

AI Strategy and Product Demonstration

Macquarie Conference 2026

7 May 2026

technology¹

Making life simple for our community





Disclosure Statement

TechnologyOne Ltd 2026 Macquarie Conference
Presentation – 7 May 2026.

TechnologyOne Ltd (ASX: TNE) today conducted
a product presentation relating to its AI Strategy
at an investor conference held in Sydney, Australia.

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

The information contained in this presentation is of a general nature and has been prepared by TechnologyOne in good faith. TechnologyOne makes no representation or warranty, either express or implied, in relation to the accuracy or completeness of the information. This presentation may also contain certain 'forward looking statements' which may include indications of, and guidance on financial position, strategies, management objectives and performance. Such forward looking statements are based on current expectations and beliefs and are not guarantees of future performance, and involve known and unknown risks, uncertainties and other factors, many of which are outside the control of TechnologyOne. TechnologyOne advises that no assurance can be provided that actual outcomes will not differ materially from those expressed in this presentation.



technology¹

Your Presenters



**Edward
Chung**

CEO



**Harry
Ryan**

Product Owner



**Kate
Shum**

Product Success
Director



technology¹

Our history of innovation

We follow the path less travelled
with the customer at the centre of our strategy

Our history of innovation



Finance One



Power of One



STM



P&R



Spatial



SAM



Timetable
and
Scheduling



Curriculum
Management

Total ERP Solution.

cia

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

For **our** Community

dxp

 DxP Essentials
 DxP Local Government
 DxP Student

For **your** Community

Total ERP **solution**



App builder



Business Analytics



Corporate Performance Management



Curriculum Management



DxP Essentials



DxP Local Government

Plus



Enterprise Asset Management



Enterprise Budgeting



Enterprise Cash Receipting



Enterprise Content Management



Financials



Human Resources and Payroll

Guide



Performance planning



Property and Rating



Spatial



Student Management

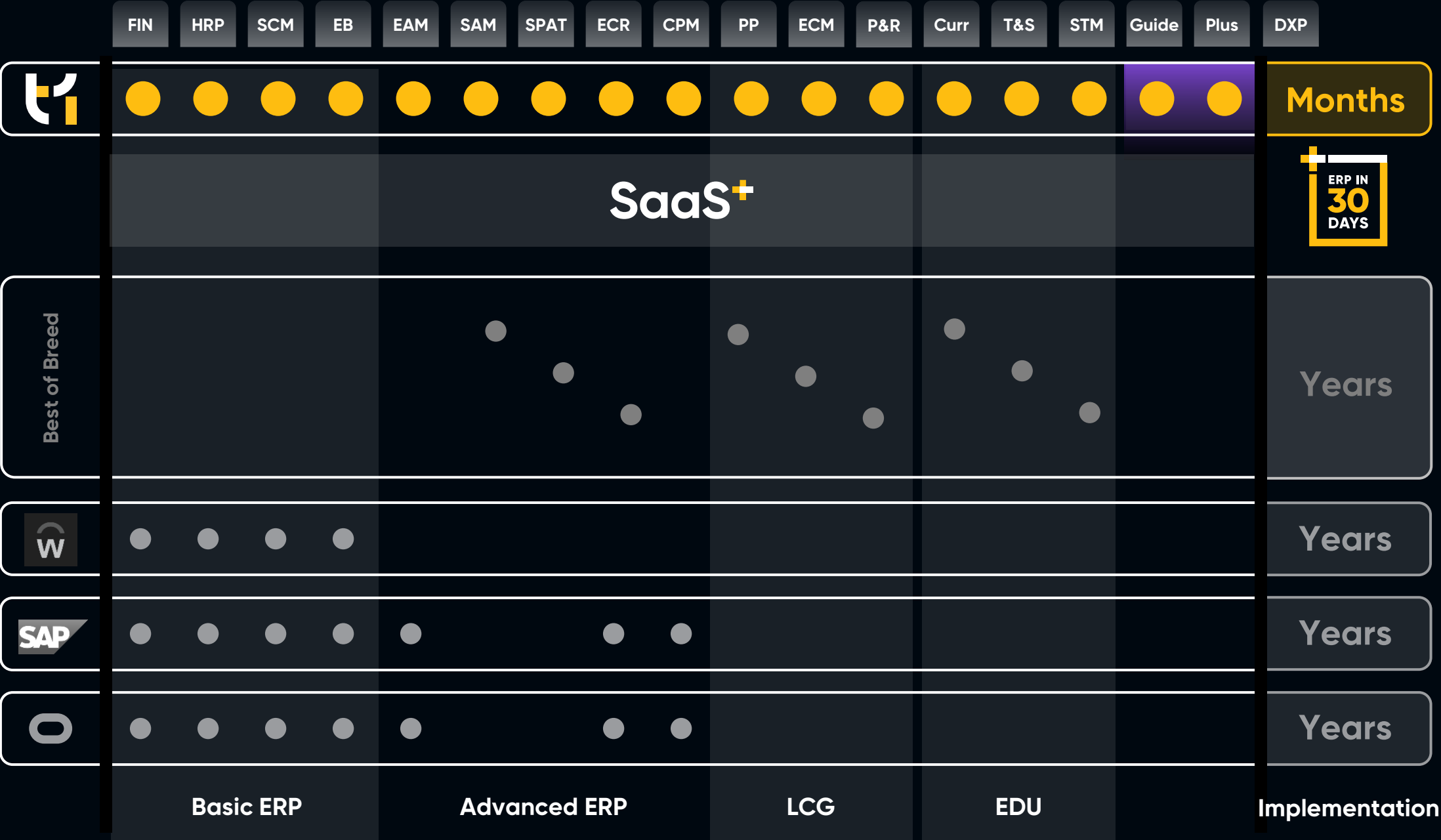


Supply Chain Management



Timetabling & Scheduling

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



Our history of innovation



Finance One



Power of One



STM



P&R



Vertical
Focused



Spatial



SAM



Timetable
and
Scheduling



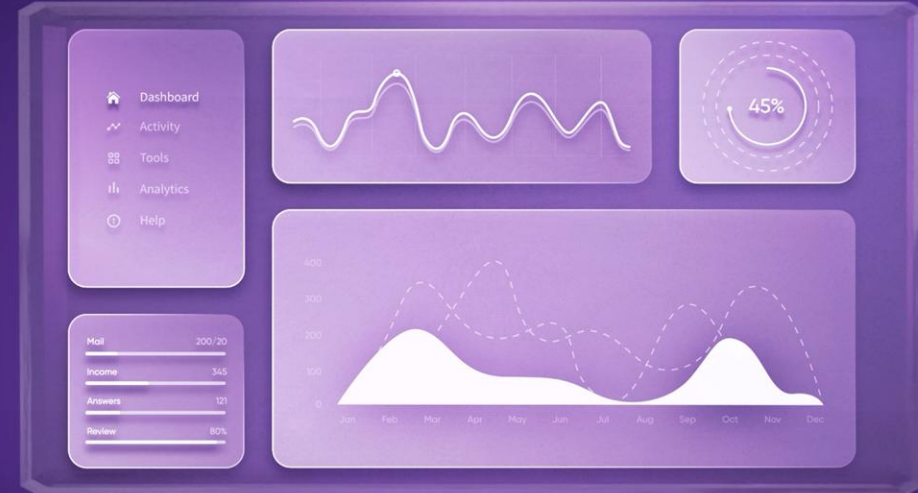
Curriculum
Management

Traditional systems

Thin and shallow

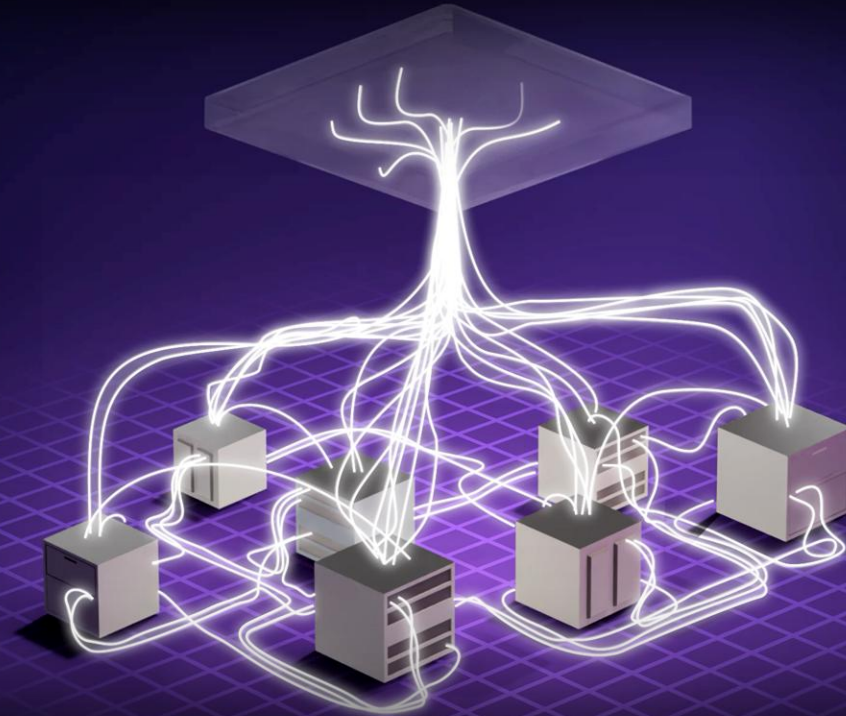
Built for everyone, but not deep enough for specific industries.

- Dashboard driven
- Pre-defined information
- Complex design
- User needs to provide intuition, experience, judgement



Data

The most
critical asset

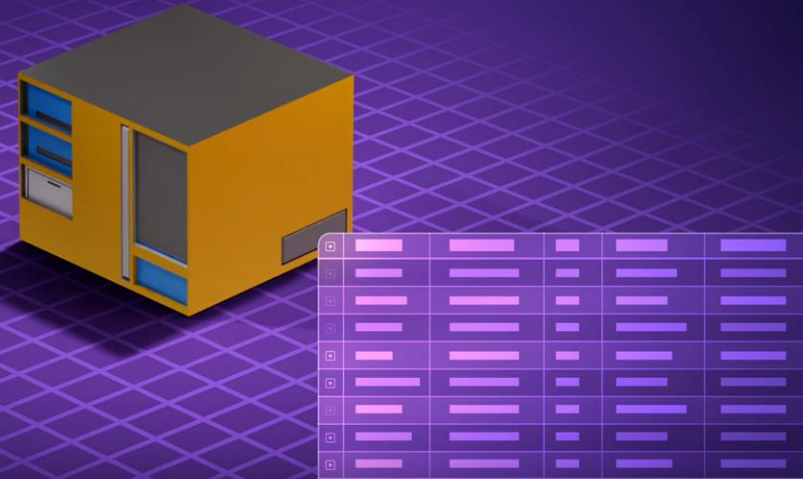


One line of code. One truth.

Processes designed for how councils, universities and governments work.

When finance, HR, assets, students, and residents sit in one model, you don't get five versions of the truth.

You get ONE.



One line of code. **One truth.**

Security becomes structural.
Not decorative.

Governance becomes natural.
Not heroic.

Compliance becomes routine.
Not a project.

**Our customers are
sitting on goldmines.**
They just haven't had
the machinery to mine it.



Two Types of Buying Customers

HIGHER RISK OF AI DISRUPTION

LOWER RISK OF AI DISRUPTION

Commercial Customers

Dominated by productivity, CRM, ERP, and development tooling across all functions.



- 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

Shifts toward resident-facing services. HE infrastructure centres on Student Information Systems, research grants, and teaching tools.



- 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

Our Vision

**Making life simple
for our community.**

We build and deliver truly great products and services that transform business and make life simple for our customers.

Our Purpose

**Our passion is to
solve the complex.**

ERP is hard. Property & rating, student management, payroll – only a handful of vendors globally can do it. We take on what others can't.

Our Mission

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

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

Our strategy in action

R&D fuels our growth



Finance One



Power of One



STM



P&R



Vertical Focused



Spatial



SAM



UK



Timetable and Scheduling



DXP

SaaS+



Curriculum Management

\$500m
ARR

Gen 1
RDMS



Gen 2
PC



Gen 3
Internet



Gen 4
SaaS



Gen 5
AI



Our strategy delivers:

- ARR CAGR of 18%
- 99+% customer retention
- Profit Before Tax CAGR of 18%



Our competitive strength:

An organic moat

Levers for growth

Our competitive strengths

Vertical Expertise
and IP

- Mission-critical software
- Defence in-depth security and data sovereignty
- Invest 20% to 25% of total revenue in R&D continuously delivering new products and modules

Compliance Software

- Software built for highly regulated sectors

SaaS+ and
ERP in 30 Days

- Faster time to value for customers
- De-risking implementation

Customer Retention

- Industry-leading 99% customer retention

Execution
Track Record

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

The Interface

What the user sees (UI)

Historical
Financials

Property &
Land Records

The Asset
38 Years of Data

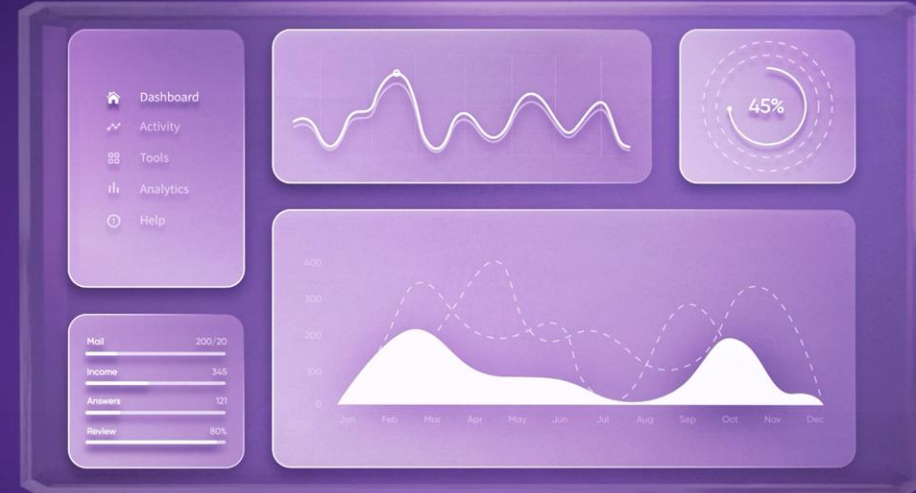
Student
Academic
History

Regulatory Logic

**Ai is an Accelerant
for our customers and
for our business**

Traditional systems

- Dashboard driven
- Pre-defined information
- Complex design
- User needs to provide intuition, experience, judgement

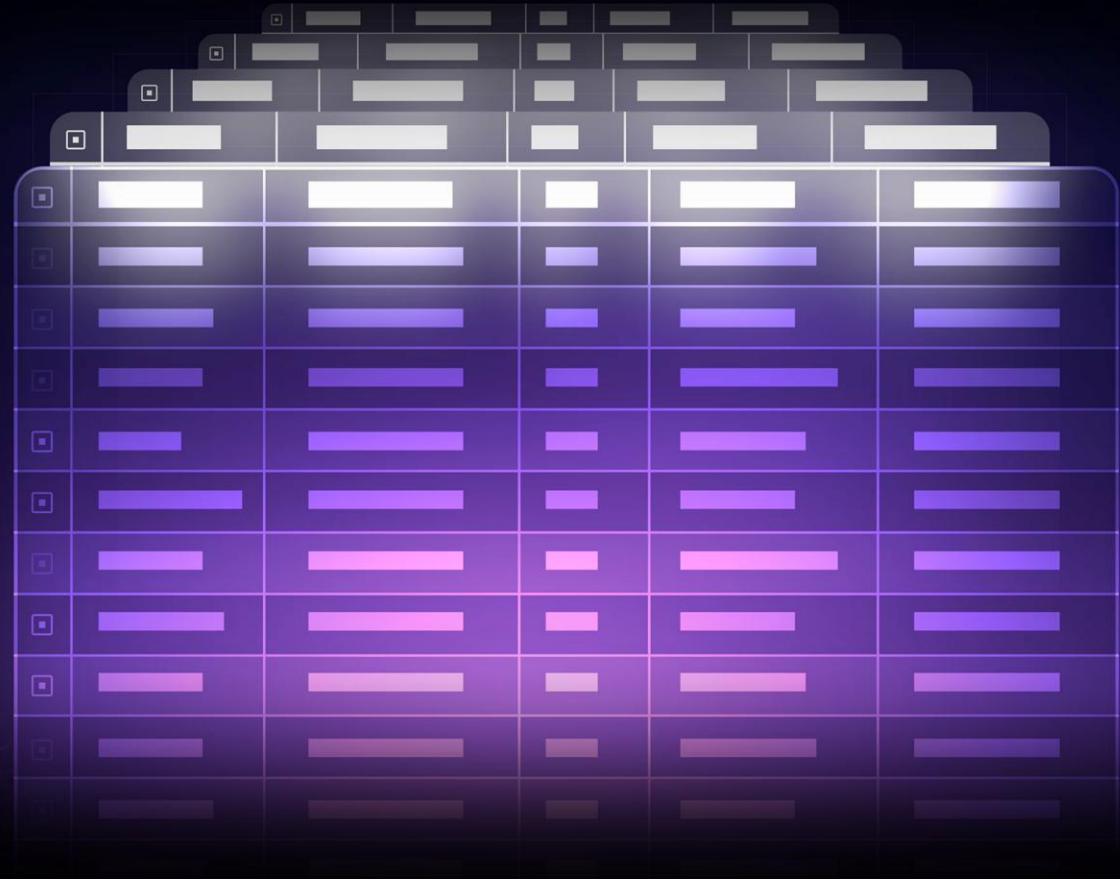


Traditional data sources: An ice cube

Structured.
Pre-designed.
Curated in advance.

They only contain the data
we selected yesterday

To answer the questions
we thought of yesterday



The data lake becomes crucial

The entire organisational memory – available and ready for any conversation.

Built with Defence-in-depth Architecture at the core – not a layer.

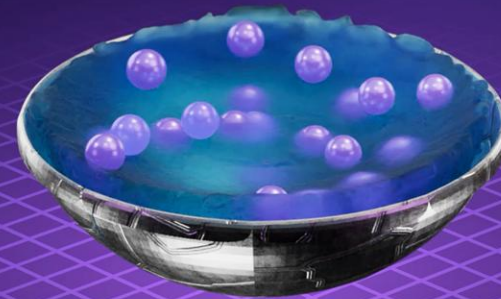
Our customers are sitting on goldmines.
They just haven't had the machinery to mine it.



The data lake becomes crucial

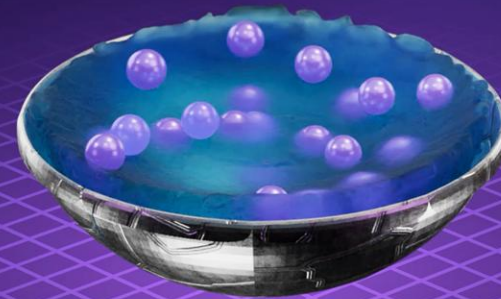
Our single pane
of glass, leveraging the
data lake, evolves from
passive consumption...

**to active
participation.**



The data lake becomes crucial

Our customers are
sitting on goldmines.
They just haven't had
the machinery to mine it.



Plus

Plus

Good morning, Ed

In focus

Critical task
Street lamp out
1
new 4hrs ago

Outstanding applications
3
▲ 300% 7 days

Critical tasks
24
new 4hrs ago



Start something new

Start hiring process

Access job applications

Log work request

Raise purchase requisitions

Create a visual for monthly expenses



Task summary

Priority tasks
2
new 4hrs ago

Time-sensitive tasks
1
new 30m ago

General tasks
7
new 3d ago

Insights

Overdue invoices
6
▲ 50% 7 days

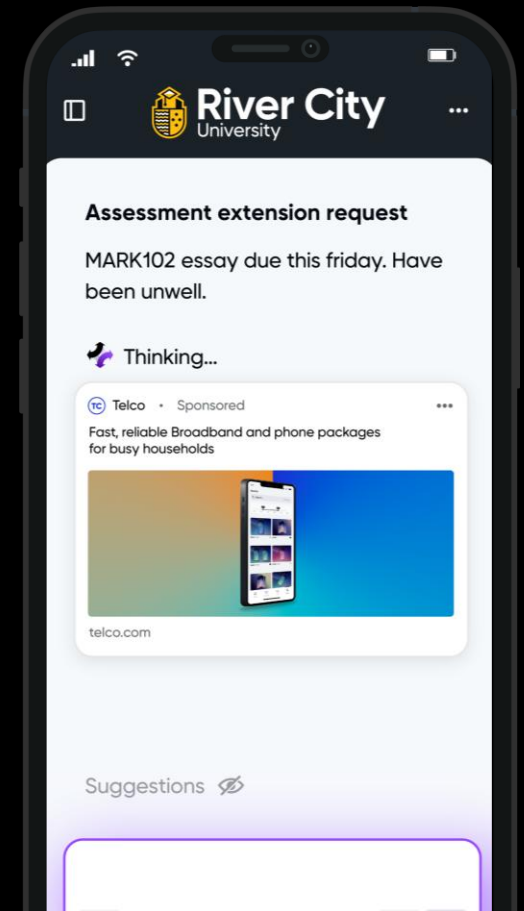
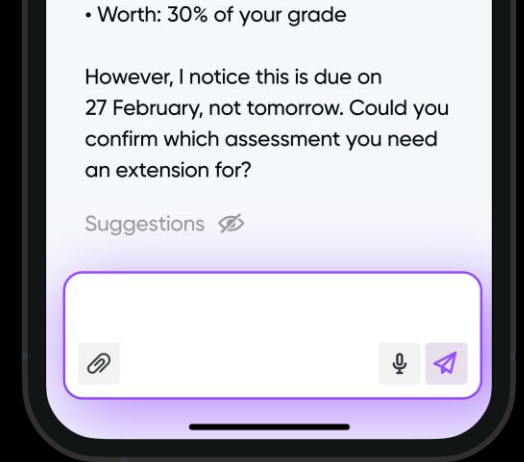
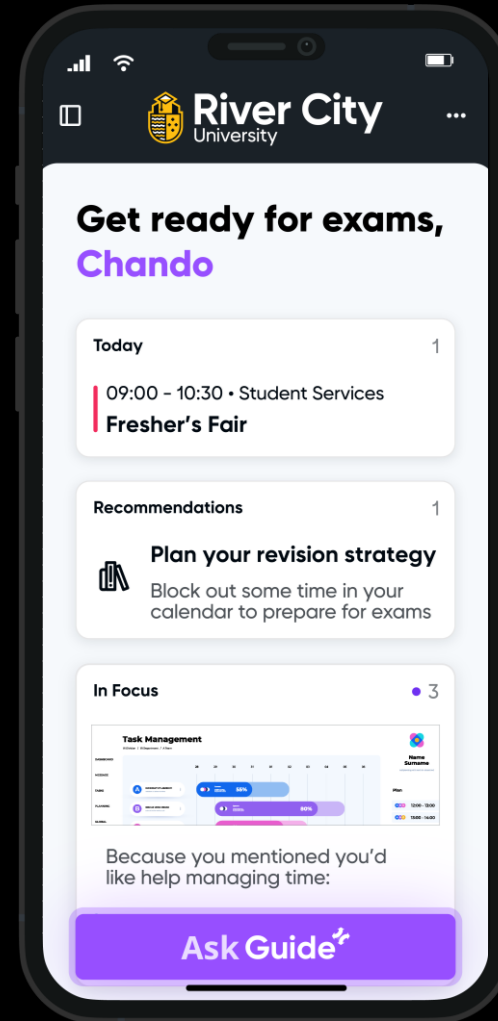
Work requests
12
▲ 5.2% 7 days

Purchase Requests
2

Guide⁺

Introduction of Guide – a Plus product

- Intelligent
- Conversational
- Outcome-driven



A pricing model **AI cannot commoditise**

In a world where AI replaces seats, we get paid for outcomes, interactions and conversations.
Every agent action is a revenue event, not a deletion of one.

The Bear Case

Per-seat SaaS collapses

- AI agents replace knowledge workers
- Customers need fewer seats
- Software vendors lose revenue per user
- SaaS multiples re-rate downwards

TechnologyOne

NRR Driven Growth

- ✓ Ratables: scales with property values
- ✓ Students (EFTSU): scales with enrolments
- ✓ ARR: Scales with new products sold to existing customers

TechnologyOne

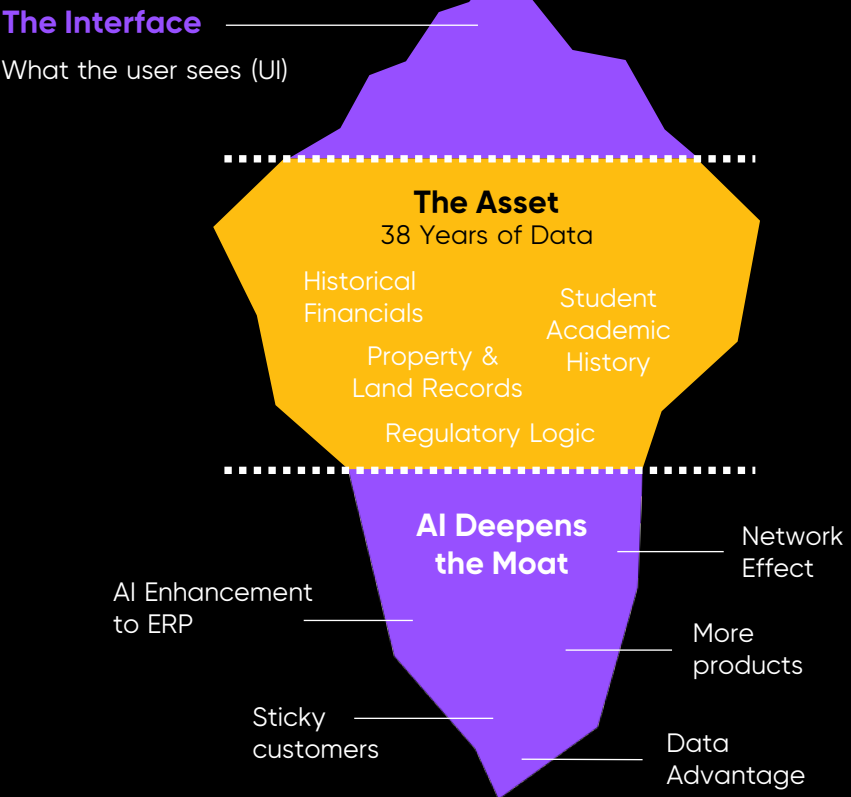
Revenue grows with usage

- ✓ In product AI - Interactions: scales with AI usage
- ✓ Plus - conversations: scales with AI usage
- ✓ Guide: Advertising revenue share with our Guide customers: scales with AI usage

The polarity flips: every agent action through Plus and Guide is a revenue event for TNE

The 5th generation: AI is deepening the moat

Levers for growth	Our competitive strengths
Vertical Expertise and IP	• Mission-critical software • Defence in-depth security and data sovereignty • Invest 20% to 25% total revenue in R&D continuously delivering new products and modules
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
AI Enhancement to ERP	• No clicks, no screens, just conversations = Makes ERP easy for everyone • Agents save time and money: faster, better, delivers more consistently = better outcomes for their customers • Increased software development through investment in AI = more productive and more efficient
Data Advantage	• More data = more learning = more augmentation = Valued Data Partner • Deeply integrated data increases customer value, raising switching costs • Power of data across an organisation is shared = No Silos
Enterprise Solutions	• More products represents more value to customers = Sticky Customers
Network Effect	• Guide extends Plus from staff to end-users – residents and students. The customer surface area expands from ~100 staff per council to every ratepayer and every student.



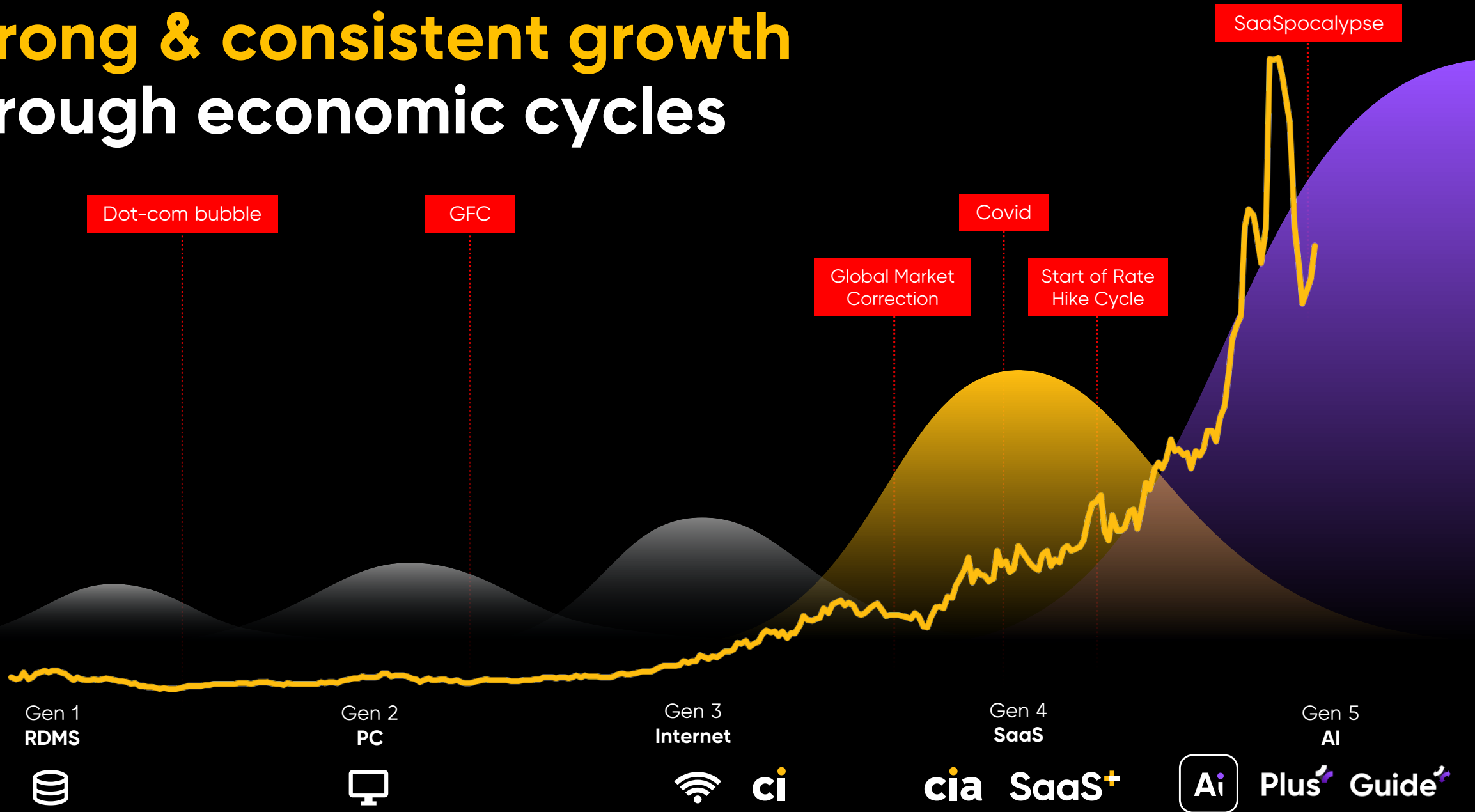


technology¹

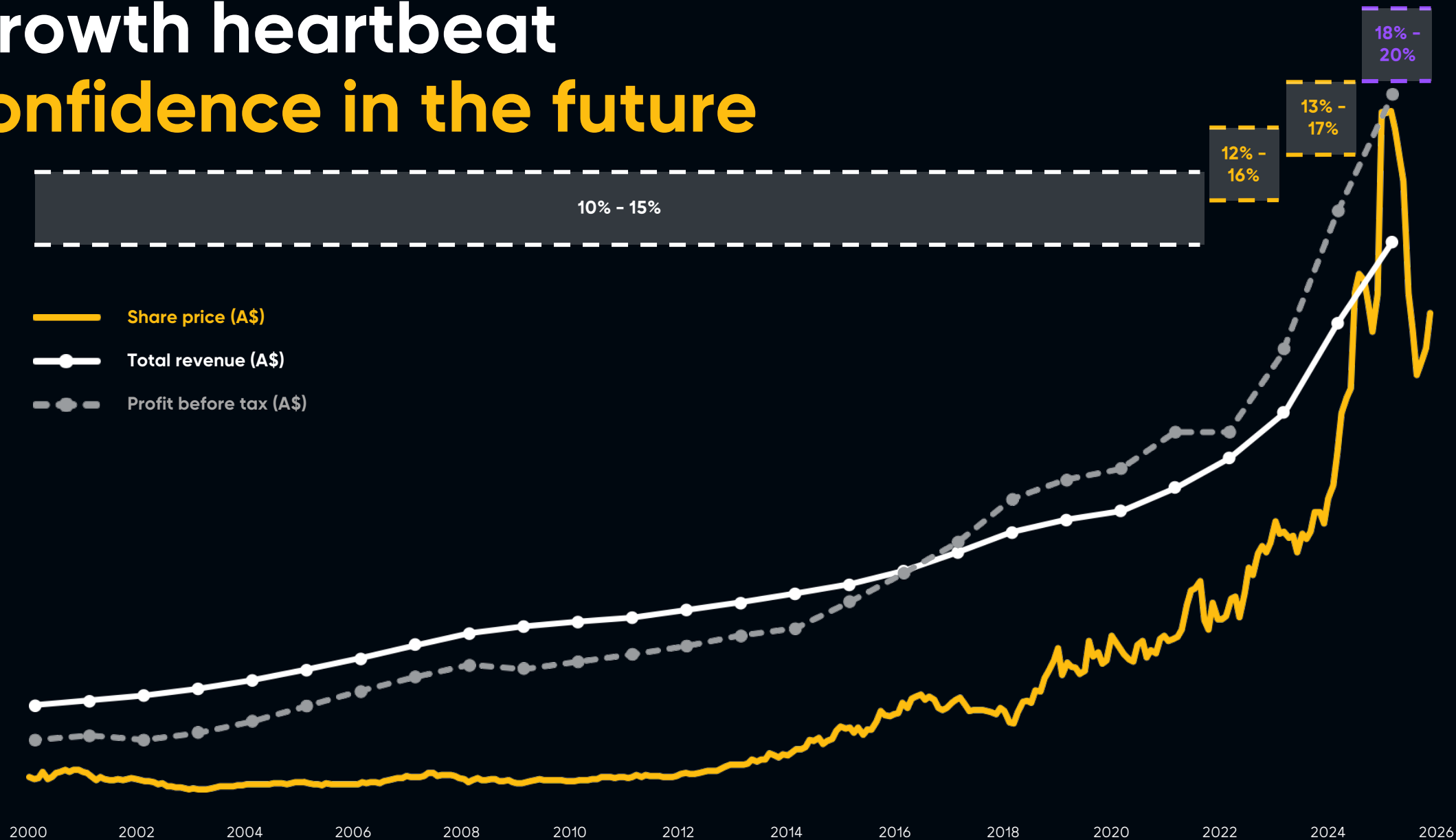
Our strong & consistent growth

Fuelled by our long-term investments in R&D

Strong & consistent growth through economic cycles



Growth heartbeat confidence in the future



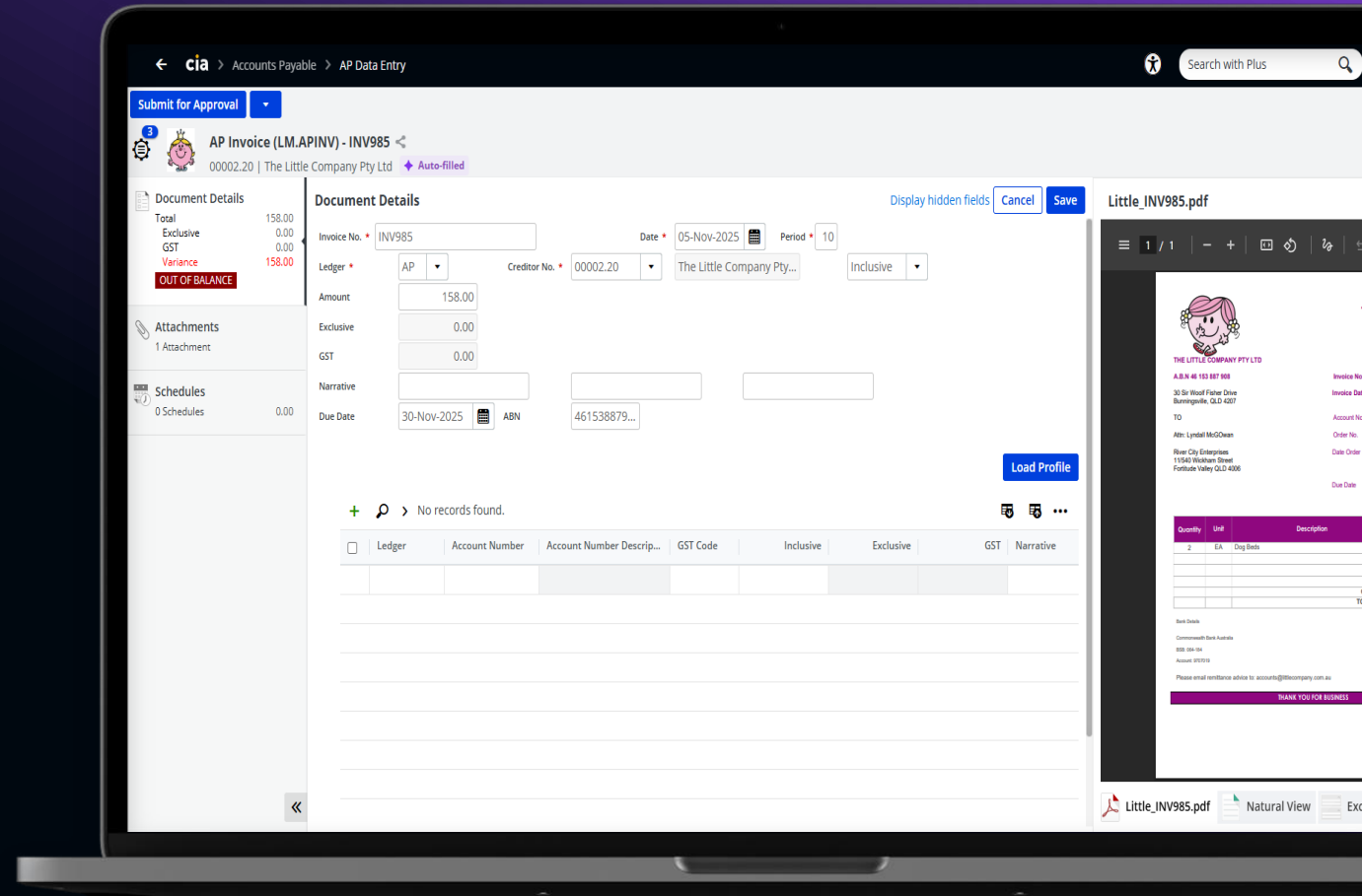
Plus and In-Product **AI Demonstration**



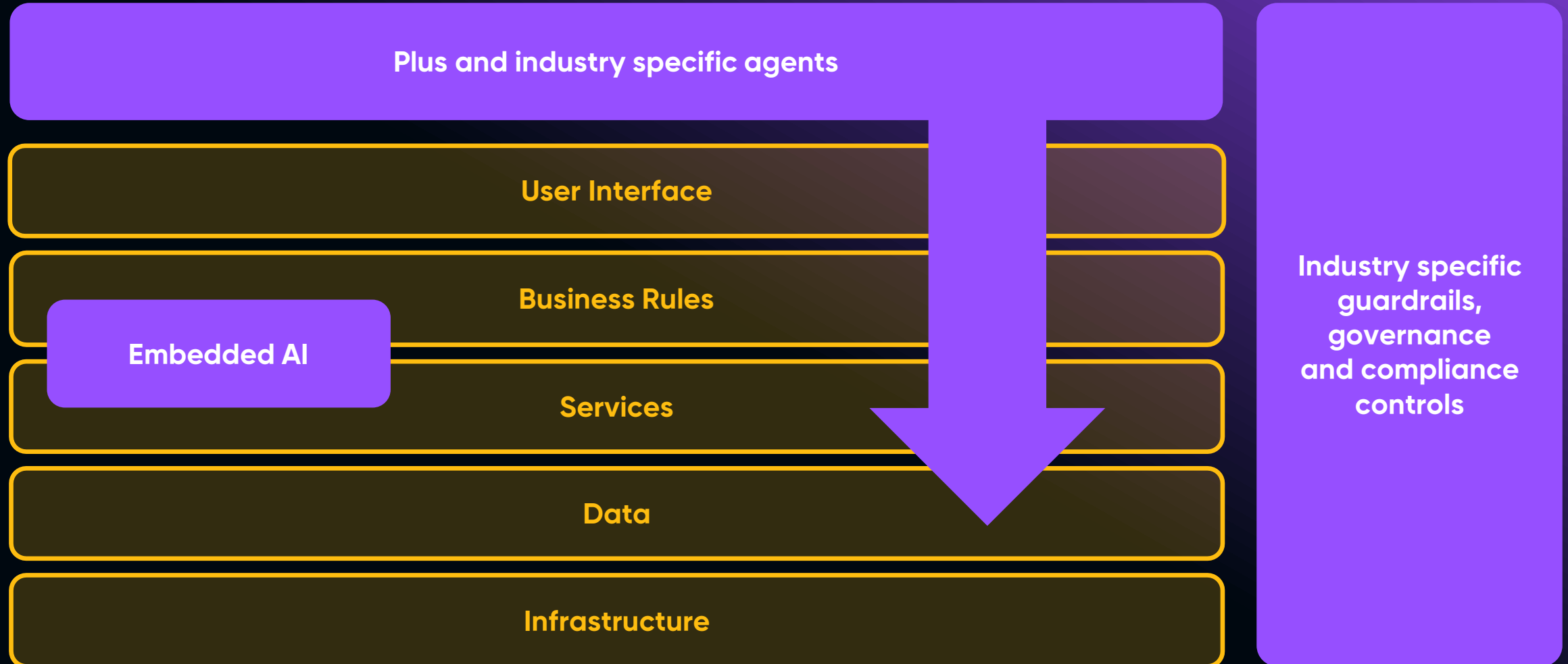
What is AI at TechnologyOne?

AI is being embedded into
our 20 existing products today
to enable faster and more
efficient processes.

Each use of AI provides a
customer real time saving
and real value, freeing up
staff to perform higher duties,
doing more with less.



ERP Overview



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

No clicks. No screens.

Just

conversations



Guide for Students

technology¹
Making life simple for our community



The challenge

**Higher education institutions are
under pressure from every direction in
an increasingly complex environment**

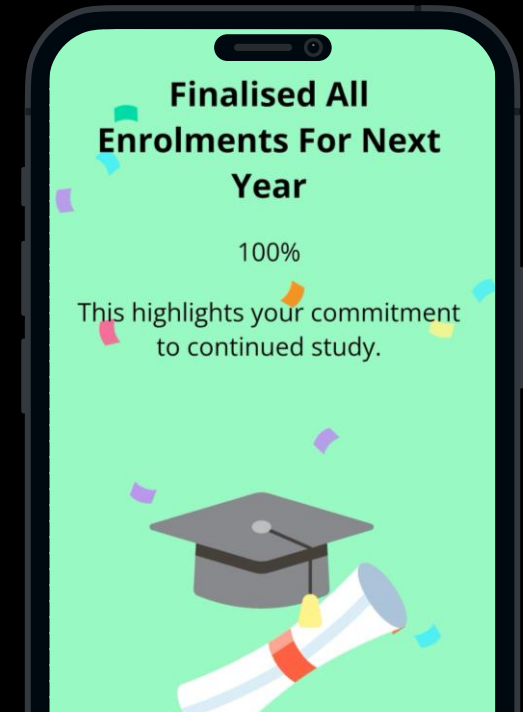
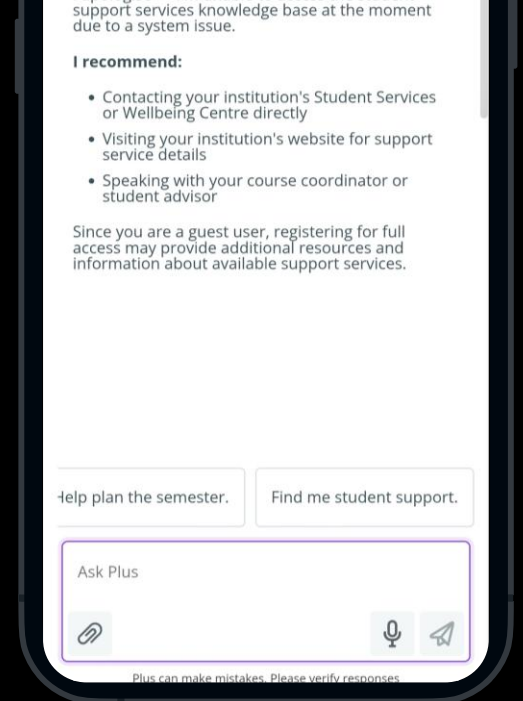
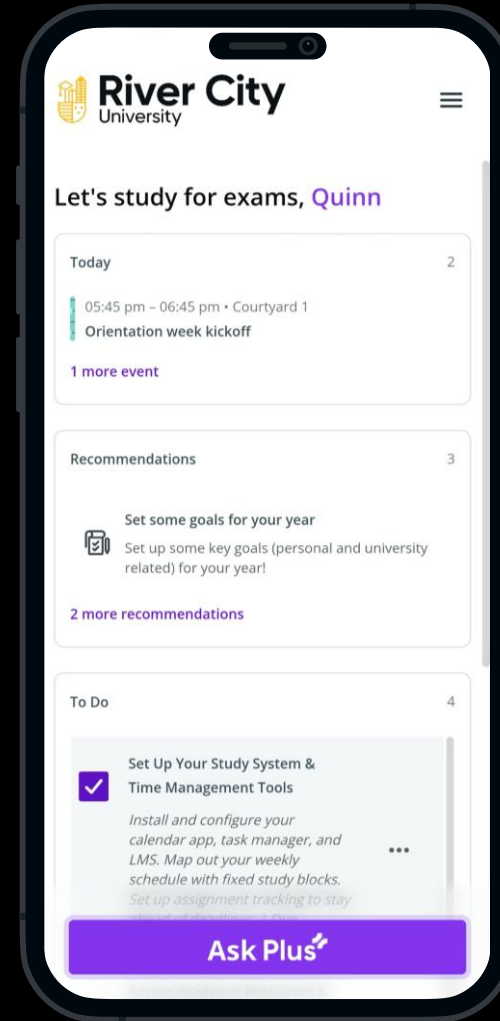
- Rising student expectations for instant, personalised support
- Increasing enquiry volumes with limited staff capacity
- Fragmented systems and inconsistent student experiences
- Focus on retention, wellbeing, and outcomes



Guide simplifies every interaction

Students and can simply describe their problem and **Guide takes care of the rest**

Built in, not bolt on.
All of your data, in one place.
Insights, actions, advice.



Value for **students**

Confidence, clarity and connection

1. Guide understands where every student is at in their academic journey

Guide is continuously aware of each student's enrolment status, study load, results, progression rules, and milestones, enabling support that is always relevant to their current situation—not generic FAQs.

2. Guide anticipates needs before students ask

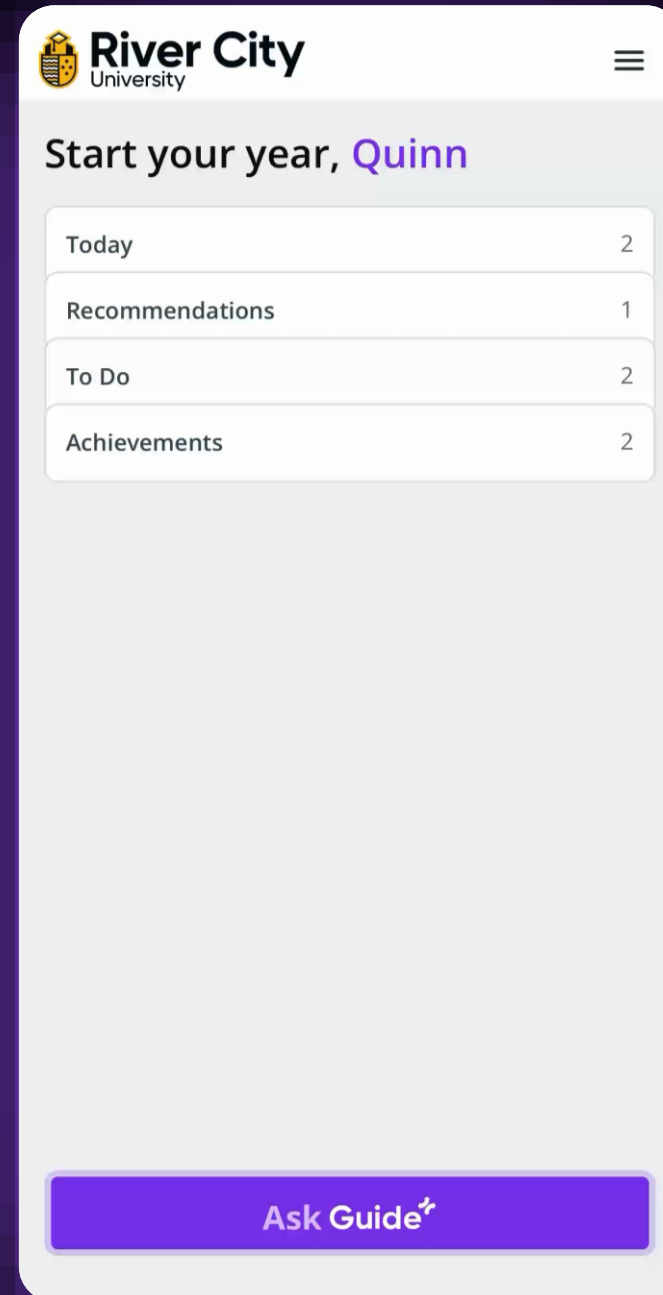
Using real-time insights from student management, curriculum, and timetabling data, Guide proactively surfaces reminders, prompts, and guidance based on **what typically** comes next in the student journey.

3. Guide moves seamlessly from insight to action

When a student reaches a critical point—failing a unit, nearing census, preparing for exams—Guide can guide next steps and initiate actions directly within TechnologyOne workflows.

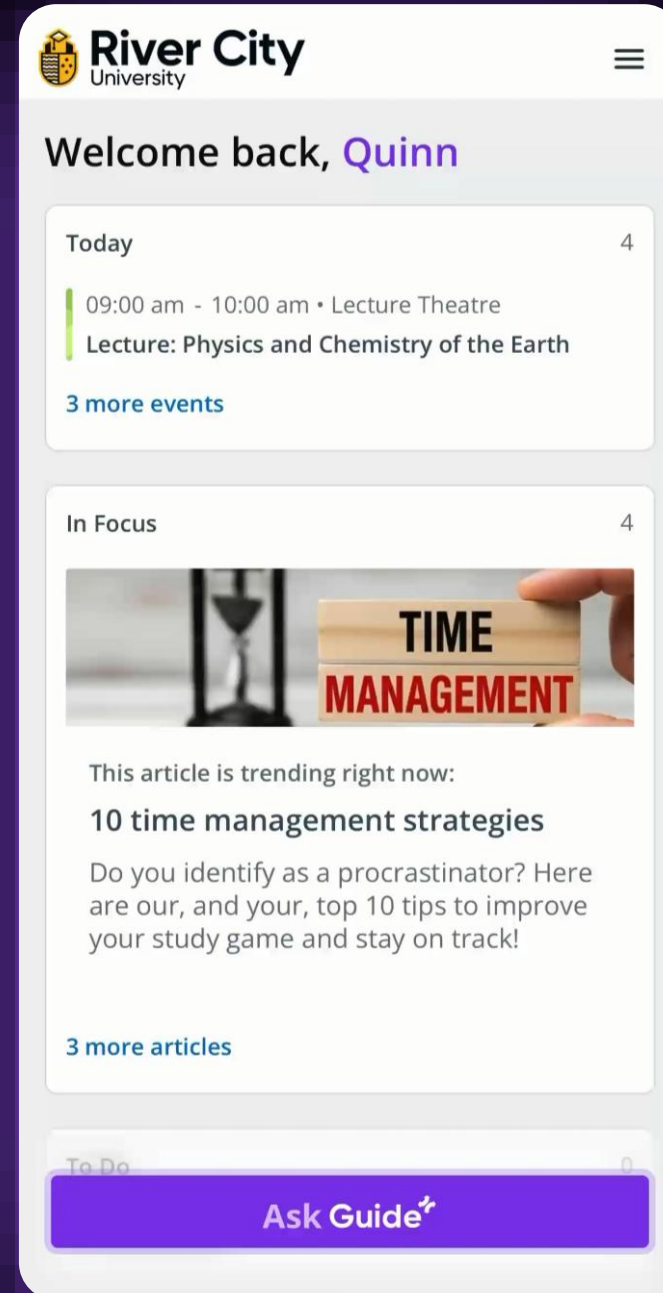
Scenario 1

Personalised onboarding



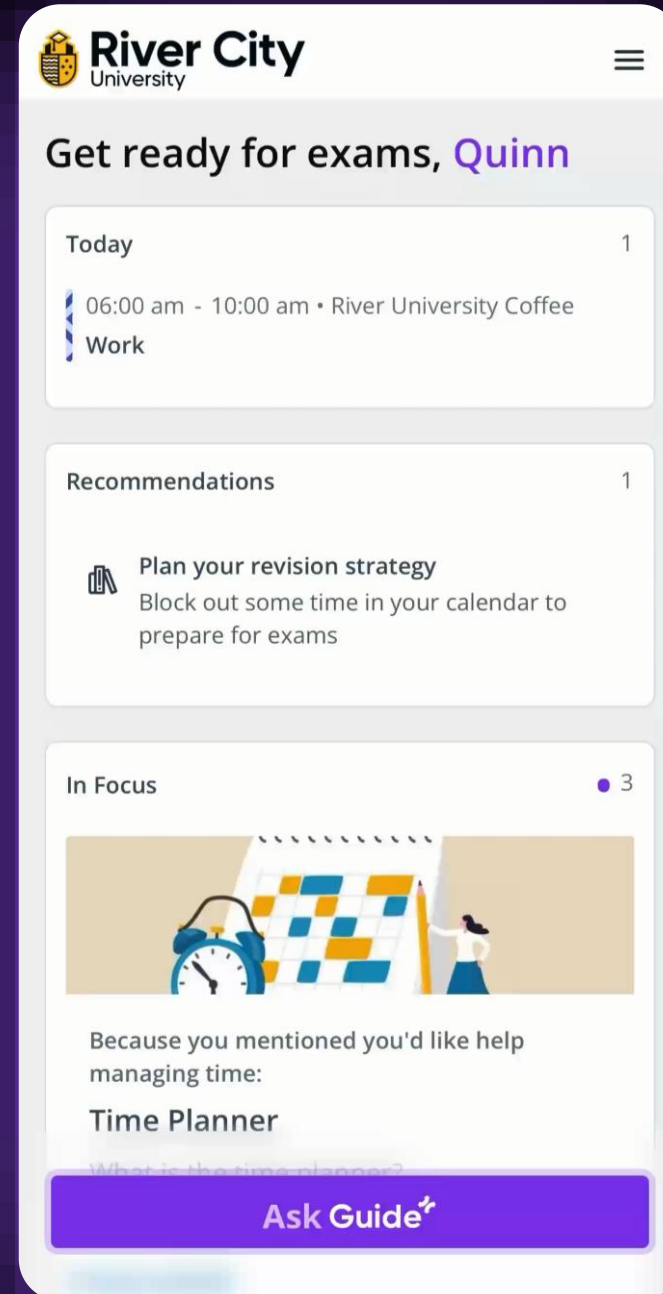
Scenario 2

Extension Request



Scenario 3

Exam Planner



Scenario 4

Celebration

**River City**
University

Enjoy your break, Quinn

Today

1

09:00 am - 10:00 am • Home

Semester Break Starts!

Recommendations

1

 Celebrate your year
Look back at some highlights from your first semester!

In Focus

4



Because you're interested in community engagement:

Your Student Union

Supporting you throughout your

Ask Guide

technology'

Making life simple for our community