2025 Annual General Meeting (AGM) presentation

18 November 2025 – Ready Tech Holdings Limited (ASX:RDY) (**ReadyTech** or **Company**) (ABN 25 632 137 216) attaches a copy of the presentation and addresses to be made at its Annual General Meeting, which is to be held today.

– ENDS –

This announcement has been authorised for release by the Board of Directors of ReadyTech Holdings Limited.

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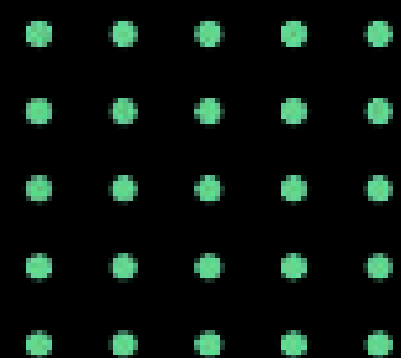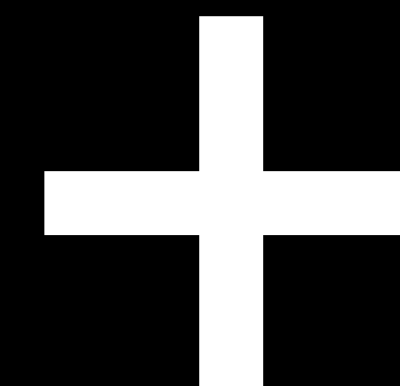
About ReadyTech

ReadyTech is a leading provider of mission-critical SaaS for the education, employment services, workforce management, government and justice sectors. Bringing together the best in people management systems from students and apprentices to payroll, employment services, and community engagement, ReadyTech creates awesome technology that helps their customers navigate complexity, while also delivering meaningful outcomes. To learn more about ReadyTech's people-centric approach to technology, please visit www.readytech.io.

CHAIR ADDRESS
Tony Faure

CEO PRESENTATION
Marc Washbourne

Next generation, mission-critical software crafted to closely meet customer needs across human led sectors

Supporting communities at scale

2+ million	Students, apprentices and job seekers through our software	**$28+ billion**	Payroll processed annually through our software for 1+ million employees
$7+ billion	Council property rates processed annually	**1+ million**	Justice cases processed in UK alone

5,000+ Customers across Australia, NZ, UK & Europe

500+ Global team of mission-led ReadyTechers

Principles of vertical SaaS

- Know the customer inside-out
- Target perfect product fit
- Own the core system of record

Trusted by leading enterprise organisations
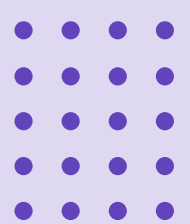
Workforce Solutions
Nando's · Talley's · ACCOR · BARGAIN CHEMIST · TRIPPAS WHITE GROUP

Education & Work Pathways
Bendigo TAFE · KANGAN INSTITUTE · Avondale UNIVERSITY · ACT Government | SKILLS CANBERRA · coact

Government & Justice
HM Courts & Tribunals Service · MENTAL HEALTH REVIEW TRIBUNAL · Yarra Ranges Council · MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT HĪKINA WHAKATUTUKI

Financial & operational highlights

SaaS subscription revenue

$102.7m

Increase of 7.6%

Total revenue

$121.8m

Increase of 7.1%

Underlying cash EBITDA*

$19.5m

Cash EBITDA* margin of 16.0%
(FY24: 17.8%)

New business wins & strong Q4 exit**

$15.4m

2H FY25: $10.5m

High conviction gross pipeline

$33.1m

FY24: $31.8m

Growth in average revenue per new customer

36%

Average deal value per new customer $166.9k^ (FY24: $119.1k)

AI products initiatives delivered and in market

7 releases

AI products expanding including first agent released to market

Local Government rebound in Q4

$2.0m

Confirmed wins in Q4 FY25

*Underlying cash EBITDA includes actual lease payments, labour capitalisation and excludes the impact of LTIP ($0.2m) and non-cash impairment of goodwill and related assets for Government and Justice segments CGU of $21.7m, fair value of contingent consideration of $1.6m and $3.1m relating to transactions and integration costs for acquisitions (completed and declined opportunities) as well as one-off consulting costs.
**Confirmed wins include closed deals and contracts awaiting signature.
^Total value over $50k of first-year subscription and implementation fees.

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Key highlights in FY25

Momentum with contract wins across the flagship products and enterprise strategy of $15.4m, weighted to a strong Q4 FY25 exit

Workforce Solutions

Record year for new business of $5.4m, with largest single contract win to date of over $1.0m and first wins in new industry verticals of education and hospitals.

Education & Work Pathways

$6.6m confirmed wins of new enterprise contracts including multiple break-through contracts in higher education opening large new market, as well as ongoing traction in TAFE with active in-market processes.

Government & Justice

Government rebound in place with enterprise **contract wins and upgrades of $2.0m in Q4** FY25 plus multiple wins in Justice segment.

Key highlights in FY25 (cont'd)

Local Government growth rebounding with end-to-end cloud platform ready for acceleration in upgrade activity

- Strategic capability acquisition of CouncilWise Property & Rating engine well integrated and strongly validated **with solid book of $2.0m** of new and upgrade wins in Q4 FY25, plus strong ongoing pipeline into FY26.
- End-to-end Ready Community go-lives are providing **critical customer proof points** and customer referenceability for cloud upgrade experience.
- **New leader of segment hired** with strong Local Government credentials and growth experience.
- Supports the unlocking of **long-term cloud upgrade strategy** with a fit-for-purpose enterprise ERP.

ready community

Innovation, AI and new product launches to drive future growth

- **AI opportunity accelerating fast** following earlier pilots, 7 new AI product initiatives launched in FY25 including first agents – AI will represent **a new layer of monetisation** across our platforms, adding to future growth.
- AI releases included Talent IQ for Workforce, Planner Assist for Local Government and Recognition of Prior Learning (RPL) for Education – delivering smarter workflows and **productivity gains for customers**.
- Next-generation **HR & Learning modules** launched in FY25, generated over $700k in 2H FY25 with a promising pipeline across both Workforce and Government segments.
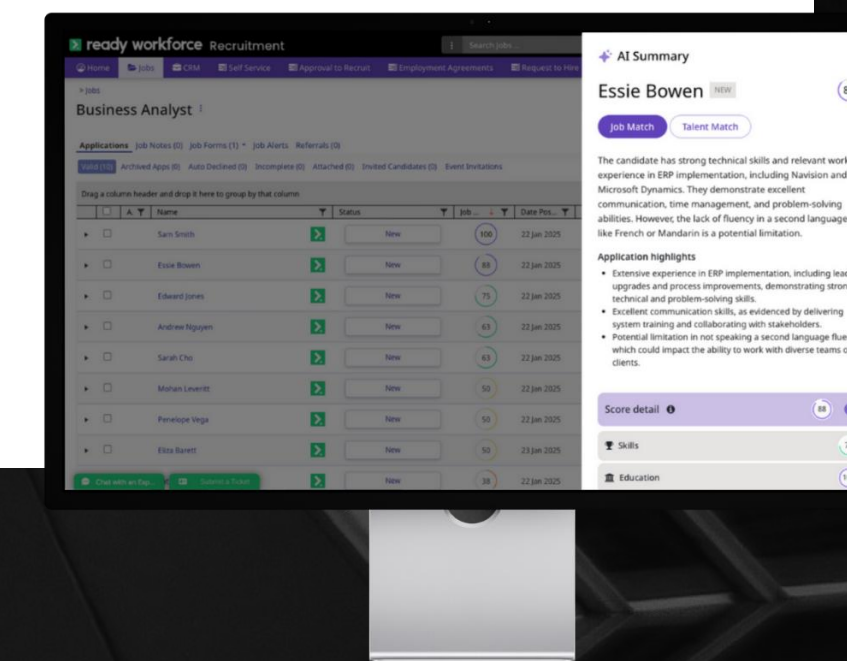
Deepening strategic focus on flagship products and optimising for sustainable growth

ReadyTech is focusing on flagship products and AI with targeted investments to drive growth and incremental revenue opportunities, while investing in operational efficiency to support medium to long-term margin improvements.

ReadyTech is **fuelling growth in key flagship products** which are poised to gain further traction in large addressable markets.

- ready workforce
- ready community
- ready student
- ready case

Confidence underpinned by flagship product opportunity **pipeline of $33.1m and level of procurement activity** replacing customer legacy systems – all supported by increasingly strong set of ReadyTech reference customers.

Investment in AI team delivering high product release velocity and **game-changing opportunity** for new revenue and cost efficiencies.

We anticipate **multiple incremental revenue streams** as AI-enabled solutions scale through our customer base.

Through focused FY26 investments in flagship product fit, AI, and Sales & Marketing, coupled with an operational efficiency program, ReadyTech is **optimising for growth and performance.**

ReadyTech is executing growth strategy focused on flagship products

The pillars of the flagship opportunity

> ready workforce
> ready student
> ready community
> ready case

Opportunity to acquire high value, enterprise contracts with sizeable tech budgets and supported by traction in accelerating customer references and reputation.

Large addressable and defensive markets with continuing movement to cloud, digital transformation and AI creating huge disruption opportunity.

Building strong moats with best-in-class, market leading products. Products well suited to optimise opportunities in the **AI revolution**.
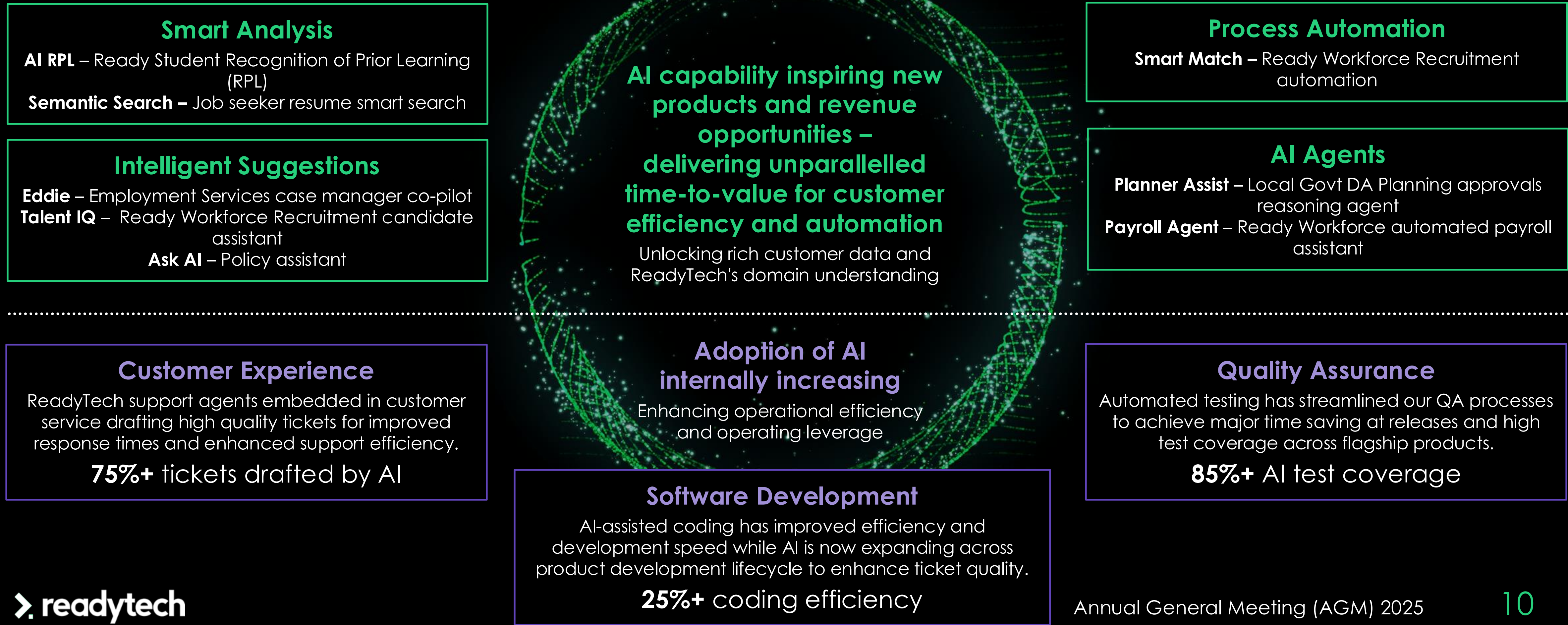
Scalable, configurable platforms and vertical SaaS model leading to opportunities to uplift NRR and to deliver higher margins.

Strategic investment in AI for internal productivity and new products

Poised for rapid acceleration to elevate products, maximise customer value, and transform internal efficiency at scale

Smart Analysis

AI RPL – Ready Student Recognition of Prior Learning (RPL)
Semantic Search – Job seeker resume smart search

Intelligent Suggestions

Eddie – Employment Services case manager co-pilot
Talent IQ – Ready Workforce Recruitment candidate assistant
Ask AI – Policy assistant

AI capability inspiring new products and revenue opportunities – delivering unparallelled time-to-value for customer efficiency and automation

Unlocking rich customer data and ReadyTech's domain understanding

Process Automation

Smart Match – Ready Workforce Recruitment automation

AI Agents

Planner Assist – Local Govt DA Planning approvals reasoning agent
Payroll Agent – Ready Workforce automated payroll assistant

Customer Experience

ReadyTech support agents embedded in customer service drafting high quality tickets for improved response times and enhanced support efficiency.

75%+ tickets drafted by AI

Adoption of AI internally increasing

Enhancing operational efficiency and operating leverage

Quality Assurance

Automated testing has streamlined our QA processes to achieve major time saving at releases and high test coverage across flagship products.

85%+ AI test coverage

Software Development

AI-assisted coding has improved efficiency and development speed while AI is now expanding across product development lifecycle to enhance ticket quality.

25%+ coding efficiency

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Guidance reaffirmed

Outlook statement

> FY26 revenue to be projected in the range of $132-135 million with FY27 revenue in the range of $150-153 million.

> Cash margin projected to be mid-teens for FY26 (including targeted incremental investment of $2.5 million), expanding to late teens in FY27.

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2025 AGM Chair Script

Good morning everyone.

I'm Tony Faure, Chair of ReadyTech and today, on behalf of the Board, I am pleased to report on another successful year – once in which we made meaningful progress across the business.

During FY25, ReadyTech delivered solid growth, stronger enterprise traction, and continued innovation momentum. We achieved total revenue of $121.8 million, up 7.1% on the prior year, including subscription revenue of $102.7 million and confirmed new business wins of $15.4 million – all foundations for sustained performance in the years ahead.

We continue to help shape the digital transformation accelerating across Education, Workforce, Government and Justice. These are sectors undergoing structural change, where modern, mission-critical platforms are replacing outdated legacy systems. ReadyTech solutions not only meet compliance and operational needs – they deliver better user experiences, better institutional outcomes, and better long-term value for shareholders.

FY25 saw strong progress in our enterprise strategy, with an uplift in contract value, customer scale and the quality of new business. Average deal size increased materially, demonstrating the growing confidence of customers in ReadyTech's capability as a trusted technology partner. This progress is reflected in a strong Q4 performance and a robust opportunity pipeline entering FY26.

AI is emerging as a transformational force across ReadyTech. In FY25 we launched seven AI-powered product initiatives that are improving productivity, user experience and customer outcomes. We are convinced AI represents a generational opportunity for ReadyTech – a chance to elevate our products, strengthen competitive advantage, and unlock new avenues for revenue and efficiency.

FY25 also required discipline and resilience. While growth was solid, some segments saw slower-than-expected conversion due to external and delivery challenges, particularly around product timing in our Government segment. We have taken clear learnings from this, and these experiences are shaping our focus for FY26 – prioritising flagship products, scaling enterprise adoption, and accelerating AI innovation, while maintaining a disciplined approach to cost and capital allocation.

In FY26, ReadyTech will continue to invest with intent – targeting capital to accelerate enterprise momentum and mid-term margin expansion. Our decisions are guided by a clear strategic lens: to build scale responsibly, drive long-term operating leverage, and build shareholder value.

AI is not a passing trend; it is a permanent platform shift. ReadyTech is committed to driving the transformation – using our deep vertical expertise to deliver real impact, responsible growth, and enduring value.

As we look to FY26 and beyond, we remain confident in ReadyTech's trajectory. We continue to build a resilient and diversified business, a talented team, and are executing on a strategy anchored in depth, innovation, and customer trust.

On behalf of the Board, I would like to thank the entire ReadyTech team for their continued dedication, and our customers and partners for their trust, collaboration and commitment to shared success.

I also want to thank my fellow Board members for their valuable support and guidance over the year, and our shareholders for their continued support. As we enter a new financial year, I am as confident as ever in ReadyTech's ability to deliver strong performance and continued value to all its stakeholders in FY26 and beyond.

2025 AGM CEO Script

Slide 3

Thank you, Tony, and good morning everyone from me, Marc Washbourne, Co-Founder and CEO of ReadyTech.

It's a pleasure to be here today and to report on another year of meaningful progress across ReadyTech.

Over the past year, we sharpened our enterprise strategy, focused our investment on our flagship platforms, and delivered solid growth across the important markets we serve.

FY25 ultimately marked a period of transition and renewal. It was a year in which ReadyTech emerged stronger, executed with greater clarity, and set the foundations for an even more ambitious phase of enterprise growth and performance in FY26 and beyond.

Slide 4

ReadyTech is a leader in next generation, mission-critical software designed specifically for the human-led sectors of education, workforce, government and justice.

Our vertical SaaS approach is built on deeply understanding our customers, striving for perfect product fit, and owning the core system of record in each market we serve.

Slide 5

FY25 was a transitional year for our enterprise strategy.

While performance reflected some challenges, we achieved many new milestones and delivered solid financial and operational outcomes, and importantly, addressed the key Local Government issue that had constrained us earlier in the year.

Together, these achievements position us well for stronger performance ahead.

I'm pleased to report total revenue of **$121.8 million**, up **7.1%** on the prior period.

We secured **$15.4 million** in new business during FY25, with activity weighted to the second half.

We also delivered a particularly strong Q4 exit, highlighting growing momentum in our flagship products. This included a rebound in Local Government, with **$2 million** of confirmed new wins in Q4 alone.

Average revenue per new customer increased **36%**, reflecting the continued progress of our enterprise strategy. And our gross pipeline expanded to **$33.1 million at year**, up from **$31.8 million** in FY24.

Slide 6

In terms of key highlights across our market segments.

In **Workforce Solutions**, we delivered a record year with **$5.4 million** in new business driven by the Ready Workforce flagship product. This included our largest single contract win to date – worth over **$1 million** in first-year value – and our first wins in the new verticals of education and hospitals.

In **Education & Work Pathways**, we secured **$6.6 million** in enterprise wins, including breakthrough contracts in higher education, opening a large, exciting new market. We also continued to see strong engagement across TAFE, with active processes underway, which we expect to crystallise in FY26.

And in **Local Government**, we saw a clear rebound with **$2 million** in enterprise contract wins and upgrades in Q4, alongside additional traction in the Justice segment.

Together, these results highlight the strength of our flagship products, the unlocking of enterprise pipeline, and the confidence we have carried into FY26.

Slide 7

Further highlights the year, as mentioned, Local Government performance improved markedly in H2 after a softer period, with our end-to-end cloud platform now well positioned for acceleration in upgrade activity.

The CouncilWise Property & Rating engine has been fully integrated and strongly validated, supporting end to end Ready Community references which are demonstrating the positive customer experience delivered through our cloud upgrade pathway.

We have also strengthened leadership in this segment, appointing a new segment leader with deep Local Government expertise and strong growth credentials.

All of this supports the unlocking of our long-term cloud upgrade strategy, with a fit-for-purpose enterprise ERP ready to deliver for councils across Australia.

Finally, innovation continues to thrive across ReadyTech. We launched **a range of** new AI initiatives in FY25 – including our first agent technology – with many more to launch in FY26.

All of these AI products are designed to solve for known customer pain points and deliver smarter workflows and productivity gains, and these AI initiatives we expect to open powerful new layers of monetisation and customer value.

On top of this, our next-generation HR and Learning modules delivered close to $1 million in H2 revenue with a strong pipeline across both Workforce and Government.

Slide 8

With this backdrop, we entered FY26 with a sharper strategic focus on flagship products and AI.

We are making **$2.5 million** in targeted incremental investments to drive enterprise growth, unlock new revenue opportunities and support long-term margin expansion.

We are backing further enhancements in product fit, sales and marketing, and AI innovation, while making upfront investments in an operational efficiency program to optimise performance.

Our conviction in enterprise is underpinned by the **$33.1 million** conviction pipeline and visibility of an accelerating level of procurement activity as customers replace legacy systems.

When it comes to AI, the world is moving fast and we want to capitalise. With high release velocity and game-changing productivity opportunities, we are well positioned for AI to support both top-line growth and operating leverage in FY26 and beyond.

Slide 9

Zooming out for a moment, our growth strategy is anchored in four flagship products where we see the strongest enterprise momentum.

These platforms give us access to high value contracts supported by ReadyTech's growing referenceability and reputation.

We are focused on large, defensible markets undergoing significant digital transformation.

In these markets, we are building strong moats with market-leading products – and now positioning ReadyTech to take full advantage of the AI revolution.

Slide 10

Indeed, FY25 was the year ReadyTech reached an AI inflection point. AI has evolved from concept to capability – influencing how we build, deliver and scale our products.

As well as AI infused products for customers, internally, AI is now increasingly embedded in software development and QA practices, as well as customer experience – delivering measurable productivity improvements.

To wrap up, I am deeply proud of what our team has achieved. FY25 tested us, but more sharpened and strengthened us.

As we look to FY26 and beyond, our focus is clear:

Build enduring technology. Unlock enterprise and AI-driven growth. Create lasting value for people and shareholders.

ReadyTech today is larger, more capable, and more focused than ever before.

We are building an enterprise SaaS company with the scale, credibility and innovation to compete – and win – in large markets undergoing generational change.

Today we reaffirm the guidance outlined at our full-year results, noting that consistent with historical trends, we expect a marked H2 skew to revenue as we look to release trapped revenue from recently signed contracts.

Before I finish, it would be remiss of me not to acknowledge the recent VETtrak cyber incident, on which we have kept all stakeholders informed of with a high degree of transparency.

As we've advised, all customers came back online in a safe and secure manner. While the incident was undoubtedly disruptive, I am exceptionally proud of how our team responded and managed through the process.

The investigation and remediation are both nearing full completion, and we remain grateful to our customers for their patience and understanding throughout the incident.

In closing, some acknowledgements. To our ReadyTech team – thank you for your commitment, energy and creativity. To our customers – thank you for your trust and partnership. And to our shareholders – thank you for your support and backing our long-term vision.

With that, I will now hand back to Tony.