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# Strategy Update.

JAN.ASX

Unlocking our potential  
by enabling the future of  
assessment technology.

**Janison**

**Sujata Stead**  
Chief Executive Officer  
September 2024



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# Defining Janison



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We are doubling down on our core strength—delivering reliable, scalable, and accessible digital assessments globally—while unlocking new growth opportunities. Our platform is supported by world-class assessment delivery and select content services to ensure long-term value creation.

### Key Trends

- AI and tech innovation creating opportunities.
- Increasing demand for assessments.
- Globalisation.
- Evolving competition.
- Growing security concern.

### Growth Strategies

- Innovate.
- Reposition.
- Scale.



### Target Geographies

- High-opportunity markets vs risks.
- Leveraging strategic partners' presence, market insights, and distribution networks.
- Target English-speaking OECD countries and emerging regions such as MENA and APAC.

### Target Segments

- K12 (expand and consolidate).
- Professional Accreditation (expand).
- Government (expand).
- HE, VET (consider and build).



## Our Customer Value Proposition

For educators and learners seeking seamless, impactful assessments, Janison offers comprehensive technology-driven solutions grounded in deep industry knowledge and proven reliability.

What sets us apart is our ability to combine innovation with a human touch. Our accessible, scalable, and trustworthy platform ensures equitable and secure assessments for all, while fostering a personalised, supportive experience.

## Our Unique Selling Proposition

We enable inclusive, reliable digital assessment experiences. Our robust offline assessment capabilities ensure uninterrupted assessments in low-connectivity areas, while our scalable solutions provide equitable access to high-quality assessments for learners across diverse regions and socio-economic backgrounds.



## Our Purpose and Mission



### Purpose

To unlock the potential in every learner.



### Mission

To empower educators and learners worldwide with innovative and accessible digital assessment experiences.



## Why Assessment Technology?

Assessments are not just tests; they are powerful tools that unlock potential and provide opportunities for learners to demonstrate their skills.

Our strategy centres on leveraging technology to deliver these assessments globally, ensuring access, equity, quality, and reliability. By investing in our platform, we aim to transform the future of assessment, empowering learners worldwide.



# Why Janison?

## OVER 25 YEARS OF INNOVATING ASSESSMENT TECHNOLOGY

Track record of:

- Delivering complex assessment projects globally at scale.
- Driving industry progression through technology innovation and global partnerships.

## PROVEN TRACK RECORD OF DELIVERING RELIABLY AND EQUITABLY AT SCALE

- Delivering value to customers with over 30 million digital assessments delivered since FY20.
- For NAPLAN Online, one of the largest digitally delivered school assessments globally, in 2024 we delivered 4.4 million tests to 1.2 million students. At its peak more than 300,000 students took the test on our platform simultaneously.

## END-TO-END ASSESSMENT SOLUTION

- Comprehensive capabilities that cover the end-to-end assessment cycle and meet diverse customer needs, offering an all-inclusive platform with seamless assessment delivery and content services.
- Robust offline testing capabilities and scalable solutions ensure equitable, high-quality assessments for learners at scale, even in low-connectivity regions.

## EXPERTISE IN THE EDUCATION INDUSTRY

- With our founder and many of our team rooted in education, we share a deep commitment to ensuring access and equity, driving us to truly understand the needs of learners.
- Strong presence in Australia and experience delivering assessments in over 100 countries.

## PRECISE DATA & ACTIONABLE INSIGHTS

- With over two decades of comprehensive learner data, we can leverage deep insights to drive continuous innovation in assessment technology, delivering smarter solutions that evolve with educational needs.



# Market Context



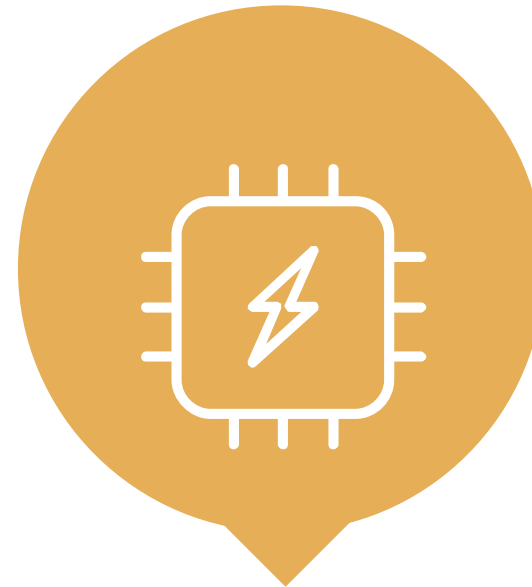
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# Key external market dynamic: Growth, Innovation and Competition.



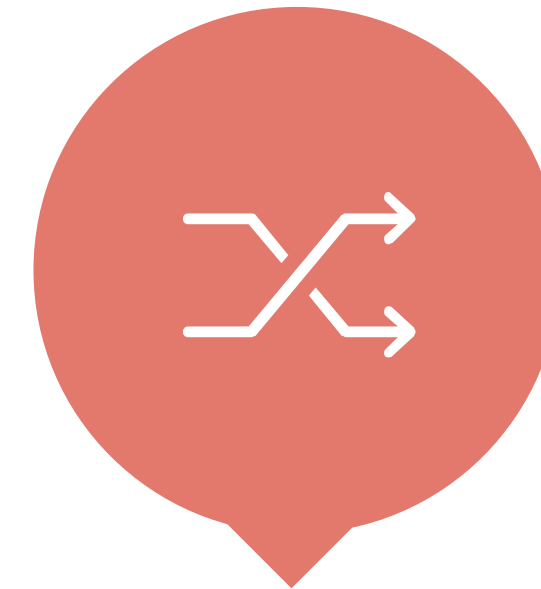
## Global Assessment Market Growth

- **USD \$21B Global Market by 2030:** 10-12% CAGR projected.
- **Key Drivers:** growing focus on standardised testing, global benchmarks, integrated learning-focused assessments, greater scalability and efficiency and the rise of education technology fueling increased demand for digitally delivered assessments.
- **Global Population Growth:** especially amongst youth, increasing demand for assessments worldwide.



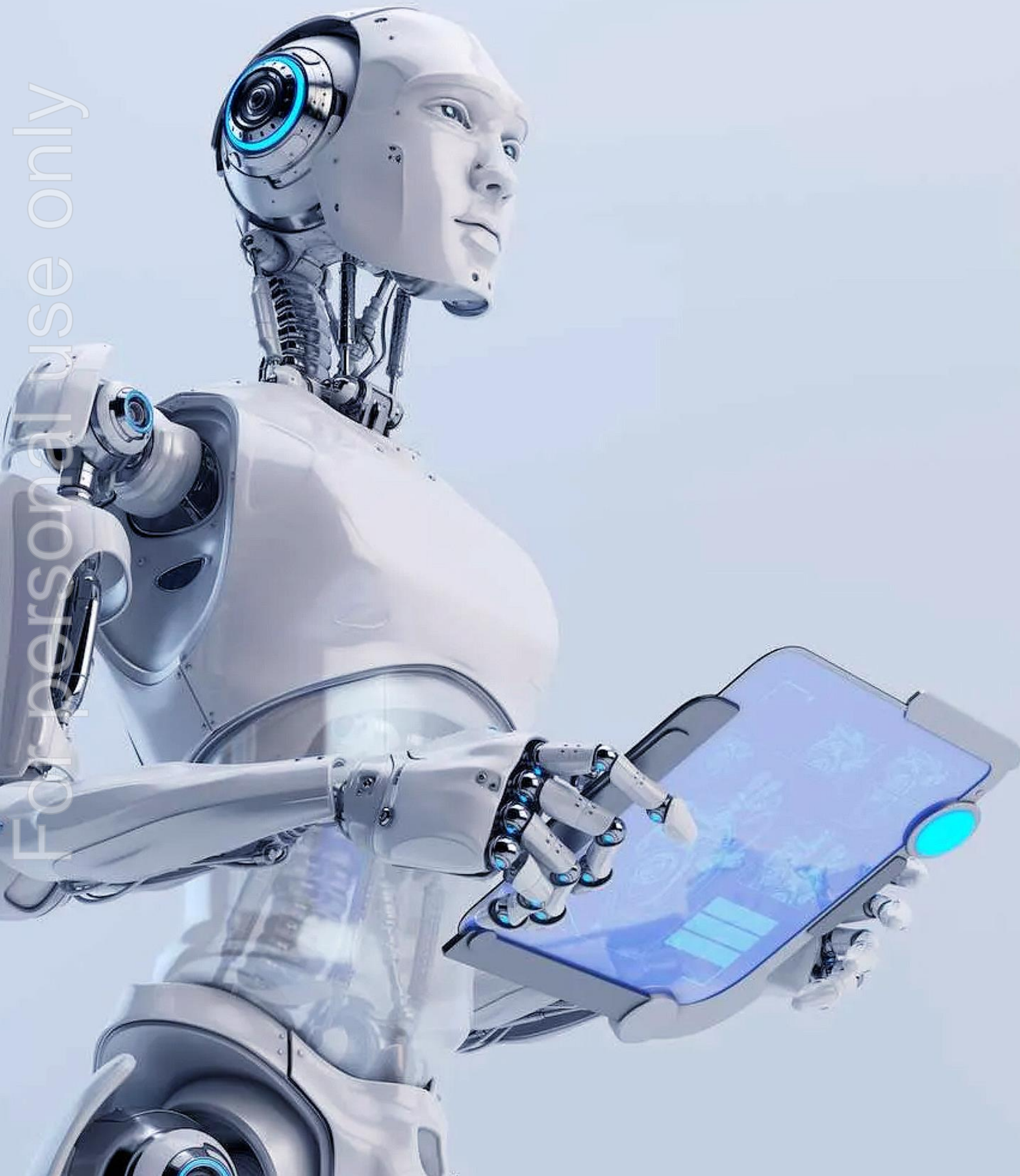
## AI Driving Assessment Innovation

- **Solving Customer Problems:** greater efficiency and scalability - AI-assisted marking, content creation.
- **Enhancing Learner Experience:** personalised, immersive learning, more interactive and engaging assessment formats, improving learner engagement and outcomes, improved SLAs.
- **Data-Driven Insights:** real-time analysis and feedback, allowing for more precise measurement of learner performance.



## Evolving Competitive Landscape

- **AI Driven Assessments:** more platforms are leveraging AI-driven solutions to enhance learner experience.
- **Data Security & Integrity:** security and reliability is a growing concern, leading to technology driven advancements in test security and integrity including proctoring and authentication.
- **Inorganic Growth:** through acquisitions enables competitors to quickly expand market reach.
- **Innovative Entrants:** New, innovative players are emerging, with potential for market disruption.



## AI is disrupting the assessment industry.

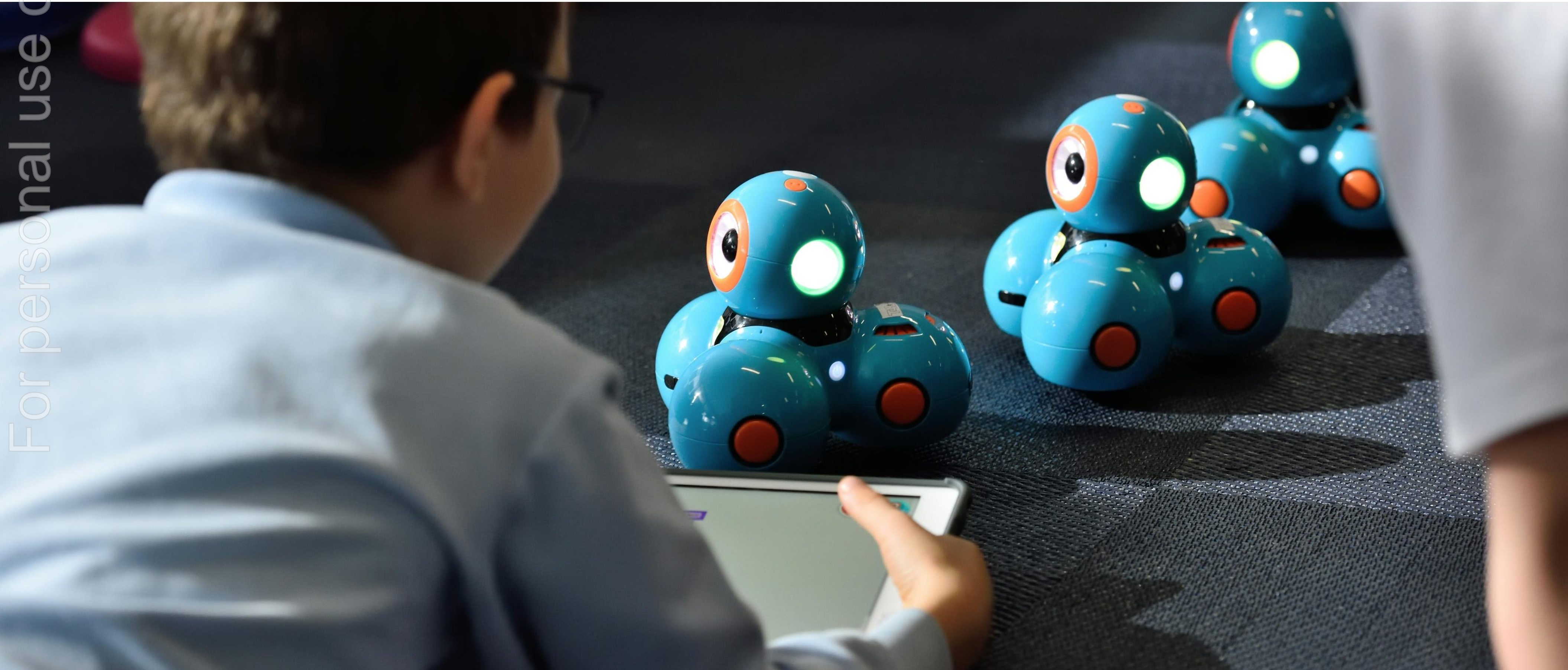
AI is revolutionising learning and assessment by enhancing efficiency, personalising learning, and providing real-time insights, fundamentally reshaping education.

**Janison's Opportunity:** As the assessment industry evolves, Janison is positioning to capitalise on emerging trends and new technologies, building on our strong track record of innovation in assessment technology.

# Strategic Blueprint for Growth



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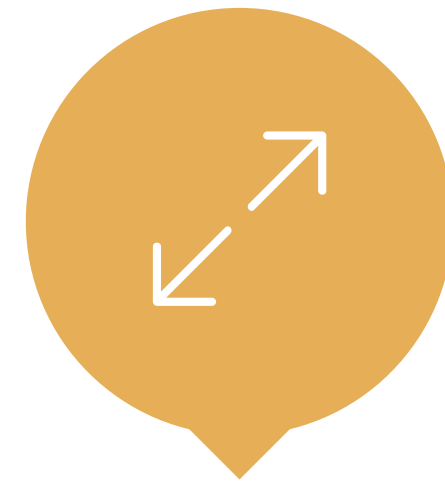


# Repositioning and Scaling to drive growth.



## Reposition

- 1 Embed innovation into our core platform:** Focus on developing our flagship assessment technology platform aligns with our mission to drive impactful educational outcomes through innovative and accessible digital assessment experiences.
- 2 Simplify our content portfolio:** Focus on fewer content products and enhance their performance to deliver greater value and drive significant impact.
- 3 Strengthen market presence:** Leverage key partnerships and existing relationships with global assessment providers to elevate brand visibility and value.



## Scale

- 4 Deepen K-12 expertise:** by deepening engagement with existing customers and replicating significant success in Australia in other markets.
- 5 Expand into new segments and markets:** by boosting market share, and strategically expanding into new markets and segments. To consider and build HE, VET, expand professional accreditation and government. Pursue global expansion through strategic partnerships.
- 6 Choice of markets:** focus on high-opportunity markets balanced against risks, leveraging our strategic partners' established presence, market insights, and distribution networks. Target English-speaking OECD countries and emerging regions such as MENA and APAC.

# Bold, Disciplined Scaling Strategy through the evolution of Assessment Technology.



. Our aspiration is to innovate and move faster across our 3 horizons by harnessing AI.

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SCALE

## **HORIZON 1 (FY25-FY27)**

### **BUILD ON OUR CORE**

- Scale through strategic partnerships.
- Expand market position in Australia and test new markets globally – English-speaking OECD countries, MENA, APAC.
- Diversify customer base – To consider HE, VET, expand K12, professional accreditation and government.
- Build a scalable operating model that supports growing global customer base starting with dedicated UK based executive.

PRODUCT

### **BE AI-POWERED**

- Solidify foundational layer
- AI-enabled platform - contemporary assessment delivery platform enabled by AI.
- Streamlined product portfolio – Platform + Delivery + Select Content (ICAS & AAS).
- Established innovation hub, co-designed and prototyped solutions with customers and partners.
- Integrated AI into operating model – product development, sales, marketing etc.
- Embed an innovation culture.

## **HORIZON 2 (FY28-FY30)**

### **EXPAND INTO RELATED MARKETS**

- Emerging global leader positioned at the forefront of the assessment industry worldwide.
- Robust international presence with established UK team.
- Consolidate market position in new and existing sectors.
- Consolidate global operating model.

### **EXPAND INNOVATIONS**

- Comprehensive AI-powered solutions: end-to-end assessment technology covering design, delivery, marking, and analysis.
- New solutions meeting needs of a more diversified customer base.
- Prototyped applications of other technologies (Example, AR/VR).

## **HORIZON 3 (FY30 +)**

### **SOLIDIFY GLOBAL PRESENCE**

- Global organisation with global presence established.
- Comprehensive reach serving all education segments plus professional bodies and government.
- Positioned for a complete re-imagining of our business model.
- Sustained shareholder value growth.

### **LEAD IN NEXT GEN TECH**

- Product is market leading, next-gen assessment ecosystem (powered by AI, blockchain, AR/VR, and new technologies) to meet end-to-end customer needs.

# Key Focus for Year 1 (FY25)



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Our overarching goal in Year 1 is:

To **build the foundation** for long term growth & success.







# Year 1 Strategic Priorities

Elevate our core Platform by integrating AI and build pipeline for expanding market share with existing and new customers.

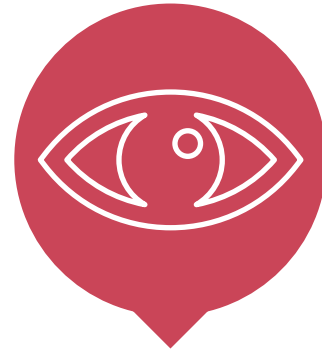
Refine the portfolio by focusing on fewer products, streamlining services and maximising customer value.

Foster a customer-centric and innovation-driven culture.

Evolve leadership to ensure a cohesive Executive team while laying the foundation for the right operating model for global scaling.

Strengthen market position by leveraging key partnerships and global relationships to elevate brand visibility and impact.

# We've built the Year 1 Plan on 5 Base Principles



Change narrative to **Simplify, Unify** and be **Bold**.

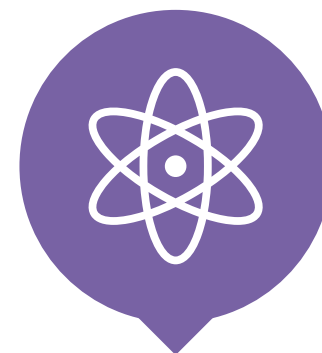
- Focus on the customer,
- Focus on fewer products,
- Focus on growth, efficiency, and capability building.



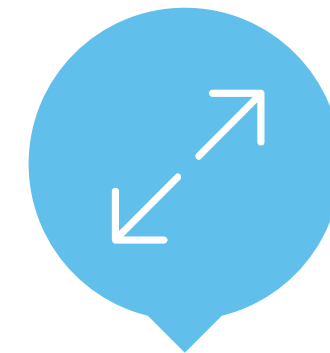
**Transformation** is a multi-year journey with year 1 (FY25) focused on steering the business towards sustained growth and success.



**Prudent cash-flow management** to grow safely.



**SMART metric driven approach** and fit for purpose governance for business plan implementation.



**Build foundation** of a flexible operating model with ability to scale as the business grows globally.



# Our Team and Culture

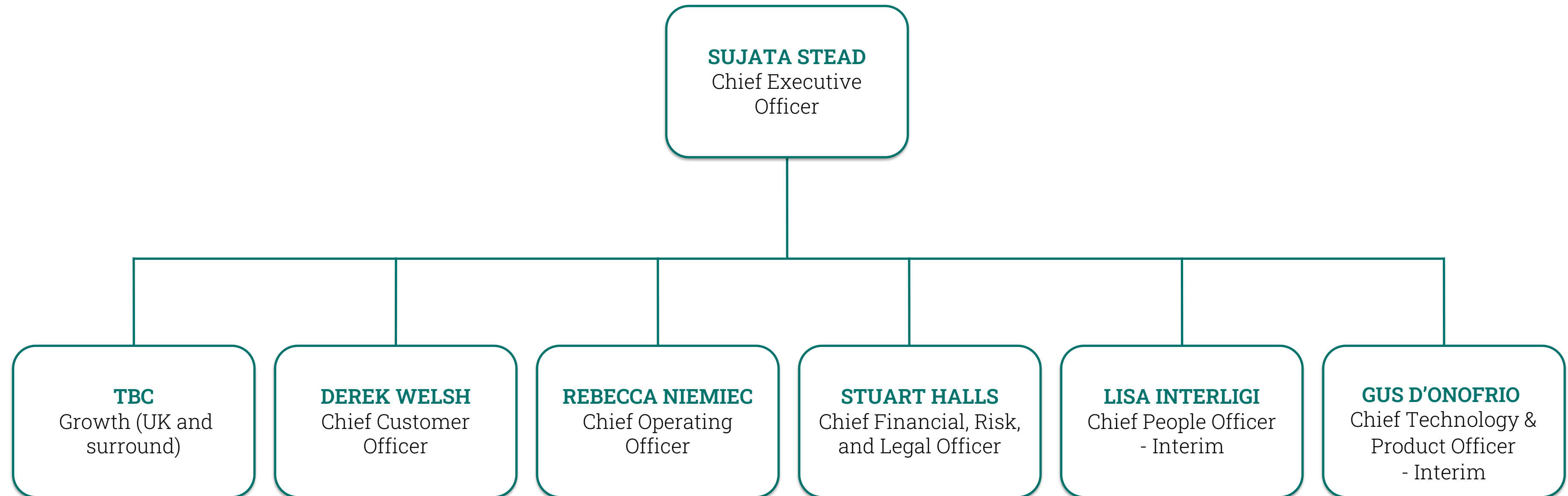


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Reshaped Executive team into functions that focus on whole of Janison outcomes and designed to scale globally.



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## Driving success through our ways of working:

- Customer-first in every decision.
- One eye on the road, one eye on the turn ahead.
- Debate passionately, commit fully.
- Continuously evolve through learning, bold experimentation, and relentless improvement.

# Outlook



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# Outlook



## EXPECTATIONS

### Revenue

- Consolidate existing relationships and protect current customer base by maximising value creation for customers.
- Expand the depth and breadth of engagement with current customers.
- Grow through replicating and scaling current successes in Australia and globally.
- Focus on meeting the end-to-end digital assessment delivery needs of our customers including assisting with the transition from paper-based assessments to digital assessments.

### Margins and Cash Flow

- The recent reshaping of Opex in August 2024 has created headroom for targeted investment on Janison's growth priorities.
- Incremental investment in Sales, Marketing and Product Development to align with growth in revenue.
- We will align our cost base and investment in growth with our available capital.

We are doubling down on our core strength—delivering reliable, scalable, and accessible digital assessments globally—while unlocking new growth opportunities. Our platform is supported by world-class assessment delivery and select content services to ensure long-term value creation.

This approach ensures we drive measurable value and success for our customers, setting the foundation for sustainable growth.



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Thank you.

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