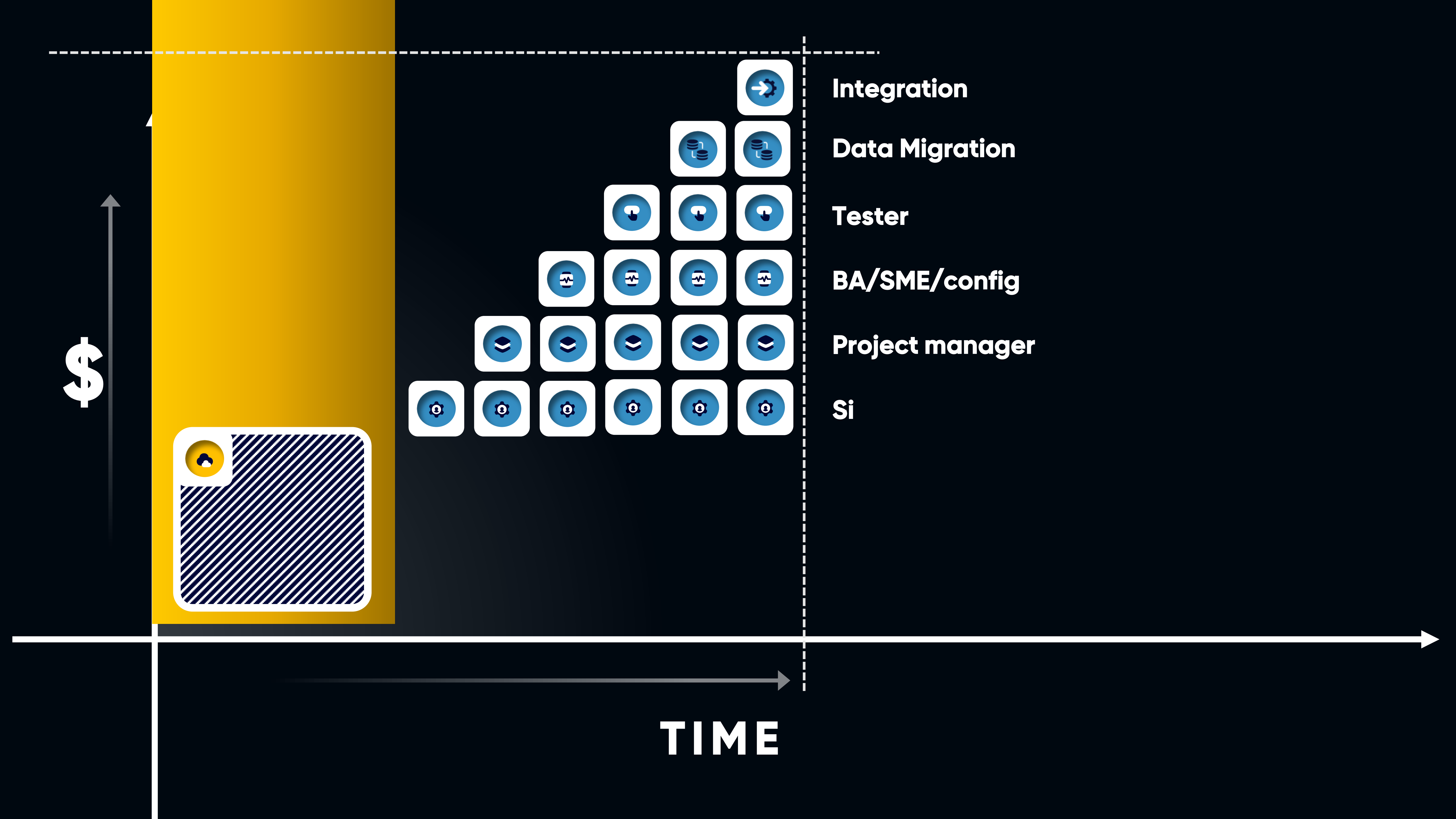
Edward Chung
Chief Executive Officer



$
Load balance
Database
Operating system
Memory
CPU
Server
Licence
TIME

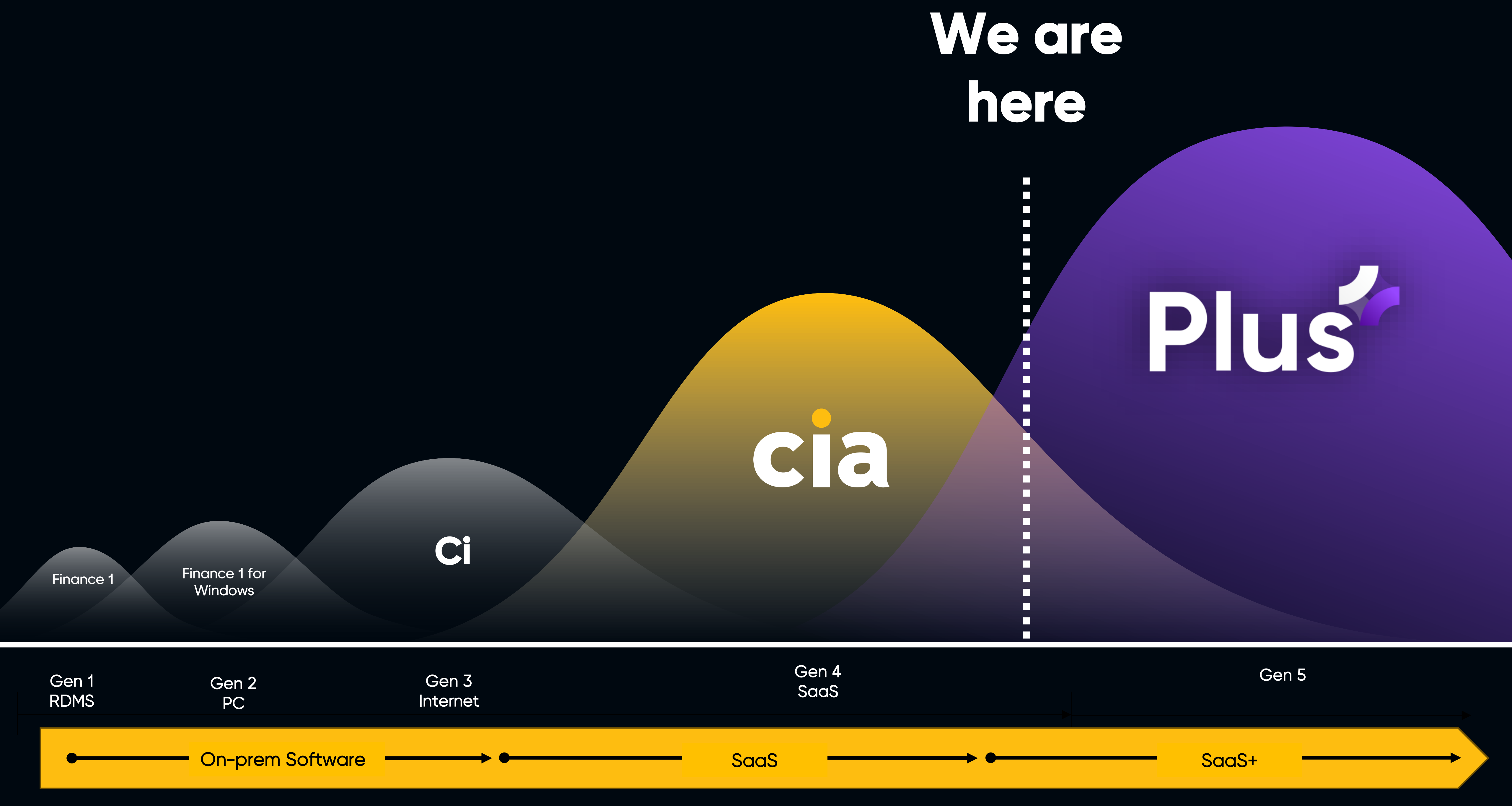


$
TIME
SaaS



$
Integration
Data Migration
Tester
BA/SME/config
Project manager
Si
TIME


$
SaaS+
TIME



We are here
Plus
cia
Ci
Finance 1
Finance 1 for Windows
Gen 1 RDMS
Gen 2 PC
Gen 3 Internet
Gen 4 SaaS
Gen 5
On-prem Software
SaaS
SaaS+

SaaS

Traditional implementation projects

The traditional consulting approach lacks alignment with customer interests

SaaS+ is a long-term strategic growth pillar; complete flip to consulting model

Traditional implementation financial profile:

1:1.6 Ratio

Software: Implementation fees

Blackpool Council

Large implementation

Pitched 1:1, delivered 1:0.8

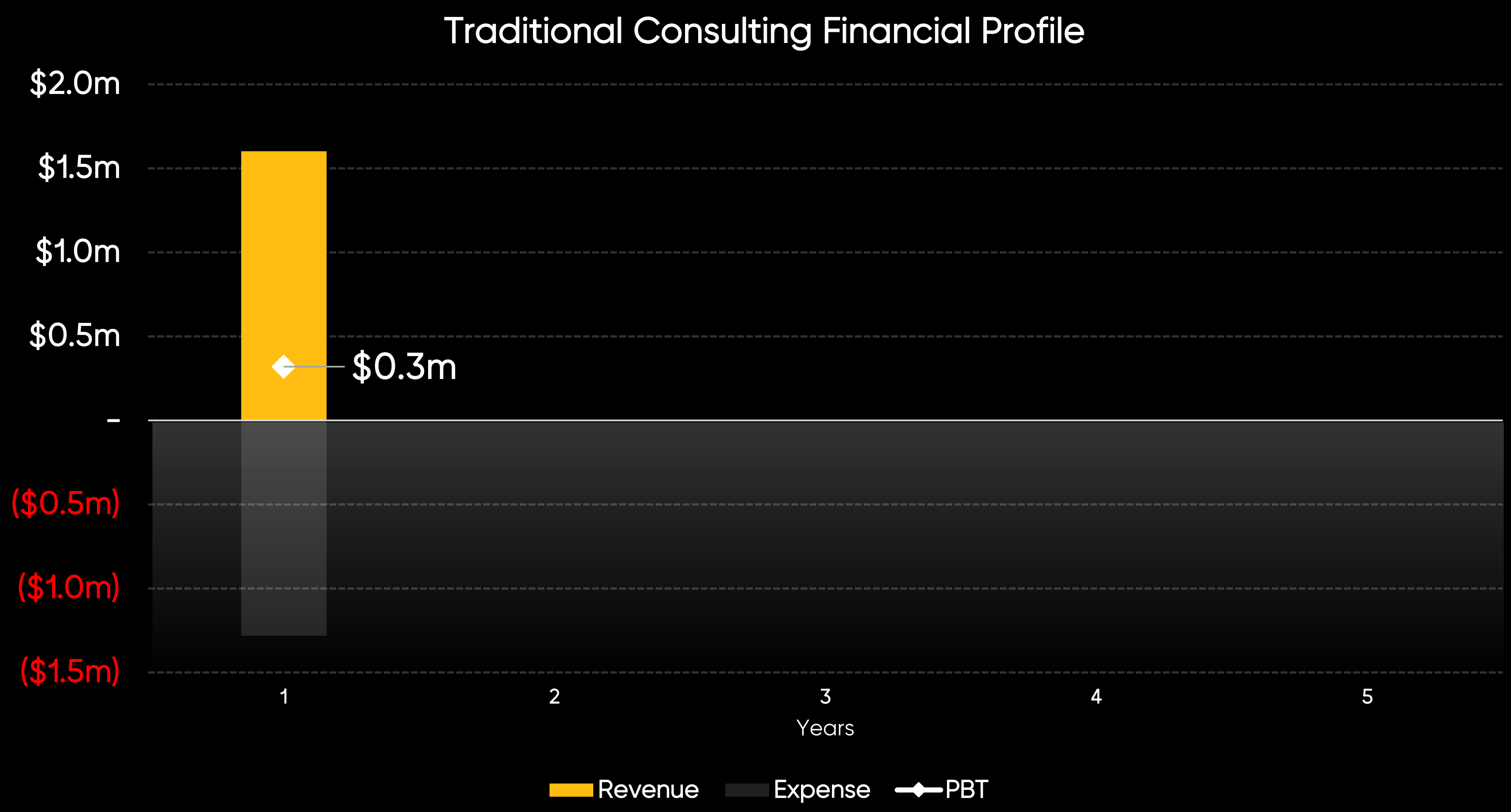
Model Challenge 1

Incentive to complicate to drag out implementation to increase profit

Model Challenge 2

A one-off engagement, poor sustainability

SaaS
Traditional implementation projects



Example

$1M SaaS Fee

$1.6M consulting implementation revenue over 1 year

$1.28M consulting implementation cost over 1 year

$320k PBT (20%)

Cash and profit aligned

SaaS+
We are uniquely positioned to deliver

SaaS+ resonates with our market

Reduced Risk

Through price certainty of a fixed price implementation

Faster Go-Live

Enabled by pre-configured SaaS+ solutions. Our customers purchase our software for the productivity it brings to their business, not for long implementations.

The Power of One enables delivery

Deep knowledge

Of vertical markets through 38 years of implementation experience

Tailored solutions

To vertical markets

In house delivery team

Ensures we take full responsibility for delivery, no

Model Challenge 2

A one-off engagement, poor sustainability

SaaS+ Financials
39% IRR

Patience is required, but SaaS+ presents a strong NPV on a per-customer basis

Implementation expense is incurred up front, revenue earned over 4 years

Customer behavioural relationship is long, churn is low

99% over 30+ years

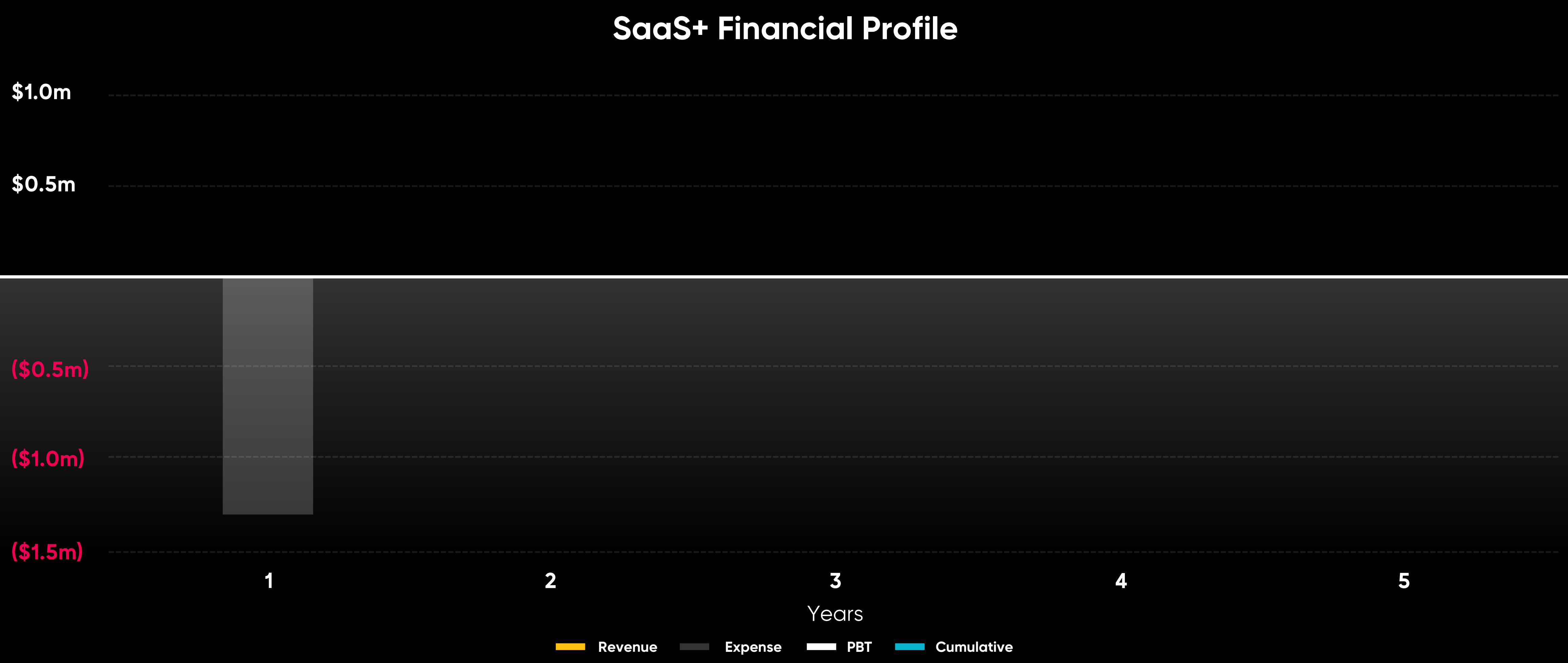
In year 2 and beyond, 40% ARR uplift will fall directly to the bottom line, boosting margin

Considered an investment, SaaS+ represents an **IRR of 39%** on conservative assumptions

SaaS+ Financials
One Deal Example

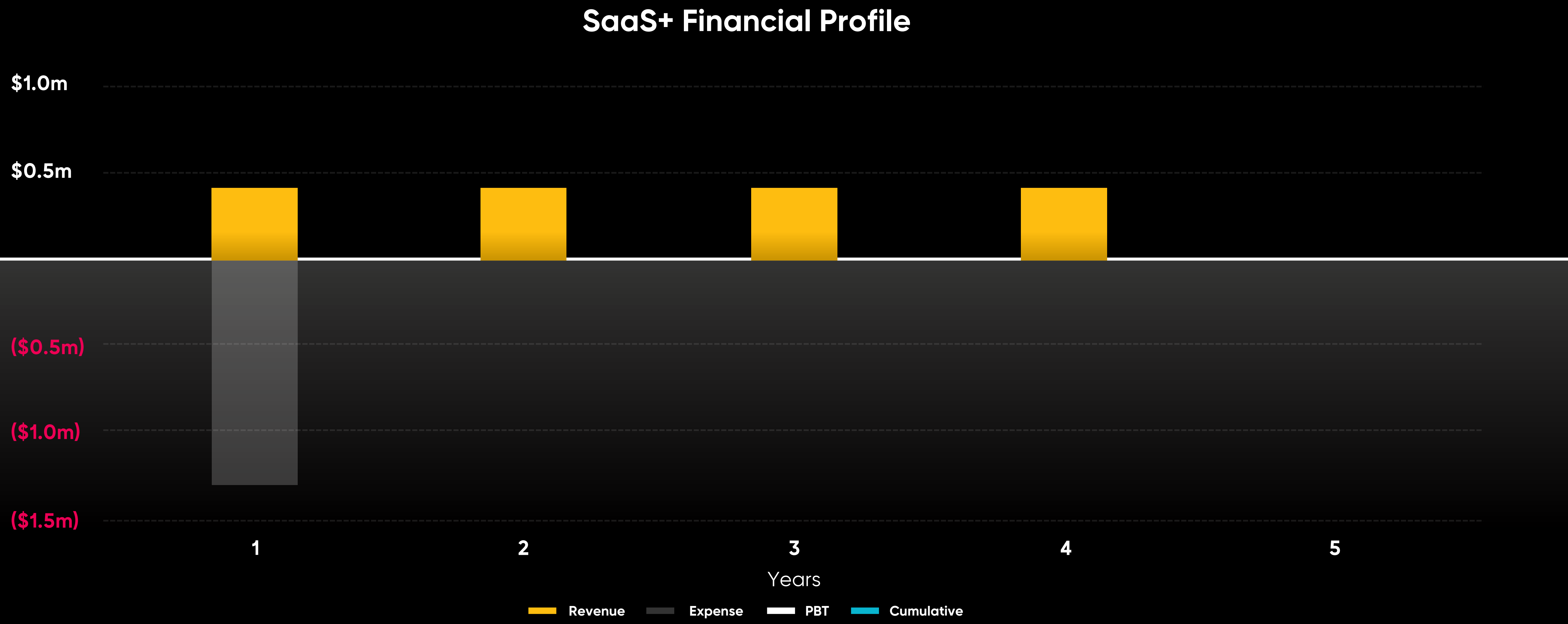
Legacy SaaS Implementation Model		SaaS+ Implementation Model	
Year 1 Revenue Only	$1.6 million Implementation Fee	Life of Contract	$0.4 million Implementation Fee
			+
Life of Contract	$1 million SaaS Fee for Software	Life of Contract	$1 million SaaS Fee for Software

SaaS+ Financials
Initial Upfront Investment under SaaS+ Model



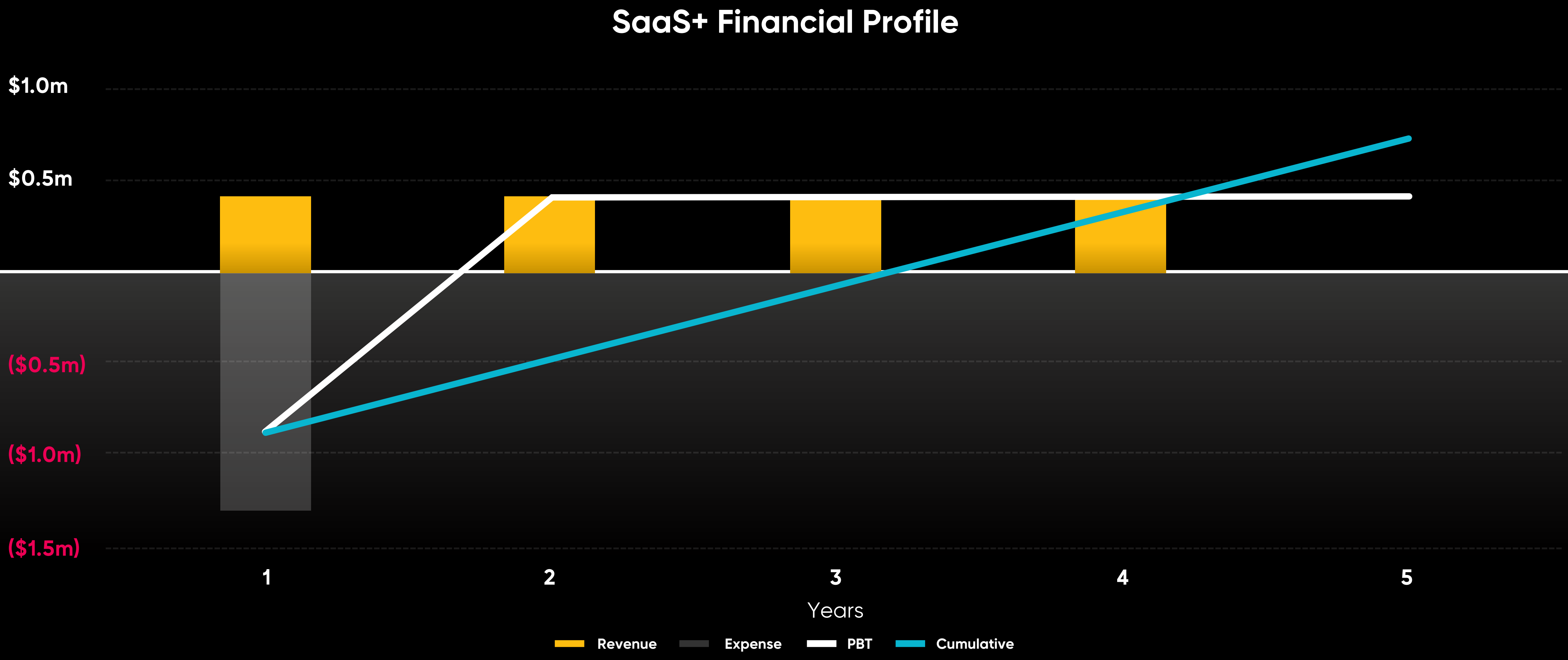
SaaS+ Financials

Revenue Generation from SaaS+ Implementation Taken over 4-years

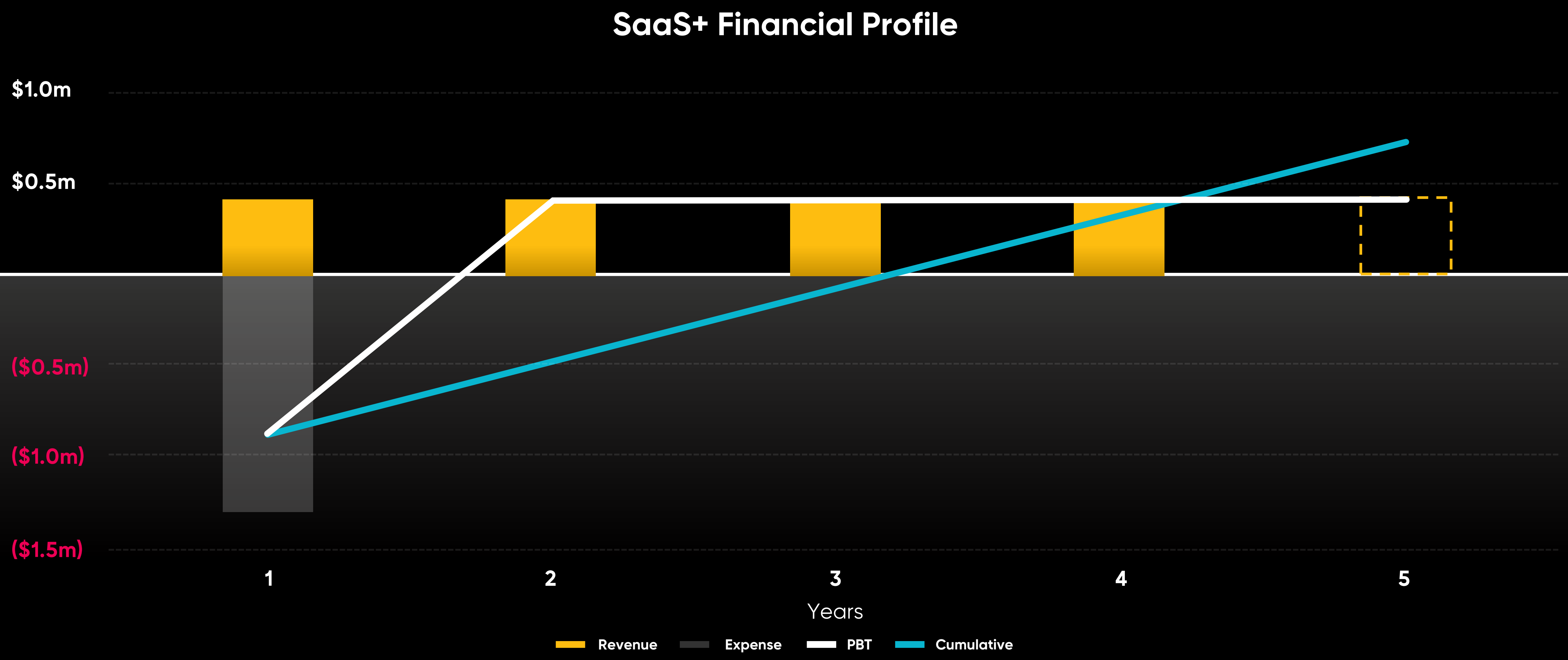


SaaS+ Financials

SaaS+ Implementation Breakeven Achieved in Year 4

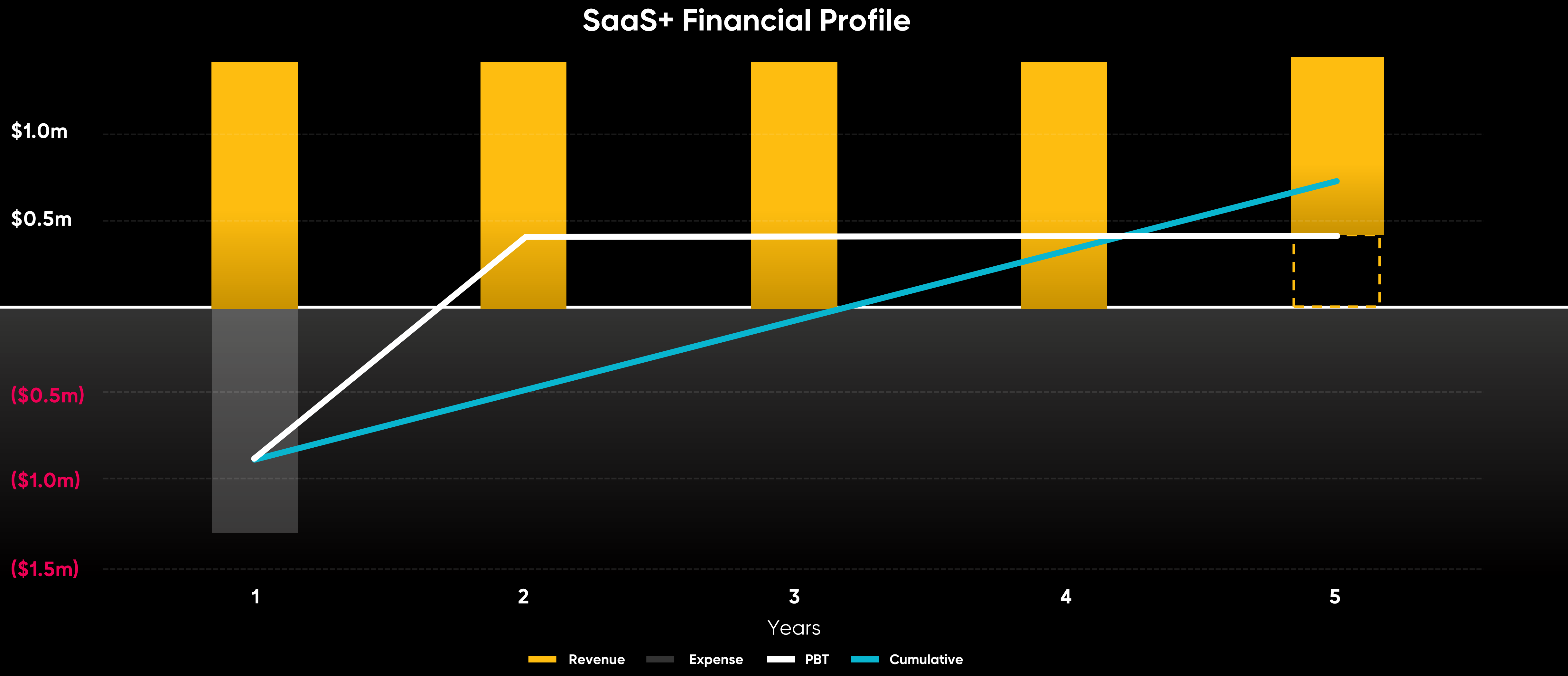


SaaS+ Financials
Year 5 Onwards Represents a 40% Margin Uplift from SaaS+



SaaS+ Financials

Year 5 Onwards Represents a 40% Margin Uplift from SaaS+

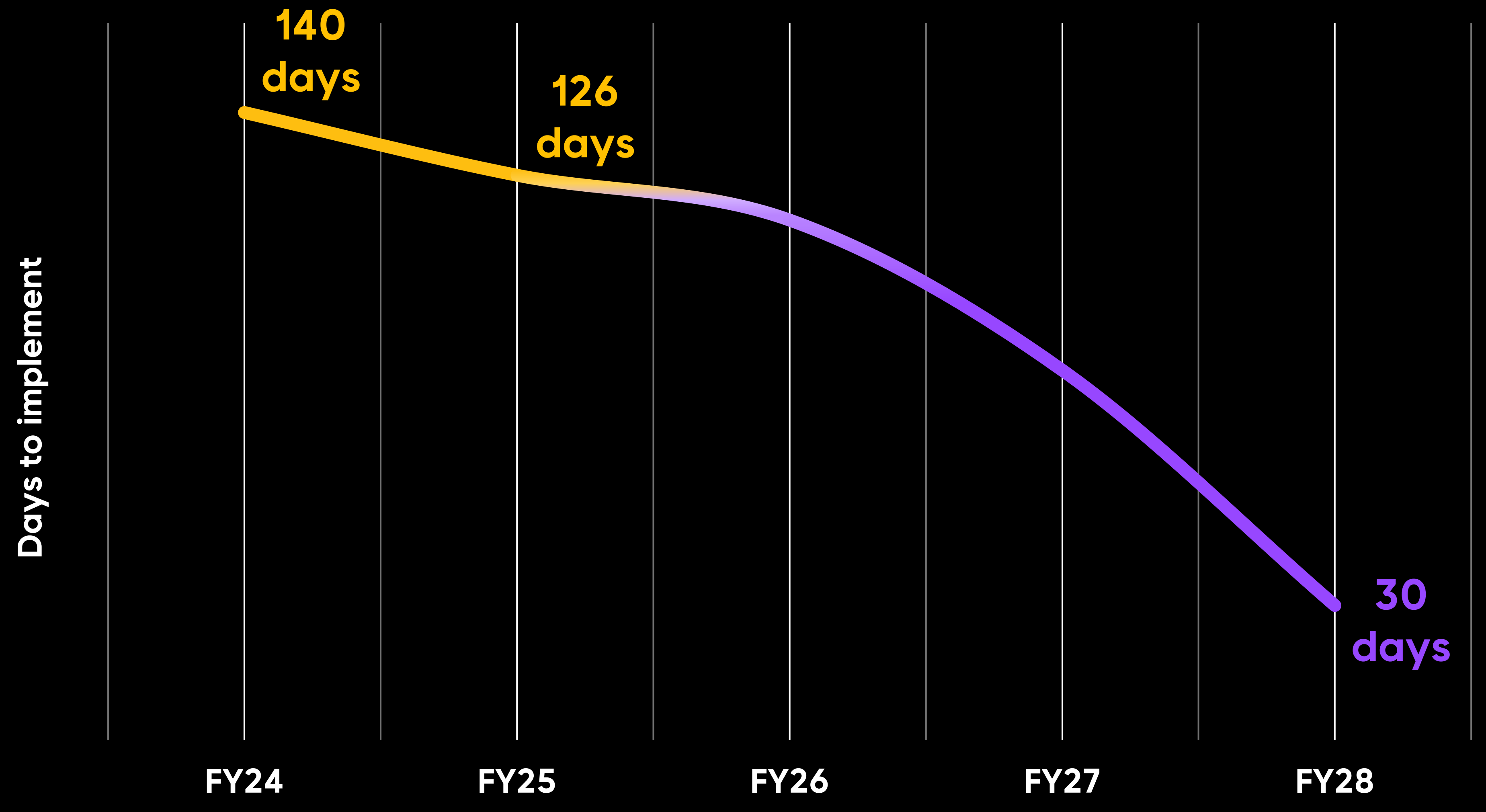


SaaS+ Financials

The Drive to ERP in 30 Days will Increase Margins

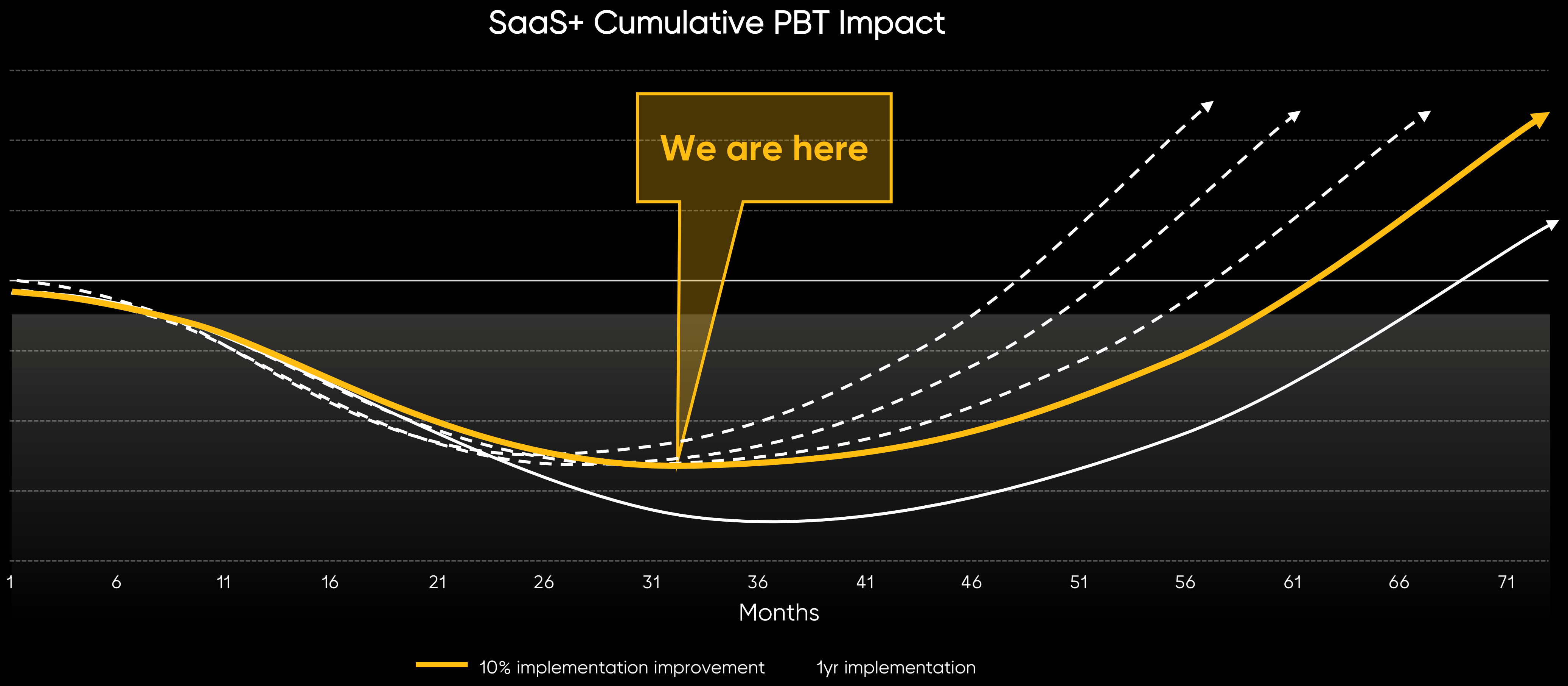
ERP IN 30 DAYS

Powered by ai



SaaS+ Financials

Portfolio PBT Impact: Drive to ERP in 30 days



Illustrative base case example assumes:

- Monthly continuous even sales
- 1:1.6 ratio, $1.4m SaaS+
- 1-year implementation period

SaaS+ Financials
Conclusion

SaaS+ is now our default GTM globally.

1

We are uniquely positioned to deliver SaaS+ in the markets we serve. This model resonates strongly with our market.

2

Under SaaS+ solution, the Technology One price book increases by 40% - effectively expanding TAM.

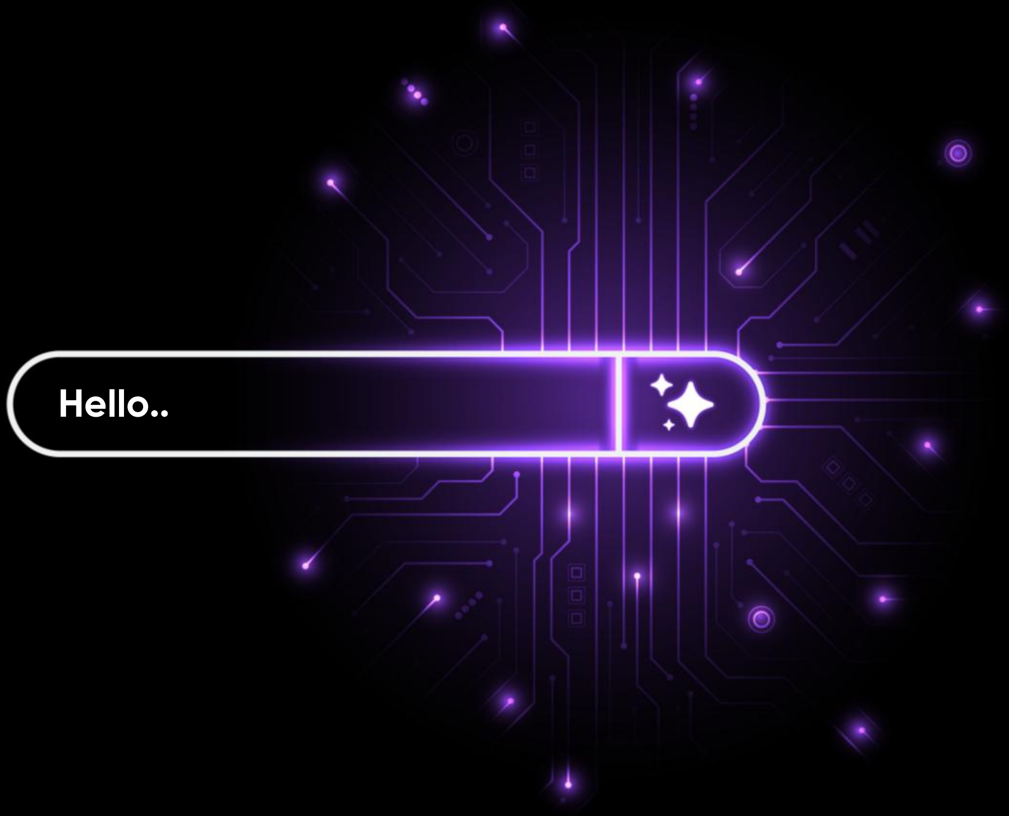
3

ERP implementation to 30 days expands margin

Thriving in the AI Era

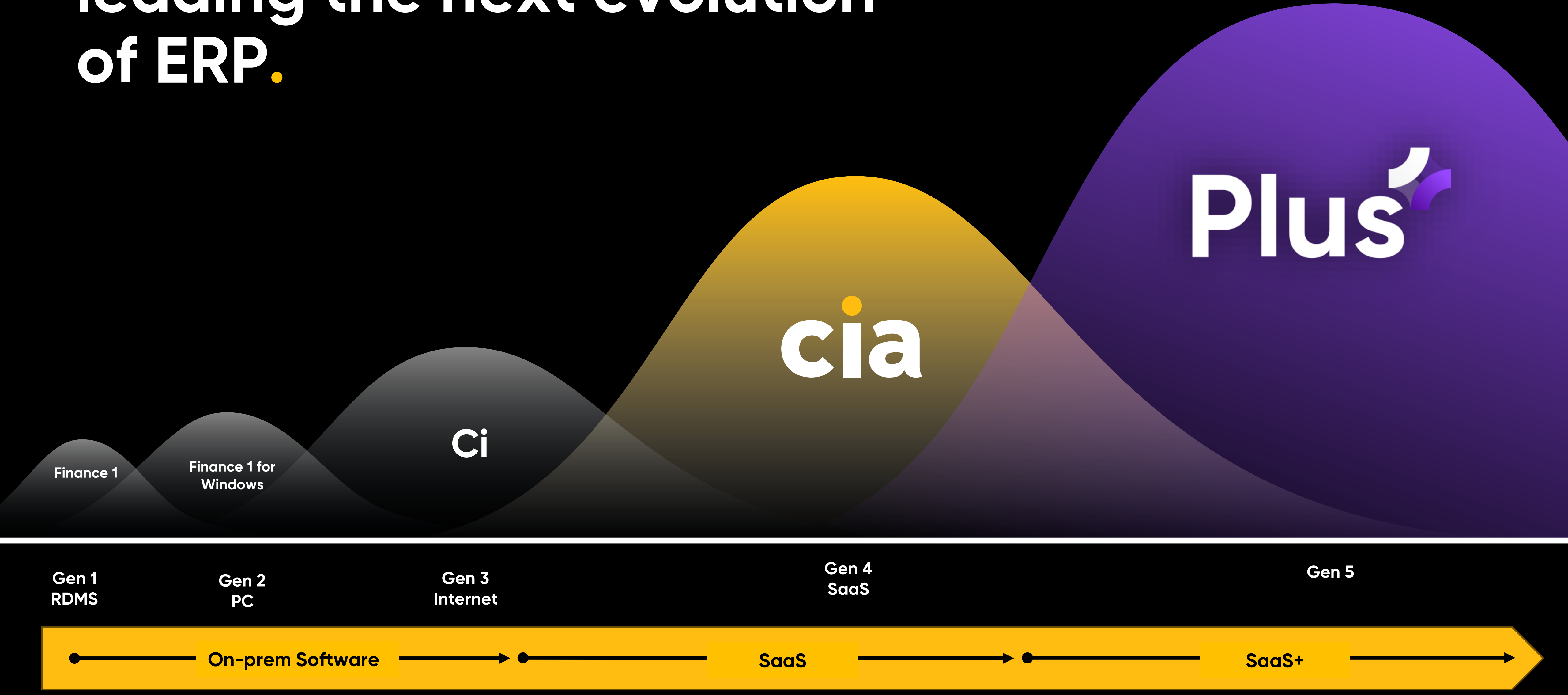
Edward Chung
Chief Executive Officer

Thriving in the AI Era

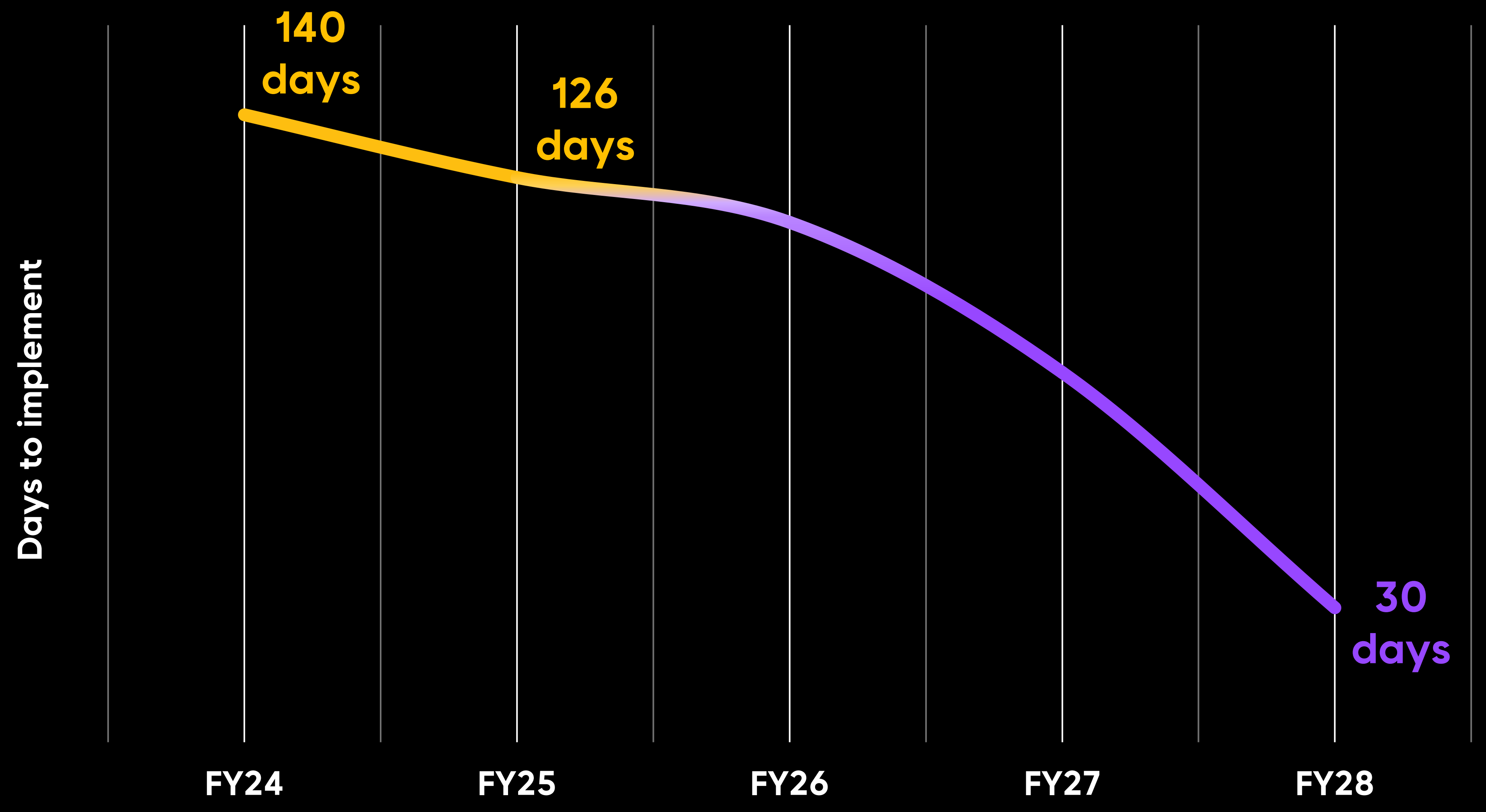


$555M	99%+	$1B+	38
FY25 ARR	Customer Retention	ARR Target by FY30	Years of Delivery

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



Path to ERP in 30 days – Leveraging AI.



ERP IN 30 DAYS

Powered by ai

Not all SaaS companies are created equal

Ai is an accelerant for our business

Thriving in the AI Era

1 **The Macro**
What is SaaS and how is AI reshaping the software stack?

2 **Where TechnologyOne Fits**
Our customers, our competitive strengths, and our economic moat

3 **AI Makes Us Stronger**
How Plus deepens our moat and creates new revenue

4 **Our Five-Year View**
Track record, ARR trajectory, and conviction

5 **Upgraded FY26 Guidance**
FY26 PBT and ARR guidance upgraded

THE MACRO

How AI Reshapes the Software Stack

BEFORE

The Traditional SaaS Model

User

▼

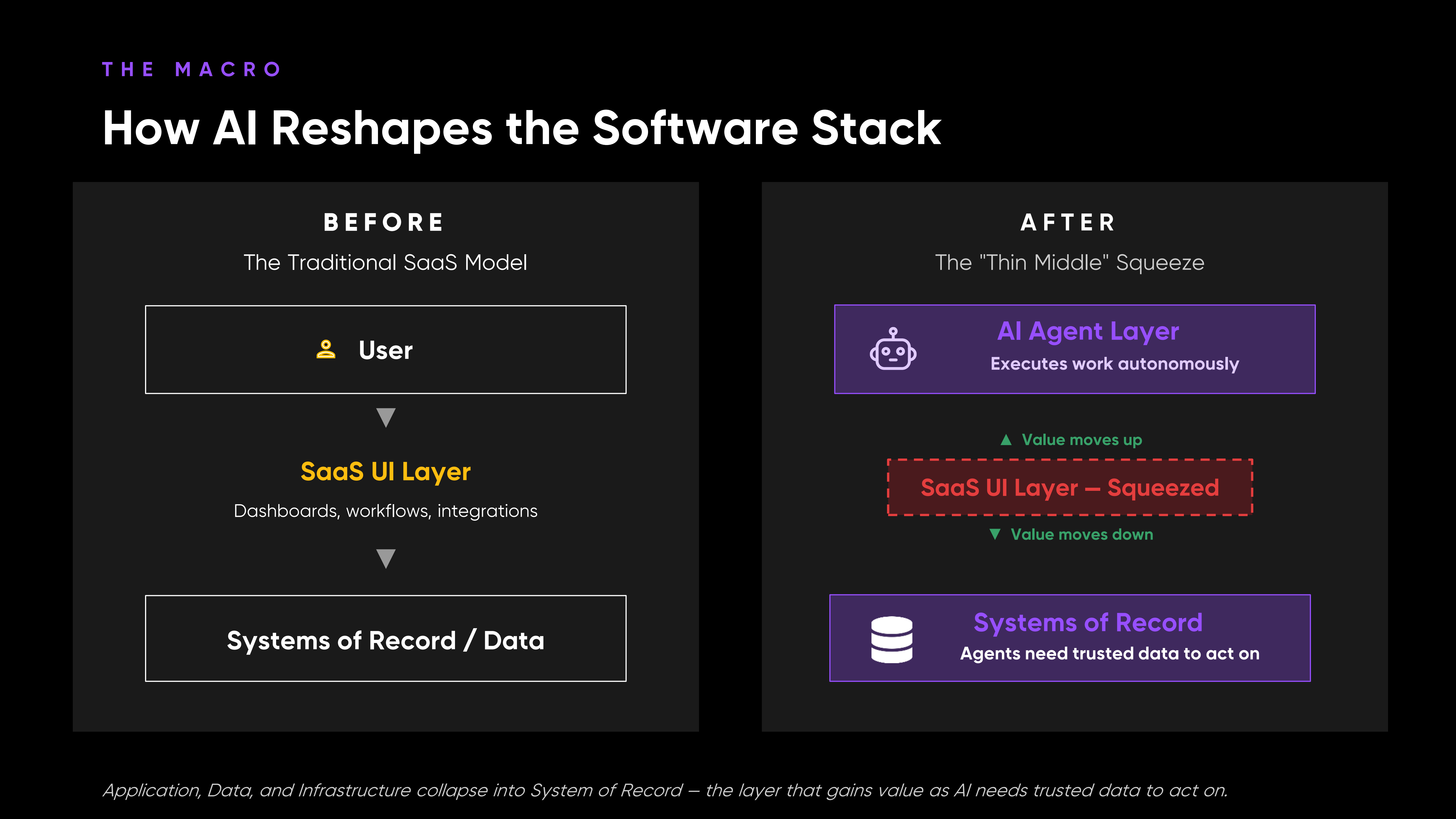
SaaS UI Layer

Dashboards, workflows, integrations

▼

Systems of Record / Data

Application, Data, and Infrastructure collapse into System of Record — the layer that gains value as AI needs trusted data to act on.


THE MACRO
How AI Reshapes the Software Stack
BEFORE
The Traditional SaaS Model
User
SaaS UI Layer
Dashboards, workflows, integrations
Systems of Record / Data
AFTER
The "Thin Middle" Squeeze
AI Agent Layer
Executes work autonomously
▲ Value moves up
SaaS UI Layer — Squeezed
▼ Value moves down
Systems of Record
Agents need trusted data to act on
Application, Data, and Infrastructure collapse into System of Record — the layer that gains value as AI needs trusted data to act on.

THE IMPLICATIONS

What This Means for SaaS

Users & Interfaces Disrupted

AI agents are replacing traditional users and conversational AI is replacing complex screen interfaces. The top two layers of the traditional SaaS stack are being fundamentally reshaped. Value shifts down to data and applications.

Per-Seat Pricing Under Pressure

If AI agents do the work of employees, companies need fewer software seats. The per-seat revenue model that built SaaS fortunes is structurally threatened for commodity workflows.

What Survives — and Thrives

Systems of record with proprietary data, mission-critical platforms with deep domain expertise, and businesses with data-driven, outcome-based pricing are gaining value — not losing it.

The Existential Fear: If AI does the work, the per-seat revenue model collapses

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AI DISRUPTION RISK

Not All SaaS Companies Are Created Equal

- Horizontal, general-purpose software
- Single-application solutions
- Low regulation environments
- Simple cyber security requirements
- Monthly/annual contracts
- Simple switching, low cost
- Seat-based pricing models

Highest TAM | Simpler investment | Commercial buyer

- Vertical-specific, mission-critical platforms
- Deep, multi-department workflows
- Highly regulated environments
- Highest cyber security & data sovereignty
- Long-term committed contracts
- Complex switching, high cost
- Pricing linked to outcomes & usage

High TAM | Complex investment | Public sector buyer

AI DISRUPTION RISK

Not All SaaS Companies Are Created Equal

HIGHER RISK OF AI DISRUPTION

LOWER RISK OF AI DISRUPTION

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High TAM | Complex investment | Public sector buyer

OUR CUSTOMERS

Two Types of Buying Customers

HIGHER RISK OF AI DISRUPTION

LOWER RISK OF AI DISRUPTION

Commercial Customers

- Growth-oriented and commercially driven
- Comfortable with higher risk for higher reward
- Fewer procurement constraints and regulatory obligations
- Optimises for speed and competitive advantage
- Prioritises value for money and rapid development

Public Sector & Highly Regulated Customers

- Mission-driven and community-focused
- Values stability, trust, and long-term partnerships
- Measured and deliberate in decision-making within strict procurement rules
- Operates in highly regulated and accountable environments
- Selects partners with proven track records and low delivery risk

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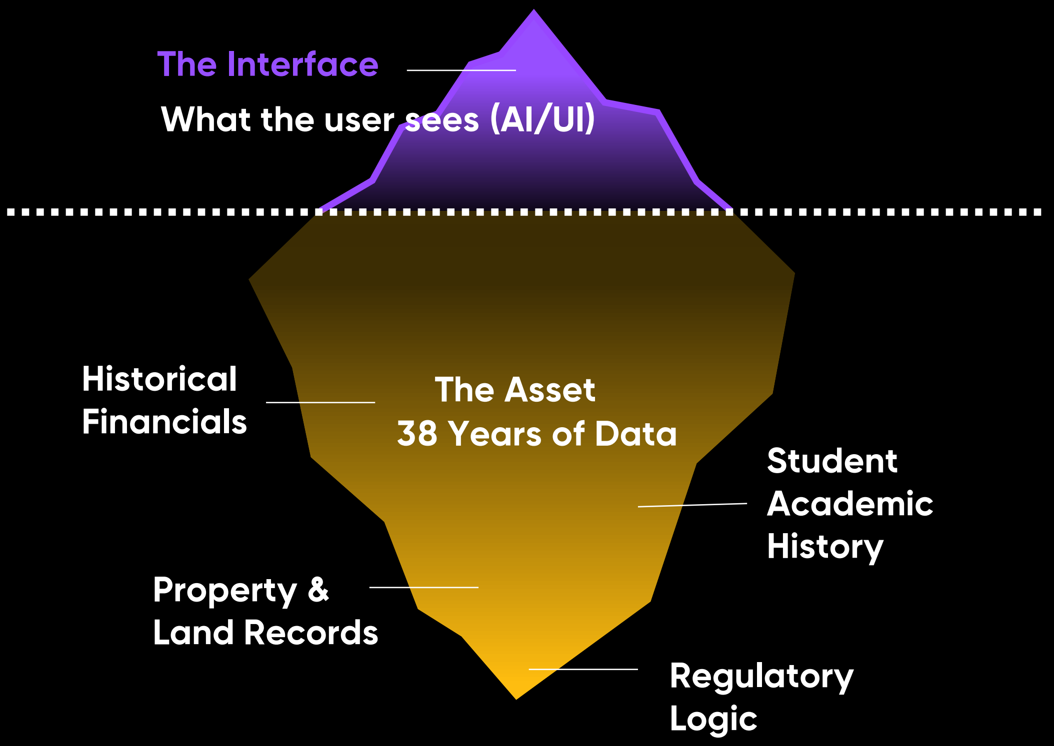
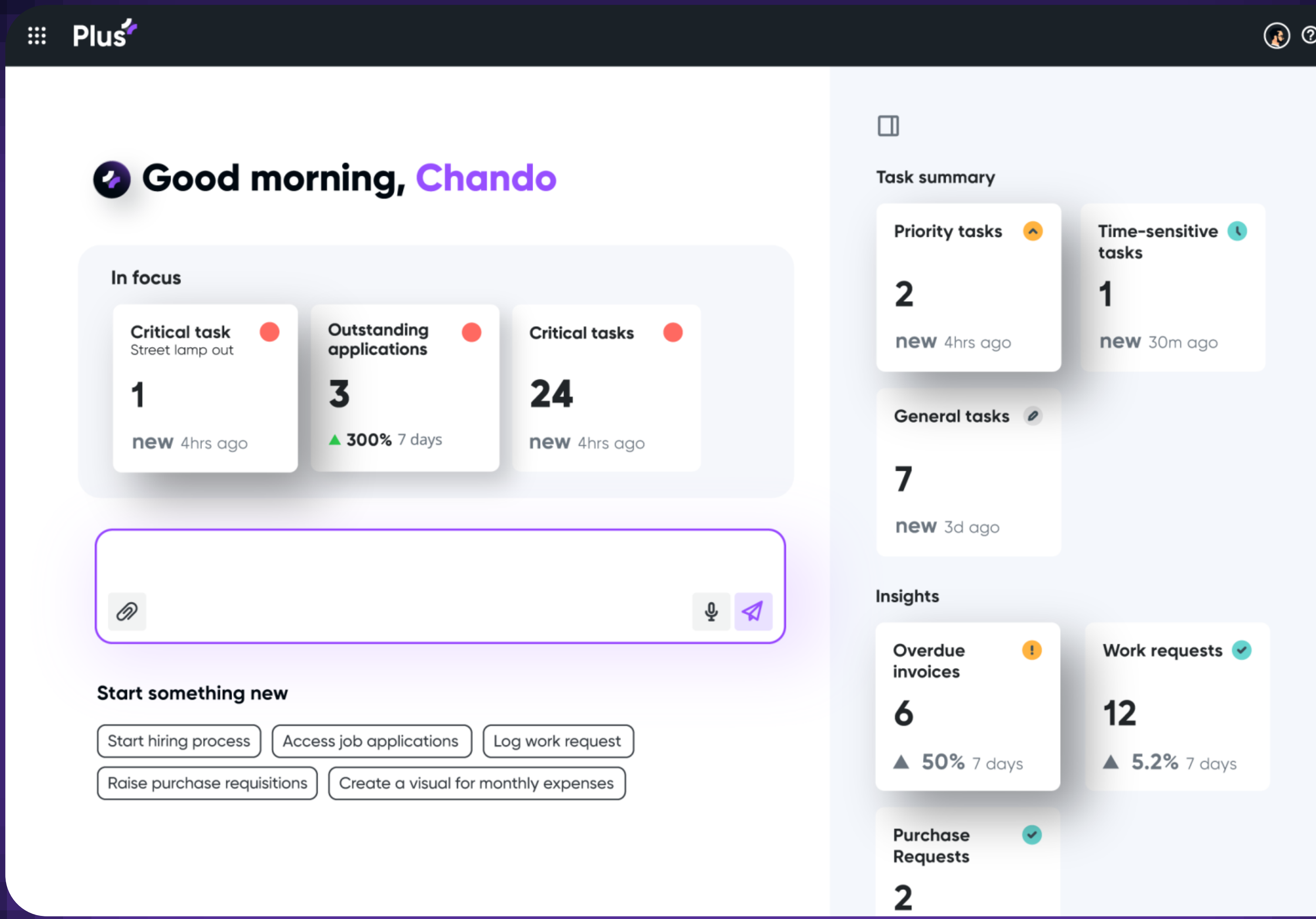
Our Competitive Strengths – A Strong Moat

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

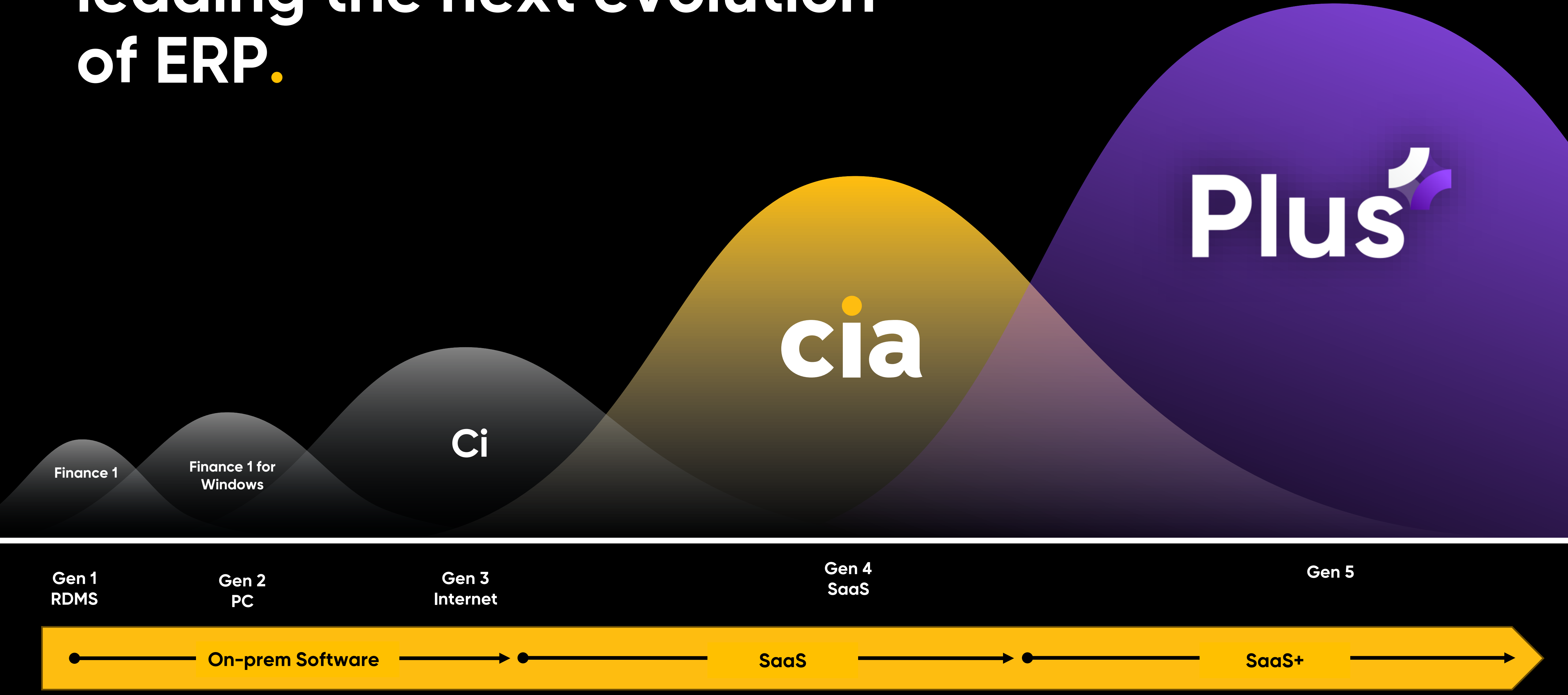


Plus



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

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



Business Outcomes require trusted execution : Replicating UI does not replicate ERP

In regulated domains, value comes from governed decisions and permissioned actions not just answers.

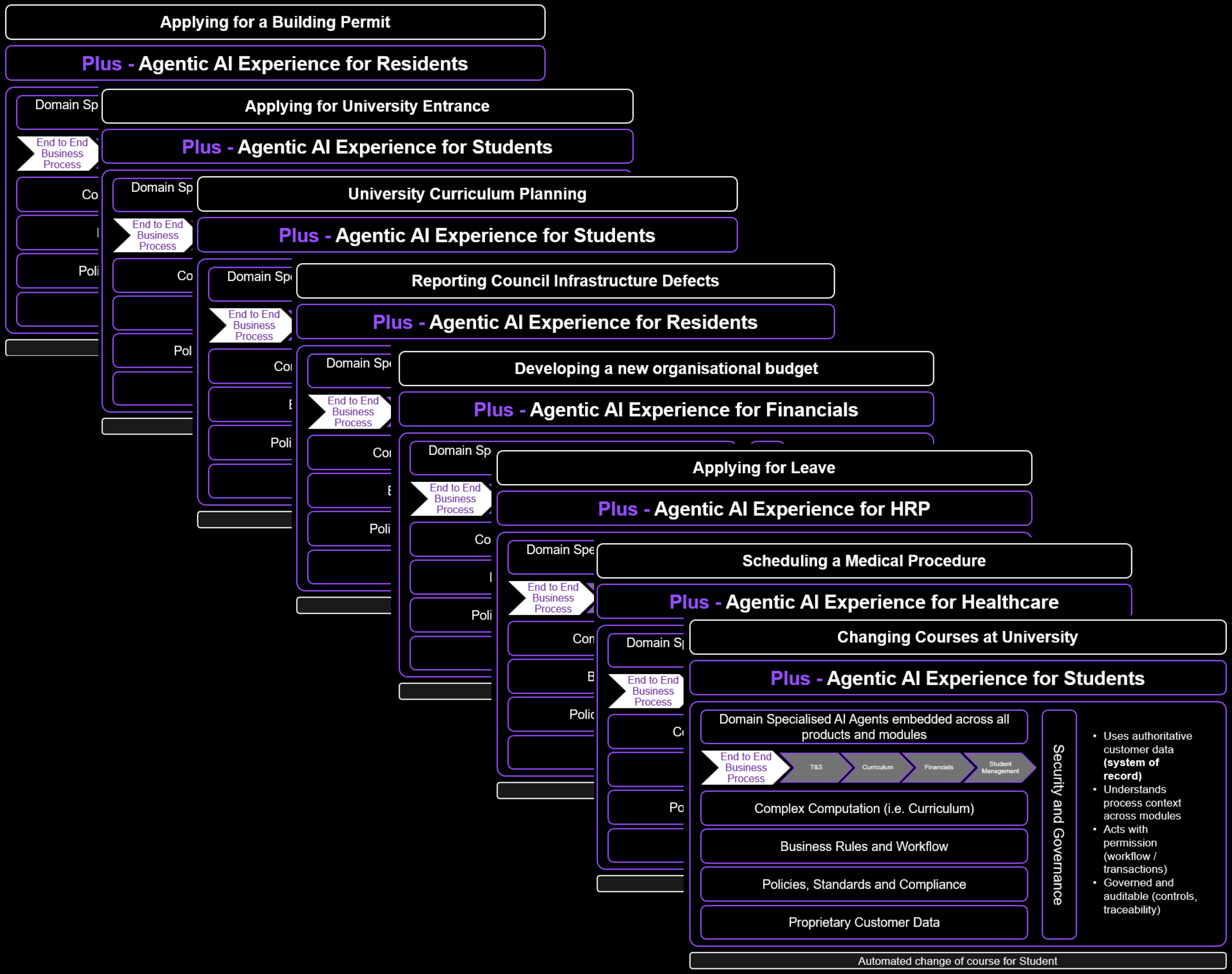
Council Resident	Seeking a Building Permit
The Top Layer – The AI Agent	Plus - Agentic AI Experience for Council Resident
The Bottom Layer – The System of Record	Domain Specialised AI Agents embedded across all products and modules End to End Business Process → Spatial → Property & Rating → Financials → ECM Complex Computation (i.e. Spatial) Business Rules and Workflow Policies, Standards and Compliance Proprietary Customer Data

Security and Governance

- Uses authoritative customer data **(system of record)**
- Understands process context across modules
- Acts with permission (workflow / transactions)
- Governed and auditable (controls, traceability)

Automated Building Permit Approval for Council Resident

The Network Effect – Making Data Highly Valuable in our AI Models



- We have the domain intelligence for each vertical, workflow and business process our Customers need
- Customers focus on their core business not building and supporting complex applications
- Sharing common practices and data across all our customers to increase their productivity and efficiency

AI STRENGTHENS OUR MOAT

Why Plus and AI Makes Us Stronger – Moving from B2B to B2B2C

Plus – Agentic AI Platform

- ✓ **Embedded across all 20 products and 600+ modules**
  - *AI operates within our customer's own data, permissions and governance*
- ✓ **Each customer's AI gets smarter with their data**
  - *38 years of proprietary public sector data makes our AI unmatched*
- ✓ **Replaces third-party AI risk**
  - *customers don't need external tools that could breach data sovereignty*

AI Resident and Student Portal

- ✓ **Conversational AI for residents and students**
  - *no screens, no clicks; resolves enquiries in a single conversation*
- ✓ **World-first ad-funded revenue share model**
  - *councils and universities generate new revenue while improving service*
- ✓ **Extends our platform to end-users**
  - *monetises hundreds of thousands residents and students, not just 100 staff; a platform business*

How Our Economic Moat Deepens

↑ **Switching Costs Increase**

AI trained on each customer's data becomes uniquely valuable. The more they use Plus, the harder it is to leave.

↑ **Data Moat Widens**

Every AI interaction generates new proprietary data. 38 years of public sector data + ongoing usage = un-replicable asset.

↑ **New Revenue Streams Unlock**

New AI products ad-funded model and Plus's transaction pricing create revenue that grows with usage – immune to seat erosion.

↑ **Customer Embeddedness Deepens**

We become our customer's AI strategy. No third-party vendor needed – Plus and new AI products deliver AI inside the trusted platform.

↑ **Domain Expertise Amplified**

Generic AI can't replicate council governance or university compliance knowledge. Our AI is purpose-built for these verticals.

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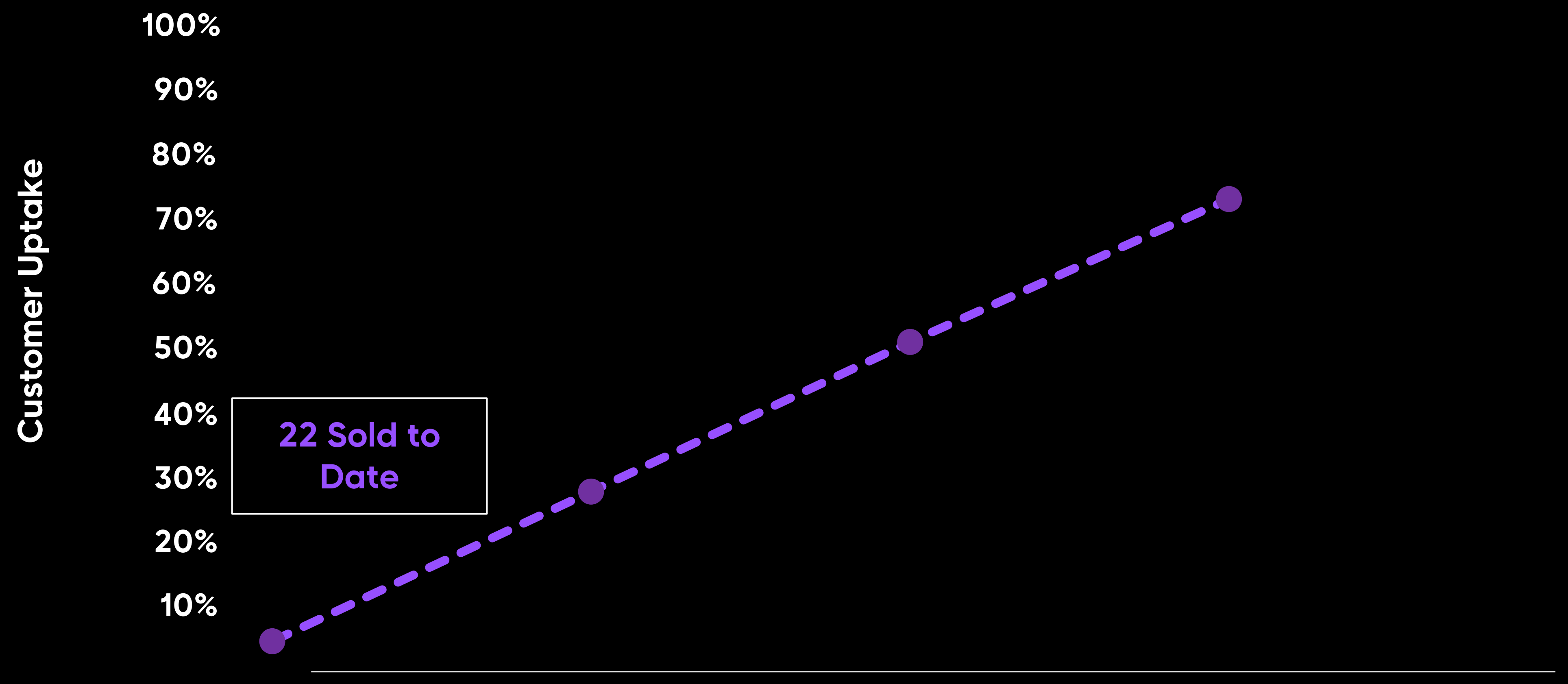
Execution Track Record	• We dream big and deliver • 38-year track record of delivery and execution
Data Advantage	• More data = more learning = more augmentation = Valued Data Partner • Deeply integrated data increases customer value, further raising switching costs
AI Enhancement to ERP	• More products represents more value to customers = Sticky Customers • Power of data across an organisation is shared = No Silos • No clicks, no screens, just conversations = Makes ERP easy for everyone to use • Increased software development through investment in AI = more productive and more efficient

TechnologyOne is our Customer's AI Strategy

SaaS isn’t dead – but value is shifting.
We own the data, the products, and the platform.

AI IN ACTION

Plus: Fastest Customer Uptake



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

Thriving in the AI Era

1 The Macro

What is SaaS and how is AI reshaping the software stack?

2 Where TechnologyOne Fits

Our customers, our competitive strengths, and our economic moat

3 AI Makes Us Stronger

How Plus deepens our moat and creates new revenue

4 Our Five-Year View

Track record, ARR trajectory, and conviction

5 Upgraded FY26 Guidance

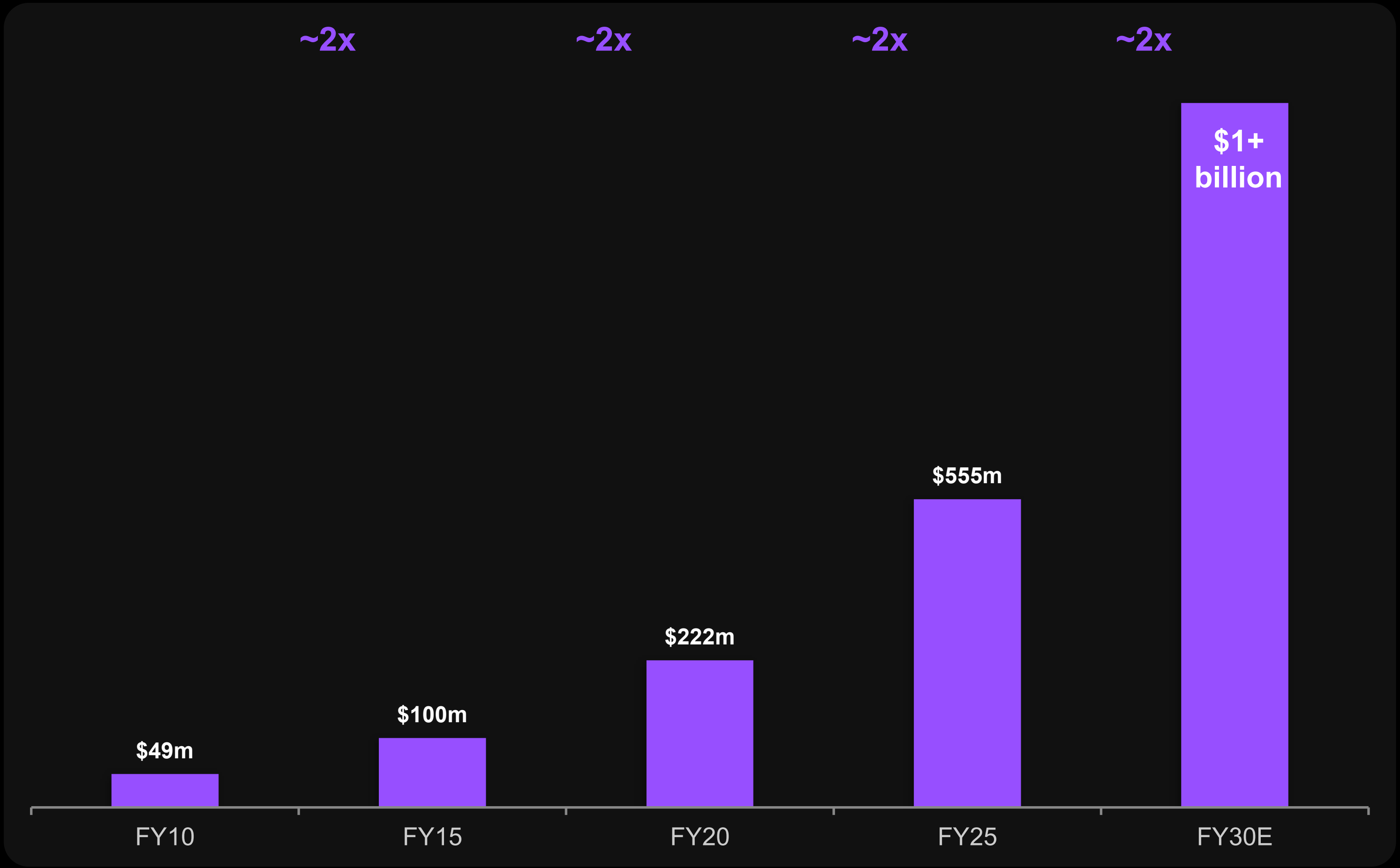
FY26 PBT and ARR guidance upgraded

We will continue to double
in size every 5 years

$1b+ ARR by FY30

TRACK RECORD

A History of Doubling



~15%

CAGR to double every 5 years

18%

TechnologyOne's compound ARR target

FY30E is illustrative at 15% CAGR.

Thriving in the AI Era

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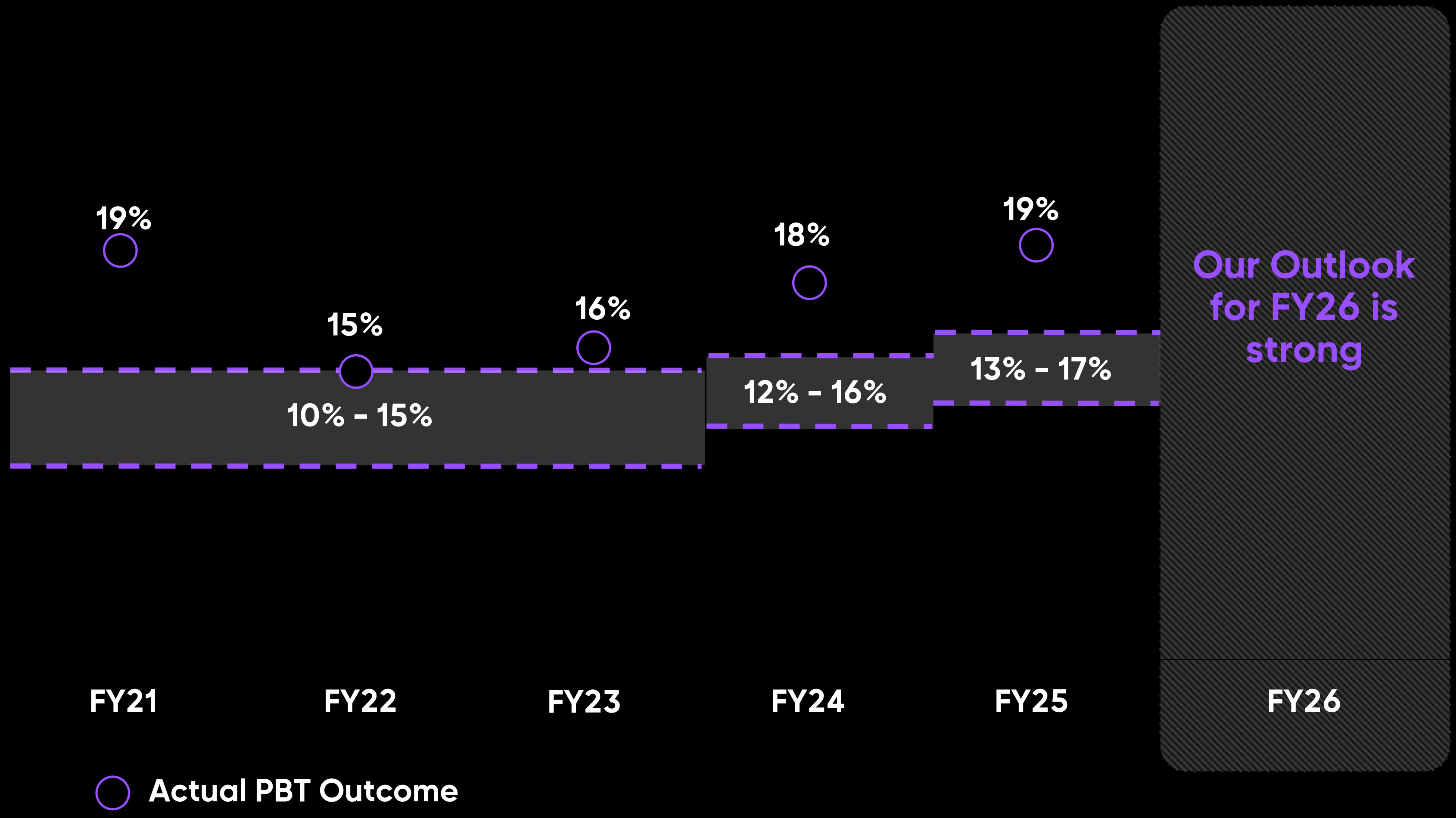
FY26 GUIDANCE

Upgraded FY26 PBT Outlook



FY26 GUIDANCE

Upgraded FY26 Outlook

18-20%	16-18%
PBT Growth (YoY)	**ARR Growth (YoY)**
Targeting top end	*Targeting top end*
Upgraded from prior range	

R&D Investment

All R&D Investment is factored into our PBT Guidance and our AI investment will see immediate PBT benefits

Phasing and Investment

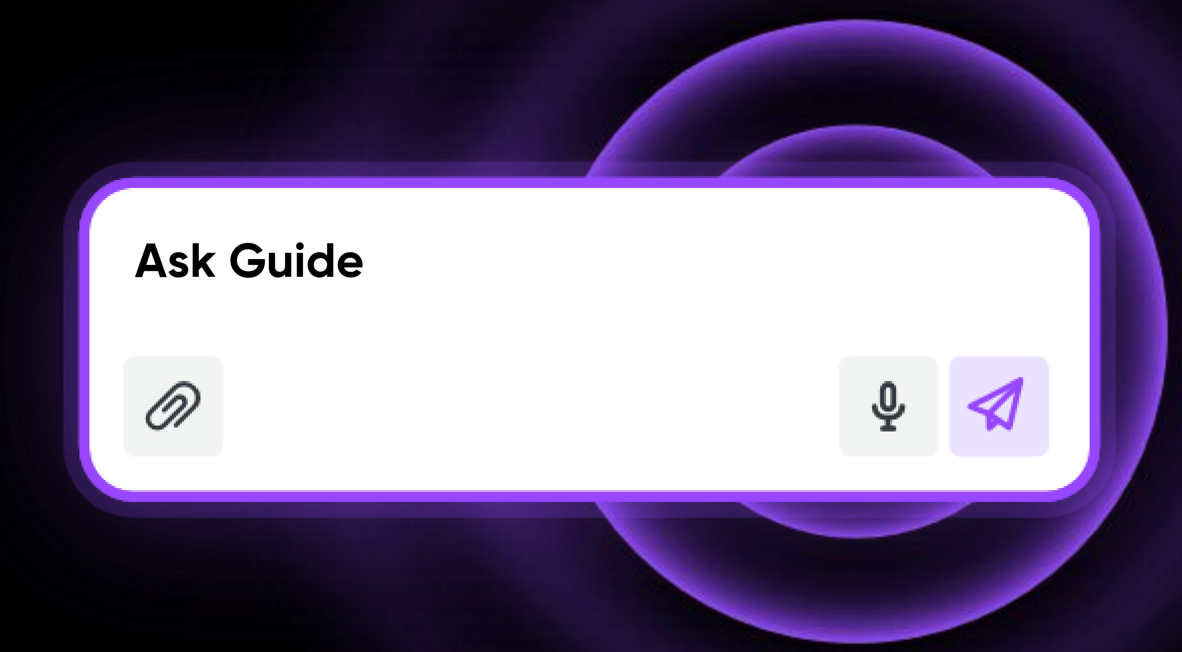
H1 FY26 PBT growth may be in the high single digits due to planned investments aligned to our AI product launch at Showcase

H2 expected to be robust

Delivering the full-year step-up consistent with upgraded guidance

We are increasing guidance for the right reason: not optimism - but earned confidence

Launch of Guide



The student reality

From a student's perspective, everything feels harder than it should

- Too many portals, logins, and systems
- Unfamiliar/confusing terminology and processes
- Delayed or inconsistent answers
- Uncertainty about what to do next
- Support that feels reactive
- Lack of personalised guidance

When students don't get help early, disengagement follows.

What challenges are higher education providers facing?

Universities are under increasing pressure to deliver support services to students, with higher legislative requirements and shrinking budgets.

Under-staffed teams are stretched trying to respond to myriad enquiries quickly, consistently and accurately.

Lifelong learning will increase in importance, return business, upskilling and re-skilling will be key to financial stability and success for tertiary providers.

Students feel unsupported, leading to low engagement, poor outcomes and reduced enrolments. Retention rates continue to drop, and increased student mobility means more competition.

The resident experience

From a resident’s perspective, there are too many clicks, too many pages and too much friction.

- Residents must know where information lives
- Processes and taxonomy (language) are complex, significantly impacting culturally diverse, disadvantages and ageing populations
- Inconsistent answers across channels leads to dissatisfaction.
- There is no unified view of the customer journey or a single view of everything a resident does with council

The result is:

- Frustration for residents
- High inbound demand for support
- Manual intervention
- Increased service costs

What challenges are our Local Government councils facing?

- Information is scattered across multiple systems and websites
- Community need accessible services for culturally diverse, disadvantages and ageing populations.
- High call volumes and repetitive enquiries
- Growing resident expectations for 24/7 digital access
- Legislative change and service reform
- Staff burnout and stretched resources
- Rising service demand driven by population growth, without matching budget growth

Introducing
Guide

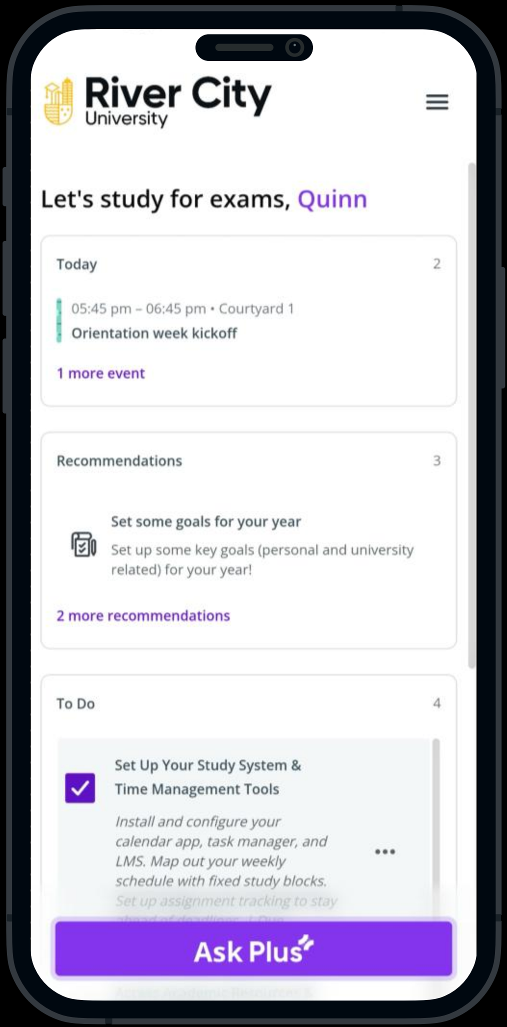
A simpler path to everyday outcomes.

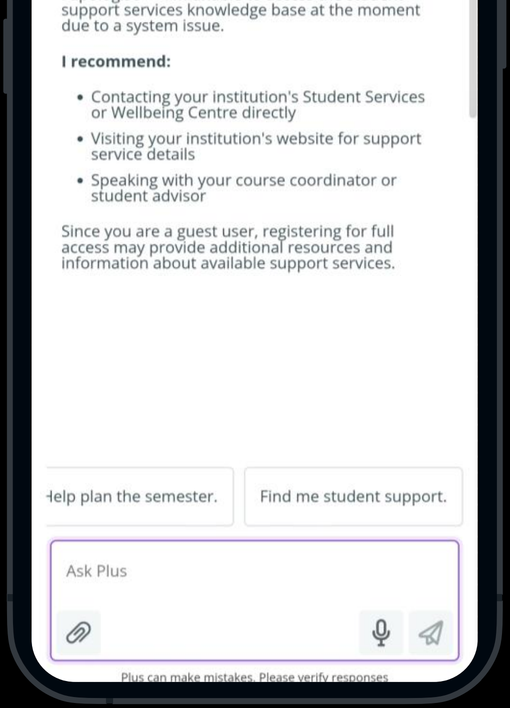
Supporting students and communities, every step of the way.

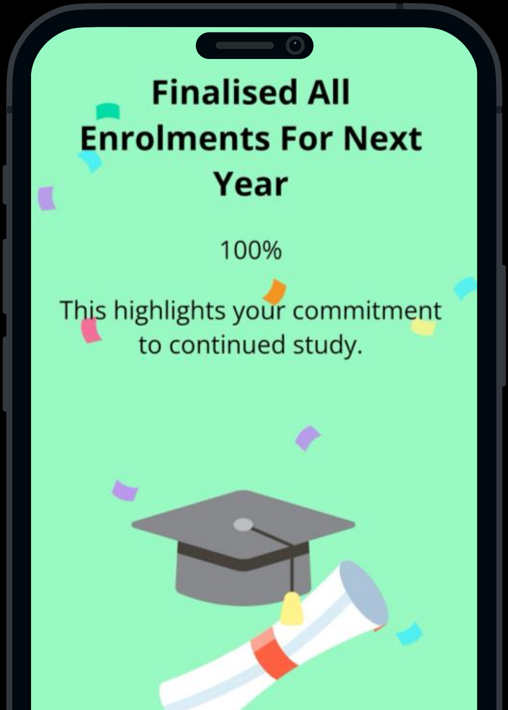
- Guide, a new AI product powered by Plus
- Gives communities and students faster, simpler access to essential services and support
- Natural language interface via voice or text on personal devices
- Removes friction of navigating complex council and higher education systems
- Puts enterprise AI directly into the hands of communities and students

Guide simplifies every interaction

Instead of navigating a multitude of systems, forms or portals, students and can simply ask - via voice or text what they need through one simple interface, and **Guide takes care of the rest.**







Guiding students and residents every step of the way

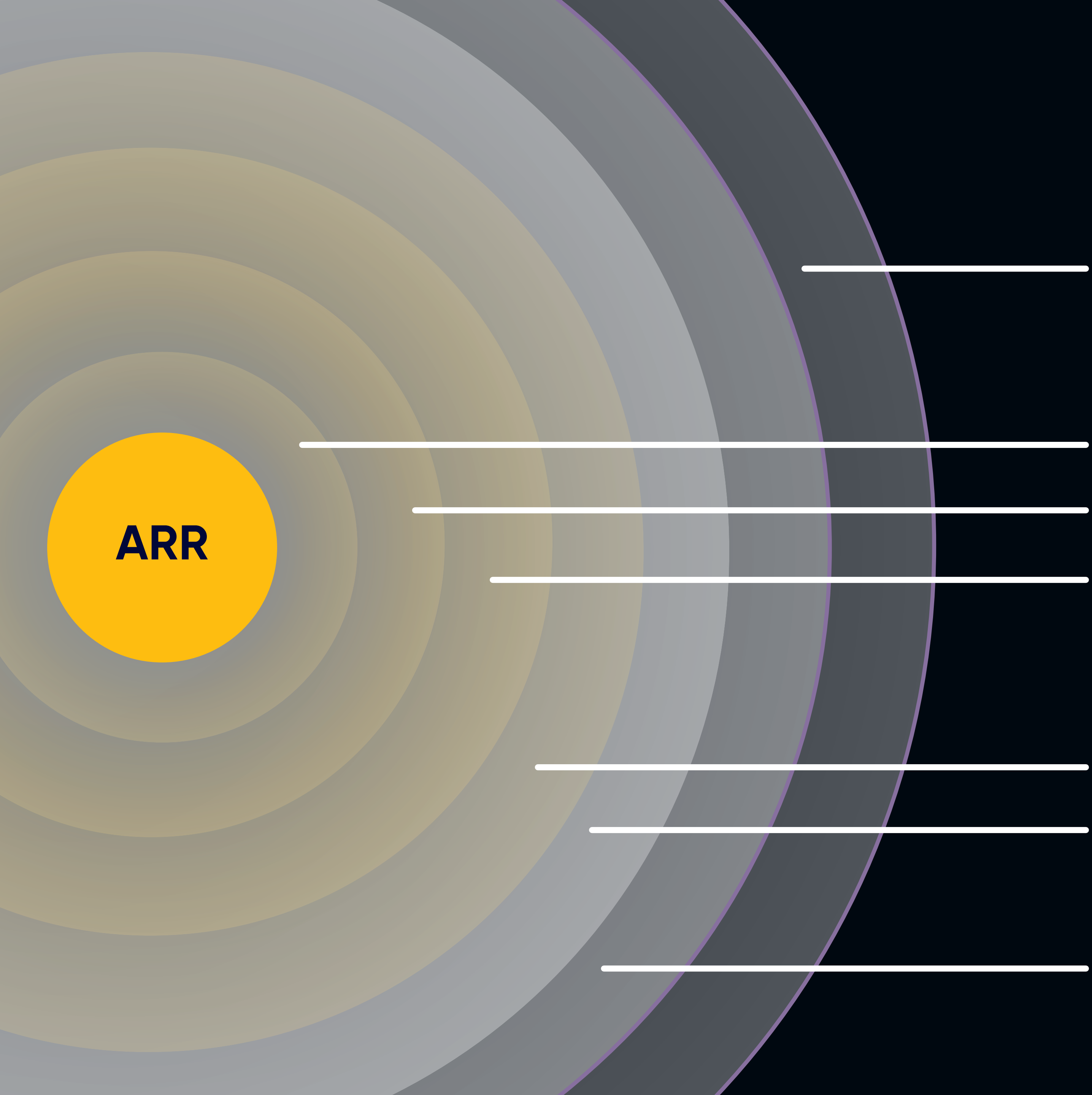
Simple, conversational interactions

Personalised advice, not generic FAQs

Support available 24/7 and clear next steps at key moments

One consistent experience from their institution

Guide available for students in 26B and residents and in 27A



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

Uplift from AI transaction driven ARR
Advertising Revenue introduced with Guide

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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Making life simple for our community

Appendix - Seven Dimensions of AI Resilience

AI Capability & Investment

Active AI investment and culture of experimentation

Plus agentic AI platform embedded across suite. New AI products to be launched at Showcase.

Proprietary Data Assets

First-party, real-time data with network effects

38 years of customer workflow data across local gov, higher ed, governments. Not replicable.

Domain Expertise & Regulation

Deep vertical knowledge in complex regulatory contexts

Deep knowledge of governance, compliance, and regulatory frameworks foundation models cannot replicate.

Customer Embeddedness

Mission-critical, deeply integrated system of record

99%+ retention. System of record — failure would cause immediate business disruption.

Switching Costs & Lock-in

Complex migration, high training costs, long contracts

Multi-department integrations, deep IP created over 38 years, and long-term committed contracts.

Pricing Power & Model

Outcome & usage-based pricing resistant to seat erosion

Revenue linked to ratables, students, transactions. Revenue share via new products. No seat-based pricing.

Network Effects & Scale

Market position and barriers to new AI-native entrants

Niche market leader in AU/UK public sector ERP. High barriers due to regulation and trust.

Adapted from analyst framework concepts (Jarden, Feb 2026). Businesses scoring highly across these dimensions are best positioned.

Commercialisation: Pricing Structure

Product Enabled AI

- Will be available to existing customers across products and modules at no charge[1] – **immediate uplift in customer value**
- **Increased price-book of 10%** for new customers
- **Customers will receive a limited number of free interactions** per product per month
- **Pricing** for every interaction above free amount
- **No complex pricing,** no tokens, no hidden charges
- **Maximum investment** by TechnologyOne of **$1 million in year 1** for the free interactions

Plus

- **Add-on subscription fee[2]** per year for Plus
- **Capped number of conversations** – per month
- **Pricing** for every conversation above capped level

Plus drives NRR – unleashes the value of data in our ERP

1. *For the features available in 26A*
2. *Based on TechnologyOne Price-book*

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Making life simple for our community