

Well, welcome everyone, uh, the second meeting for this week, and we've got a good one for you Today. We're joined by Saja ed, the CEO of Jenison Education Group. The ticket code here is JAN.

Uh, it's a company that builds and operates a digital, well, various digital assessment platforms.

So the clients of things that are used by schools, governments, big organizations, uh, in Australia, you may be familiar with the business.

They do run the NAPLAN online program, so, you know, 1.3 million Aussie kids across 10,000 schools, uh, participate in that, but outside of Australia as well.

So the company actually has exposure to something like a hundred and I think 17,000 diff, sorry, 117,000 117 countries.

Uh, and have even in the last year alone, did about 7 million assessments in terms of the results.

We saw some numbers just recently as we did for most of the A SX revenue, just shy of \$47 million.

That was a 9% increase.

We saw operating cash flow improve to \$3 million and a nice big jump in the sales pipeline as well, which is always nice to see.

So we will dig into all of that and, uh, as well as the op, the bigger opportunity that SATA sees and is a big market.

There's something like, I believe, \$27 billion global digital assessment market.

So there's a lot up for grabs here, and,
and I'm keen to dive into all of it.
Before we do, I, I have to say, none
of this is financial advice as everyone knows.
Um, so just always keep that in mind.
And if you do have any questions, there is that link
that you can use, uh, with Slido.
Pop them there and I'll put them
to Sada when we get the chance.
But with all that said
and done, Sada, thanks for your time today.
Thank you. Thank you, Andrew,
for inviting me to your POS podcast.
And thank you for the great introduction to Jenison.
Well, I said to you before we started that I'm,
I am gonna ask you some dumb questions here
and not, not to, you know, dumb it down unnecessarily,
but we will have people who have never come across
the business before.
And, and so I guess that's a great place to start.
If, if you are meeting someone for the first time,
they said, oh, what do you do for a job?
And they, oh, what's that company do?
What's the 40,000 foot view
that you think's relevant for investors?
Thank you, Andrew. I think, you know,
and that's, that's actually a very good question,
not a dumb question at all,

because I think, like recently, I, uh, I've spoken to one of my past contacts in New York who, when I explained what Jenison does, she said it is a best story no one's ever heard of.

Ah, so, so I really welcome the opportunity to explain what we do at Jenison.

Great. So by, by way of background, Andrew Janson's been around for nearly now, 25 to 27 years.

It's one of the pioneers as far as, uh, LMS and learning management softwares are concerned.

Perhaps one of the world's first learning management platforms started by a couple of teachers in, uh, regional New South Wales, Wayne Holden and Jackie Holden.

I know of great visionaries and pioneers in the whole EdTech space.

And over the years, the platform actually kind of, uh, transitioned from being a learning management platform to what it is today,

which is an end-to-end comprehensive PLA platform for the delivery of assessments for exams.

And as you mentioned, Andrew, it could be for exams like naplan, it could be for higher education, it could be for professional accreditation, or it could be for corporates for diverse, diverse kind of, uh, kind of, uh, uh, objectives and reasons.

So it's a very, very flexible, and, and over the years, of course, in our true m and ass, we've also acquired some amazing kind of school products, school exams like icas,

which is a school competition,
and also products like a a s,
which are providing very valuable insights
to school in terms of scholarship and placement testing.

Okay. So overall, I would say, Andrew,
that we are very much, uh, an organization,
a very passionate, uh, education technology business
who are very committed to, through the power
of digital assessment, to unlock the potential
in every learner.

And, uh, and being a relatively new CEO in this
organization for over a year.

I think what really, really excites me is, you know,
the transformative nature of what we do.

For example, if you look at naplan, which perhaps is one
of the world's largest kind
of national school assessments delivered digitally,
and the complexity of what I think Jenison has achieved,
which is a platform that can deliver exams in a manner which
is equitable and accessible, whether it's online
or offline, high degree of resilience,
over half a million people doing the test at the same time,
1.3 million exams, you know, almost high level
of extreme high levels of security and scalability.

And I think what we are looking at doing, so our mission
as an organization is to take
that ex exceptional track recording credentials we have
in digitizing assessments

and replicating that experience in other jurisdictions
and other countries as well.

So, as you might know, Andrew, recently we got, you know,
kind of a significant contract from, uh,
the New Zealand Ministry of Education, again, to work
with them as partners in, uh, digital delivery
of assessments across their bicultural school curriculum.
So that's a great demonstration of, you know, the work we do
in a manner where we are actually making differences to,
to education worldwide with our assessment platform.

And from a market perspective,
from a shareholder perspective,
I think what's really exciting is it's a market
that's increasing as I think in my year end, uh,
market communication I mentioned is forecast to grow
to about 27 US billion dollars
by 2032 growing annually at a rate of about 10 to 12%.

So there's a huge opportunity with our credentials,
our track record, to play an increasingly global kind
of role in digital delivery of assessments across sectors.

Yeah, that's, that's a great overview,
and it, it just really does seem as though the days of pen
and paper, while probably not gone forever, are, are going
to become vanishingly small relative
to the online side of things.

Explain, explain to us Sujata, the, the people
who aren't familiar in this space,
and this is true of all industries
and all businesses on the outside,

things can seem very easy.

It's like, all right, you do exams online.

What's so hard about that?

Surely I could spin up a Google form

and I can do some multiple choices, but,

but you mentioned there's things like ip, there's security,
there's standardization.

What are some of the big picture ideas

that you think when you, when you say we have a platform
that that allows us to sort

of deliver these online assessments, what are the key kinds
of things that a platform needs to be able to do
to be effective at its at its purpose?

I think, Andrew, I think

that's often what people think, right?

You know, one might think that if you have a technology,
you can deliver digital assessments to a large extent, yes.

But just technology on its own is not going to be able
to deliver successful assessments at scale geographically.

'cause often if you look at the exams we deliver,
for example, the New South Wales Department of Education,
uh, the selective high school entry exams,
the NAPLAN exams as well.

So these exams actually kind of contribute to specific kind
of educational outcomes for schools and,
and education systems that they are delivered.

So, which means that there are multiple areas
that you've got to make sure those exams are kind

of meeting many objectives.

Mm-hmm. Even at a very simple level, I think you have to be able to deliver the exam in a way it sometime meets the core principles of exam, of, of running assessments that is in a manner where the assessment is valid, is reliable, it is impactful in the sense that it has a positive impact on people who are doing the tests and stakeholders.

And it's also practical, which means that it's easy to deliver.

You can't do an exam over 10 days or sitting in front of a computer.

So I think from a technology perspective, that that's what I think organizations like Janson can do.

We actually bring the whole comprehensive end-to-end assessment platform, given that the life cycle of assessment can be quite, you know, it's quite circular and long, um, uh, right from, you know, you're developing your items to put together a question paper unit number of items.

So our platform allows you to do the item authoring, then also take all your items and put together your question papers, the rendering so that candidates can sit and take the exam in a manner which, where, which could good optimize user and customer experience. Then the marking the results, publication and the analysis. Mm-hmm. Now, all of that also is now being complimented by

what we launch in FY 25, which is our AI platform called ja. And that's something that we are very, very excited about because in record 10 months, we've been able to launch a pretty groundbreaking AI platform, which, which actually take addresses.

One of the main barriers to growth for many assessment organizations, which is a creation of items for question papers, which can often be laborious, time consuming, and expensive.

And often a large number of them get rejected at a quality assurance stage, right?

So, which means that through our AI platform, what we've been able to do is all the data that we have from our own exams that we run, like icas, we've been able to train our AI platform, which is, you know, supported by all the latest generative AI tools like, you know, your chat GPT and your cloud and your Gemini.

But what it does is through a human in the loop model, able to, uh, kind of create items in a manner which is of high quality and, and, and also in a productive and cost efficient manner.

So from that perspective, Andrew, if you look at, going back to your question, to deliver assessment, you need to make sure your platform is robust, is end-to-end, provides a comprehensive, uh, kind of, uh, service.

It also is highly configurable to some extent, given that every exam in every jurisdiction is not the same,

they're slightly different.

So you have to be able to configure to an extent that it meets the specific needs.

Then of course, you need to have that high degree of resilience to be able to do millions of exams over a short period and nearly over half a million of them at the same time.

And, uh, which I think is one of the one, one of the kind of key kind of strengths of the Janis and platform, which has been tried and tested, the security and privacy and data residency is key, is important.

Mm-hmm. So I think, so I think getting the platform in a launch is easy, but to make it scalable, to make it secure, to make it reliable, requires, you know, kind of more complex technology, infrastructure, security and all of that now being augmented by AI to also make sure that the digital delivery of assessment is in a manner that through AI and human in the loop model, it is also created, done in a manner which is efficient and scalable as well.

Makes a lot of sense. So, so when, uh, a customer uses the platform, uh, what, where does, I guess, what is Jensen's role in terms of the relationship?

Do you pro, here's the technology, you go off and configure it and load it up and, and do it in the manner that you want?

Or is it more of a consultative, is there a services component to it as well where you'll sort of say you'll work with,

say the New South Wales Department
of Education, what do you want to do?

You'll develop a lot of the, the resources in-house
and then deliver it through the platform?

Or is it more of a platform where it's sort of like a tool
that the user themselves uses where they upload the content,
the material, and administer?

Do you get where I'm coming from?

IGI do get it. In fact, again,
that's another very, very good question.

In fact, services is a key component of what we deliver
and very much, you know, that actually links back
to my earlier response to your previous question, that
delivery of assessments can be complex.

So, so what we do is that yes, we do provide the technology,
the platform, but we also provide the services.

And, and if you look at our recent successes, we
where we had in FY 25,
and that's the reason I think one
of the key reasons for our success.

We are not just a kind
of a education technology vendor who's providing a platform,
but we see ourselves as a partner, partner working
with government departments
or even customers in the private sector
where we are sitting down together,
we are bringing our knowledge, our experience,
our track record, our customers are bringing their

credentials, their track record, and together sitting down and ensuring that, how do we meet the ultimate objective in a manner which is very much a partnership model.

So a huge amount of our focus is on that partnership, relationship building and the long term.

And I think if you look at an organization like us who has got very high a RR and long serving customers, I think that's one of our key competitive advantages because we build those long-term relationships where we are there working alongside our customers as a partner.

Gotcha. So, so when I look at the, the slide there, there's, um, the most recent, uh, presentation deck, we've got the business unit split up between platform and product.

So I guess that's what you're referring to there.

One, the platform is the technology, the product is the services component that that goes into.

I'll explain that to you and it slightly, I think, I think we perhaps interview, uh, there's an opportunity for us to make that a bit clearer in our future market updates.

But essentially what the business has is that we are reporting it across two business units.

So platform, what the platform essentially has is our organizations who are using our platform for the delivery of assessments, whether NAPLAN

or in the past like OECD exams and so on.

But it also has, includes the services component of our platform business.

Okay. Whereas the product, the product side, as you can see in our slides, the product is actually our exams, the school assessments that we run primarily IAS and a a s, icas being the school competition and a a s being very much, you know, the placement test scholarship exams that many schools are using.

And there's a bit of courts as well.

So that's why I think we've platform has the platform and the services component of Okay.

Platform and product is essentially the school assessment products.

Okay. No, thank you for that.

I did, I did warn you I was gonna ask some, some

Question. No, that's a very good question

and I think that actually, you know,

I'm taking a quick note out here.

Maybe we need to make it a bit more clear in future market updates.

Oh, don't, don't, don't take my questioning as any, any guideline for, for that.

But, um, okay. So that's, that's really interesting.

I guess that that leads to the, the question

of the business model itself.

So if I am a, say, stick with the New South Wales Department of Education, when, what is, what is the woe to go from perhaps a sales rep knocking on the door or maybe the, in the inquiry is inbound, what's the, what's the set of, uh, steps that, that go through that, are they signed up to subscription, um, arrangements?

Are there contracted periods of time?

Is it, is it for a set period of time with options to extend it?

Um, is the payment model all just purely subscription fees or there are add-ons that can go to that?

So can you sort of flesh out how that all sort of looks for us?

So, so Andrew, from a kind of a, kind of a contract perspective and from a pricing perspective, it actually differs from customer to customer because every customer has slightly, you know, different needs.

So for some customers it could be like, you know, pure, uh, kind of SaaS model there, and they, they can say that they, and they could be like, you have pricing clusters and you pay by, depending on the number of volume of candidates and a per candidate or per test pricing.

And then of course there are sometimes that can also be often that is also has got some support level one, two, and three support.

Then, uh, then you also have a services component.

So I think what we do is we do offer a whole range of kind of, uh, support

and services to our platform customers,

which is from the usage of our technology

and, uh, for a whole range of purpose, whether they want to use it for item authoring or for question paper rendering or for test taking and so on.

Then you have of course, what kind of support they need, the level one, two, and three supports that might be required.

Then we also provide the services component, you know, different kind of services we provide.

And then of course we also work with the customers in terms of if there's any ongoing development, they, through change requests and so on.

So it's very much, and uh, and uh, most of our contracts are, are longer term contracts around average three to five years.

And, and if you look at the platform side of our business, that's, a lot of those, uh, businesses are actually B two G.

So, which means that there's a very not thorough competitive tender process, which has got high on governance and due diligence.

So often, if you look at our latest contract that we were successful at the, with the Ministry of Education in New Zealand, that was a highly competitive tender.

So, so we are competing with some
of the world's top organizations
and where Jan has to be able to demonstrate
what is the value that we bring.

Nice one. I mean, I do, I see on one of the slides here
that the average revenue per platform client is over a
million dollars per year.

So these are, these are big serious sort of contracts.
And if I'm, if I'm reading you right, there's sort of the,
there's the agreement upfront with, for the basic level,
but within that contract, there is opportunity
for the client to spend more if they need a bit more
handholding, if they need a bit more development,
if they want some more products off the shelf.

Correct. And often as well also, if you want
to extend the usage of our platform
to other assessments as well.

Yeah. So yeah, so there is, so I think, yes, so they're,
they're big customers, long tenured and, uh,
and the average revenue is, is, is, is significant
and there's always opportunity to work together to,
to grow the share of wallet in a manner
that delivers value to the customers.

And also I think, you know, one
of the things also I'm very proud about Jenison is that,
you know, I don't think we've actually ever lost a customer.

So I think, you know, so that's really good.

I think there is, there have been decisions made to,
you know, perhaps not to extend

because of, you know, uh, change in strategy
and perhaps one of them, I think
because of some confusion with the tender submission.
But generally we have long tenured customer good
relationships, and our, our objective at the end
of the day is very much making sure we, through
that partnership model, we are delivering long-term value
to our customers and thereby extending the life
lifespan of our contracts.

Yeah, got you. What usually seems to be the case with,
with cus with businesses that, um, deal with sort
of large sort of contracts, particularly with government, is
that there tends to be pretty long sales cycles.

The, the benefit, of course, as you mentioned, they tend
to be very sticky, which is, which is a thing of thing
of beauty, but it is probably worth, um,
investors understanding

that this isn't like just selling a Netflix subscription
where it's very low cost, high sort of churn kind of thing.

This is something where to, to secure a client,
I imagine a great deal of effort
and work sort of goes into that, winning the contract
and then onboarding them and then look,
and then looking to sort of get
that return on investment throughout the, the, the length
of, of the relationship.

Um, what can you tell us, uh, or, you know, expand
or a, that might not be correct, I shouldn't assume,

but can you expand on, on that to give us some insight as to what that looks like and, and does that mean as an investor, uh, it's not necessarily a bad thing at all, but just to expect that this isn't the thing where every quarter you'll see a nice linear growth in customers, but rather probably more stepwise kind of things that, that are a little bit more lumpy, but more significant in size when they come?

Correct. I think, I think in fact, Andrew, your assumption is correct from the, you know, I'm, I'm, I'm going to talk about the platform side first and then the product side.

Okay. On the platform side, you are absolutely right, uh, correct because the typically large enterprise deals, so, which means that it's not quarter by quarter, it's more kind of, you know, uh, kind of as a typical kind of sales conversion cycle of about 12 to 18 months. So it is, and it does lead to kind of lumpy cash flow.

And that's why, you know, as I think in my slides I've shown the last section of my market update slides, I think what we do is there's a huge focus on building our pipeline.

So it is, and, and there's huge progress made in that space. You know, we've had grown our pipeline by over 80% in FY 25, which, you know, which has been a really significant kind of progress because for any organization, not the pipeline, the sales pipeline is, uh, a demonstration of strength of demand for our products and services.

Right. So, so I think, uh, so at any point, our plan is

to have the 25 to \$30 million worth
of opportunities in our pipeline,
which has a probability rate of conversion
of at least higher than 30%.

There will be others at a very early stage,
but at higher than 30%.

So, which means that yes, you have that lumpy, you know, uh,
cash flow, you have got long sales conversion of 12
to 18 months, but at the same time,
there's enough coming in into your pipeline for, for not,
not to have huge periods of nothing happening.

Mm-hmm. Then of course, we have the product side
of our business like ica
and as so that business,
what we are evolving slowly is into a more a, B2C kind
of direct to parents
and so on, so that we do have a kind
of a more complimentary revenue mix where your, you know,
your large enterprise deals is complimented by,
by more regular exam products that we sell directly
to schools or directly to parents as well.

And that's how we are looking at kind of complimenting our,
our entire portfolio.

So yes, you know, in in last year we have kind of clarified
and concentrated our strategy to manage,
make sure the organization has
clarity of what we are gonna do.

That's our platform, that's our core focus backed

by our school products, two of them.

But at the same time, we are not over concentrating it because then you have the risk of, you know, of an over concentrated product portfolio.

So we are keeping it diversified enough, but not over diversified for an organization of our size.

Yeah, I mean, so you, you mentioned, I I it's a little in, in the top job for a bit over a year now, and you know, it, it feels as though you were kind of brought in, you know, the board looking for someone to sort of help bring a bit of focus and, and, and what to the business.

And when I look back over the longer term history of it, it's, it's a business whose revenues have grown strongly, but it's, it has struggled to, to achieve some operating leverage to get that scale.

And, and then there's also been a number of share issuances, and this is, this is not uncommon in the A SX, many of our guests, in fact, the people we were speaking to yesterday, uh, Felix Technologies we're making a comment that when you're playing at a certain scale, I'm sure it's true for you guys, you you just need to have a certain capability to even at, even to get to the starting line and that co that costs money.

And so I don't think any of our members would, would bemoan that, that kind of reality.

But with a, with a bit of fresh blood in the top job such as yourself and a bit more focus and a bit more clear direction from the board,

how do you plan to sort of, um, escape some
of the maybe missteps or mistakes from the past?

And to really unlock that to, to maintain
that sales momentum, like the revenue growth has been great,
but to actually see that, like those jaws widen up and,
and to see that that scale start to emerge and those,
and those net margins really start to grow.

Thank you, Andrew. In fact,
what you've defined is the core focus of
what I'm trying to do at the moment.

And just to kind of, I'll, I'll just go a bit backwards
and just give you a bit of my background.

So I've spent over 20 to 25 years, in fact, my entire career
in international education
and assessment, having worked in India, the UK for 15 years
and then moving to Australia in 2013, where

I was a founding CEO
of a company called Cambridge Boxell Language Assessment,
where we had a product called OET,
which we grew from inception to
what today it is market leaders in, uh,
English language assessment for healthcare professionals,
similar to IELTS, but healthcare specific.

It's used everywhere.

If you look at North America, UK, Ireland is the factor test
for healthcare professionals to move abroad.

Congratulations. Thank you. Thank you.

And that's what I love. I love transforming business.

I love transforming products
and businesses, which actually have a great value,
strong product market fit,
but maybe for whatever reason, not being able to scale up.
So when the Jenison opportunity came, that's
what really excited me
because I've known Jenison for some time.
Again, great product pioneer in what we do in terms
of technology, the skill
and breadth of the work is actually quite unprecedented.
But as you've said, Andrew, I think, you know, the,
the organization has struggled to scale up and, and, and,
and that's why I think, you know, given, given that
that core, the product is so, so strong,
I thought it is a great opportunity for me
to take on another CEO role
and help, you know, a business realize its full potential.
Yeah. And what essentially we've been doing is I see FY 25
and 26 as a years of, you know, building the business,
what I call building the solid foundation that allows you
for repeatable, scalable growth.
So it, so to give you an idea, I think FY 25,
what the focus has been is clarity of strategy, who we are
and what are we gonna focus our energy and time and effort.
Yep. Then making sure that, do I have the right team
to execute on the strategy and getting the right exec team.
So very pleased that by the time we ended FY 25,
I have my full suite of execs.
I have my chief technology

and product officer, Simon Martin, who's ex SiteMinder,
ex three P learning some great ed tech
and hotel tech companies.

Yeah. Then my chief growth officer, Sasha sson,
she's ex vice president of Pearson Test of English.

So got a great experience of taking a product to market
and dislodging your incumbent market leaders
with Pearson test of English.

So that's been the focus, great strategy, get the right,
right team to make sure we can execute,
but at the same time make sure
that we are actually investing in the business in terms
of innovation and growth.

So one of the key areas that I focused on soon
after joining is doing a bit of cost reshaping exercise
to ensure that now we are self-funding our investment
in building our foundation.

So very pleased that we launch our AI platform gi,
which has been embedded internally, bringing,
almost improving our margins by 5% for products
and having a cost of item development
and, you know, adopted by our first customer charter
accountants of Australia New Zealand, who are delighted
by the use of ja, which they're using for creation of items
for their new foundation program assessments.

And, but doing all of this at the same time,
simultaneously growing.

And that's why to be building all of this foundation

and ending the year with 9% growth was actually, I,
I was very pleased with because we also began FY 25
with about a million and a half dollars
of revenue falling off our p and I
and as well some of our longstanding customers
where the contract ended, but the revenue took some time
before the revenue fell off our p and I.
So we went back and yet we grew 9% all organic.
So probably the strongest organic growth the business has
had in a long time, FY 26 that continues,
that pragmatic strategy continues of growing,
but also continue building.
So the continued investment in technology innovation.
So it's very much what I call a three-pronged strategy
to ensure that we,
through the investments we are making in year one
and year two, we gain those operational leverages
that from year three onwards, they all come, start,
start kind of assuring as improved margins.
And, and that's very much what I call three,
three interdependent areas.
One is, you know, you accelerate your go-to market,
you professionalize that, make sure
that we're building those relationships, partnerships,
professional tender submissions,
so we have good commercial outcome,
continue investing in our technology including ai, given
that any tech business now is at, at inflection point,
we gotta make sure that we make those investment

that we continue to be relevant and competitive.

And thirdly, making sure that we actually have that operational excellence.

So we are delivering in a manner which is standardized, delivering consistently high quality services to our customer.

So from my perspective, Andrew, often what happens, uh, especially, especially for smaller organizations is that, you know, you have those early years of very fast growth, but if you do not have the internal capability and infrastructure and the organization has not actually built that organization maturity in terms of infrastructure, people, culture and so on, then it's very hard to sustain that growth.

And that's what I'm looking at.

I'm looking at basically building that foundation that allows you to have the repeatable and sustainable growth without adding any additional kind of cost to the business beyond, I mean, there will be some but not material beyond our two year transformation period of 25, 26.

So, and, uh, but while at the same time we keep growing as well.

Yeah. Yeah. I mean you make such an excellent point.

I I, I hammer it all the time too.

I, I think investors are, can sometimes be a bit naive to the reality of business, that the investment comes first and then the profits come later and,

and you can as a CEO make things look really good for a while by under investing in things, but sooner or later the chickens come home to roost.

So you, you correct, you must, you must invest if you, if you, the old saying is you've gotta spend money to make money and it's a, it's a, it's a good one.

So, so I I, I a hundred percent get all of that.

Um, once you feel,

and there's always a transition as, as you sort of not only make investments but pull, pull expenditure away from, from other areas.

Once you've got that cost base, the you've right sized the ship so to speak.

What kind of revenue do you think the enterprise can support?

I mean, obviously the more the, the, the merrier, but like what, what kind of, how much scope is there or runway is there for growth before another big round of CapEx may or may not be required?

I assume given where we are in your journey, 'cause it's still very early on that, that once these things in place, that'll give you a lot of blue sky to, to grow into.

But if you could sort of like quantify that or give us some some better ways to think about that, that'd be really helpful too.

I think, you know, without putting any numbers and without giving any market guidance, I think, uh,

there is, I think the investment we are making in 26
as well, I think that gives us enough runway
to actually kind of, uh, get an increased share of
that market, which is growing at 10
to 12% every year globally.

Yeah. Specifically, you know, concentrating in the regions
where we have our teams, that's very much Australia
and New Zealand and APAC and UK and surround.

Yeah. But at the same time, we are also having
that very pragmatic strategy of partnership where we are,
because we are a small organization in a larger assessment
ecosystem, we work with other organizations, you know,
either as their vendors or as partners.

So we are looking at how do we partner
with those organizations
and to get a submit tenders in other parts of the world,
which may not have been natural
to us if we did not have those partners.

Similarly, we've also established a great, uh,
advisory committee of leaders in our industry across key
markets who are giving us those insights,
those warm introductions,
and through them we are looking at kind of growing.

So in other words, I think, you know, we are being, uh,
we are, we, as you said, a self investment,
self-funding transformation strategy.

We are being very thoughtful about
where the investment goes in those three key areas,

acceleration of go-to market tech

and, uh, operational efficiencies

and, uh, you know, kind of customize, uh,

standardized customer delivery.

So those are the three areas we are focusing on.

And by doing that, what we are looking at is gradually from

FY 27 onwards to accelerate that market growth.

Yeah, nice. Um, you mentioned AI

and Absolutely it is, it is the, the,

the new black on the market at, at the moment.

And a lot of the conversations that we've had recently in

that are, there's, there's, it,

it strikes, well, I'm keen on your thought,

but it strikes me as a technology that is one

that is essential, one that is huge potential,

but the hard part for us investors is working out

where does the competitive edge lie?

So is AI cool? Does it make things better? Yes.

But if everyone can do it, it's kind of like, well,

we've all got an email address,

it's not really a competitive advantage anymore.

Um, so how do, how does Jan

exploit its in-house knowledge, skills, resources

to not just take the, this awesome technology,

but to exploit it in a way that perhaps, you know,

if someone gave me a billion dollars

and said, right, Andrew spin up a, a competitor to Jenison

that I would struggle to do be not

because of lack of capital, but

because of lack of X, what's the X that, that allows you to prosecute that technology better than perhaps an a, a, an a new entrant?

Very, very good question, Andrew.

Especially given that everyone's talking about AI right now, but not many organizations are being able to quantify how AI has actually benefited the organization and their customers.

Yeah. And that's where I think we are, you know, we feel that what we have with JA is really different.

Like we can quantify that we reduce our item development costs by half.

You know, we can see that we've improved productivity five times and we can see that we've had 5% improvement in our margins for icas and products for FY 25.

Similarly, our customer also has said they have up to 70% reduction in assessment creation time, 90% acceptance rate of AI generated items and accelerated delivery of high quality content.

So we can actually be quantifying a common problem that organizations have in terms of item development.

Yeah. And I think your point is very, is very is correct and it's true.

Like, you know, everyone has access to all the generative AI tools, right?

So what makes us different?

I think to a large extent,

I think it is how we are using it.

How do we, how do we plan to use it, right?

So we are exceptionally lucky.

Our, I know our founder Wayne Holden is, uh,
an executive director.

He's our director of AI research

where very much we are actually focusing his strengths
and his smarts on area where he's making a huge difference
to the business, which is developing ja.

And essentially what we've done with JA is actually,
it is powered by all, it is almost kind
of your AI tool agnostic.

So it's powered by all your AI tools.

And above that, we, what we built is we built an app now,
which is, um, multilingual, you know,
takes voice recognition typing,
and also, which is all trained by the hundreds
and thousands of ICAST material that we own over the years
to make sure the system is well trained.

To an extent that the, the way the system now works is,
it is it doesn't work as a platform.

It almost works as a member of staff almost kind
of transitioning from being kind of generated to agent AI
where you're sitting down and you are having conversations
and you are providing recommendation as a,
and sit as a team member.

Yeah. And, and also I think when we are,
and the way we are actually taking the product
to market is also quite different in the sense

that we are talking to customers
and we are trying to understand
what their specific requirements are
and make sure that the, the,
rather than providing them a black box,
which you either leave it or take it,
but make sure it's actually meeting their requirements.
And that's the reason I think, you know, I mean,
I've been in the industry for some time,
I've seen the early kind of set of AI tools in our industry,
and I can see what we've developed
and the customer response, it's, it's very different just
because it's more responsive, it's more intent, it's this,
as a member of staff, it's your tool agnostic,
but it's sitting on top to give you, you know, give you the,
you know, the, the services
that actually often is a key barrier
to growth for many businesses.
Yeah. Yeah. It's, it's such a fascinating space
and it's moving so quickly.
I, I really get the sense that the big unlock here
for businesses like Jan
and others is for, for us in consumer land,
our experience will be the chat GPT subscription.
And these are incredible, um, technologies,
but they're very generic.
And what we're starting to see is
businesses like yours taking that technology

but customizing it

and making it specific to the task at hand

and to the domain at hand.

And I'm really excited to sort of see how that kind of goes,

because, you know, if you can apply in-house knowledge,

in-house resources

and big data sets to make it very specific to what you do,

and then in just the application of that continue

to generate more data

and more feedback, which trains the

model to be a little bit better.

And so you get this lovely sort of virtuous sort

of loop, uh, around there.

So it's, I it's not a question,

but more of a, a comment I suppose. It's, I

Know, I know Andrew and I, I think also

what makes it even more powerful sometimes

Andrew, is what we have, right?

We have the exceptional assessment knowledge,

so assessment experts,

but also kind of, you know, like, you know,

if you look at our head of, uh, director of AI research,

Wayne, he's, you know, he's a huge assessment brain,

but at the same time also a techie.

So to bring the combination of technology, uh, with somebody

who also has sound understanding of assessment

to create a tool which actually adds value,

that's actually very rare.

Yeah. You either get great assessment people

or great technology people, but what, but,
but to get a combination of both
sometimes can be challenging. Yeah.

So the other, this is a question that comes up with in,
in all various domains,
and it's something that I think people can
unnecessarily worry about the fact
that there exists competition in most in industries, right?

Um, so it's just the nature of the beast
and thank goodness it's that way.
'cause it drives everyone to do better and,
and yes, the customer ultimately wins.

But yeah, the, the question I suppose is if, if,
if we were looking across the, the various spaces,
we don't need to name names
or go into any specific, you know, one-on-one comparisons,
but I imagine if I was speaking
to someone else in your industry, they would go,
we've got a great platform.

We're using ai, we've got a big, we've got talented people.

And, and not, not to, not to say that is
or isn't true for any of these people,
but from the outside, from our perspective, it's like, gosh,
you know, it's hard to know, particularly on products
where you don't directly use yourself as a consumer.

How would, how would to an investor that asks that question,
how would you say or,
or what would you say are your competitive

strengths slash advantages over other people in the space?

I think in terms of our, uh, competitive advantage,

I think it's a combination of multiple things.

One of them of course is our technology is technology,

which is very robust, you know,

which is end-to-end tried and tested.

And, uh, and which I think, you know, if you look at it,

you know, it's probably one of the best, you know,

I think if you look at many of our competitors,

they're large corporations, you know,

and, uh, given what we produce as a small company,

I think is pretty amazing then

That small companies tend to be a bit more

agile and responsive.

Yes. They, that people always see the advantage

with big companies, and there are,

there are scale advantages and there's capital advantages,

but the agility are is something

that's nice to have. Right,

Exactly. Spot on.

You know, our challenge is more to know, you know,

make sure we are being able to get in front of the customer,

you know, more, more often

and bring our, you know, bring the, connect the platform

to our customer, right?

And so I think that, so the first one, that's a part of our,

and then the next one is,

is we are not just a tech pure tech provider.

We also actually bring our services, our track record,

our credentials, and we work as a partner.

Yeah. So that's often when I joined Jan about over a year back when I was talking to some of our customers and what do you like about Jan?

The, that's what they said.

It is a, it is a partnership model where we listen, you know, we are, you know, hungry, humble, smart, know, and you know, we, uh, without actually not trying to, you know, be a bit arrogant, you know, but we listen, we listen, you know, we are humble at the same time, we, we can use our smarts to have a great outcome for customers.

Then also I think, you know, uh, we are, we are, we are, we are, many organizations are talking about digitization of school assessments and Australia is at the, as a forefront of that, done it a long time back back, right?

So we, we have those experience that we can help other organizations scale up and replicate.

And, and finally I would say is that, you know, as an organization, we do have that kind of very highly innovative mindset, quite small going back, Andrew, so we can be quite agile.

So we look at, compared to some of our competitors being much more smaller, we can be quicker, nimble, faster, and be more responsive.

So I think it's a combination of our great tech, the partnership model and the credentials

and the track record we bring
with also a very nimble way of being able to work.
Yeah, nice. When, when you,
you look out over the next few years, is it fair to say
that the international opportunity, I mean, almost,
I guess it is just by virtue of Australia's size, um,
but I guess that's where the, the,
the big opportunity really rests is in these, these other,
these other jurisdictions.

Is that fair to say?

I think yes, Andrew, yes and no,
because, uh, we would love to also expand our services
beyond New South Wales and naplan.

Yep. So there are opportunities in Australia
and New Zealand, so we will continue focusing on Australia
and New Zealand, but also simultaneously
growing international.

But absolutely, I think international has to be part
of our strategy, given that no, that we are,
we are a relatively small country
and there is a market saturation point,
which is gonna come sooner rather than later.

And hence, our, our strategy is very much from our geography
point of view, is dual, you know, focusing on, you know,
expanding our reach here,
but while also working internationally
to expand our international footprint.

Yeah.

What was the one

or two things

that surprised you most when you entered

Jenison for good or bad?

You know, that it, it, you never know on the outside

until you sort of step on Yes.

In, so were there any pleasant surprises

or unexpected surprises, or not even surprises per se,

but just like, oh, I didn't, I I, you know, I didn't, um,

what's the word for it?

You know, expect that to be as,

as dominant a factor as it as it has been? Yeah.

In fact, Andrew, my friends often

ask me that question, right?

And I think from my perspective, you know,

having been in the business for just over 15 months,

there are two things that really, you know, kind of, uh,

surprise me, but in a positive way, right?

One of them is actually, you know,

it's relatively small organization,

but what we do in a delivery of exams now

or in the past, it's pretty,

and having been in the assessment industry, you know,

forever, you know, whether

and across, across continents, three continents, right?

You know, I, I know what other organizations do,

and I think what really pleasantly surprised me is that

what Janson does is actually groundbreaking,

because in terms of those kind

of large complex digital assessment delivery, the smarts
that we have in the business,
the know-how we have in the business,
the track record we have in the business.

So I saw that a huge opportunity for us to be able
to scale up on the back of that, right?

And that's where I, I feel that's what I, me
and the new brand new exec team bring, right,
continue investing in our in-house,
but at the same time bring that exposure of
what Jenison does, share the Jenison story with the market,
whether with our shareholders
or with potential future customers.

And I think that's, that's really, I think, you know, that,
that resonated with me as a surprise.

And the other thing is a culture of a business,
and I think I, I love the culture.

It's, it is a, it's a bunch of people
who are highly motivated.

They are, they're, you know, it's a combination of people
who are highly commercial driven,
but at the same time, they also are kind of, you know,
driven by good kind of commitment
to good educational outcome for students and learners.

So I think that's a great,
and I, I feel that's a great way to make money, to make sure
that you're being, you're using your commercial acumen,
having exceptional commercial outcome in a manner
that you're providing, you know, great educational

and learning outcome to your customers as well.

So I, I love the culture that can do everything is possible.

And, uh, as you know, that we, we had a bit of a challenge with the, with the Department

of Education exam delivery in 2025, went to a year, one

of our delivery of the exams highly complex project

where we are digitizing the exam, providing new content,

and also new kind of logistics admin.

And while the test went well perfectly in 104 locations in

three of the locations, the large ones in Sydney,

there were significant crowd management issues as a result of that test had to be canceled.

And we had to reorganize 20,000 tests in two weeks notice,

which typically takes months to prepare.

Yeah. And, and, and what actually, you know, kind

of really humbled me that all my staff were com

and along with the department staff, where we went over

and above, you know, in the best interest

of having a good outcome for all the students.

Yeah. And, and that's what I think really

pleasantly surprise me.

Yeah. Culture came up with our,

another interview we did this week, you know,

it's saja it's one of those things that

everyone pays lip service to, but it is so important,

and I think it's, it's hard for investors

because you can't put it in a spreadsheet.

Yes. And we like things that can go in a spreadsheet.

Um, so it's just, yeah, I just,
I I'm nodding along hearing you talk about it, like it is,
it is something that is, that is very fluffy
and yet very important. So I
Think from an investor perspective,
the way I describe culture, Andrew, is
that if you've got the right culture,
your business is going to be more resilient.
Yeah. Yeah. So if you're looking for, you know,
investing in a business that's gonna be longer term,
you've got to go invest in those
businesses that have the right culture.
Because in businesses you'll have good times, bad times,
but the culture makes you how resilient you are.
How can you push through everything and, you know, and,
and keep growing in a, in a sustainable manner. Yeah.
Yeah. And, and the other thing you said there,
which which was always great to hear it is that idea of,
I mean, particularly when you're in
an investor setting, right?
Yeah. And you're speaking to investors,
and investors are all like,
just make a share price scale up.
It's not just, just make a share price,
I don't care about anything else, which obviously is,
is the goal at the end of the day.
But you, you made mention of the fact
that it is about delivering value for your customers,
and it's such a corny, old fashioned thing to say,

but if you can't do that, nothing else.

I mean, maybe you've got some regulatory mode
or some monopolistic kind of characteristics,
but for the rest of business, if you don't have that,
even though things can look okay for a while, I mean,
you are living on borrowed time if you can't deliver real
value for your customers, right?

Absolutely. Absolutely.

Andrew, we exist because of our customers, right? Yeah.

And, and, and there's not much more

To say. That sounds very funny.

Yeah. It's, it's, but it's, it's, it's remarkable to me,
and you see it, I think, more in the very large, uh, uh,
companies, I won't mention names,
but when you, you speak to management, it's,
the focus is very much on cost cutting
and rationalization, which is all part of it,
which is definitely important.

But I sometimes feel as though they lose sight of the end,
the end, uh, user experience.

Um, I, I won't keep you for much longer, ADA,
but the, um, uh, given this time of year,
I'm sure you've had to go around and, and,
and do the tap dance in front
of all the analysts and all the rest of it.

Yes. What is the question that everyone asks,
but you don't think is that important?

And what's the question that no one asks

that you think is kind

of much more important than people perhaps realize?

That's a very good, that's a very good question.

What's the question everyone asks

that I don't think is important,

Or maybe if it's not not important, but, but it's,

but it's overemphasized, I suppose. Yes.

Yeah. I think I'll have to say that Janson is, uh,

very fortunate because we have a very good, you know, kind

of, uh, institutional investors who've invested in a

business for a long time who believe in the organization.

And actually I think, you know, I, uh,

maybe it doesn't answer your question directly,

but I'm really impressed by, you know,

because you know, often I find that not everyone understands

the industry we are in,

because it's not like retail where, you know, there are

so many retail companies or bankings,

and they're all sectors, which are well understood.

We are, you know, as an, as a company that delivers platform

for assessment, that's quite a niche sector, right?

Mm-hmm. So I would say that, you know what, I'm, I,

I'll say the same thing in two ways.

I think often I think you find that

amongst our longstanding investors, I'm really kind

of pleasantly surprised.

There's such a strong understanding

of the sector despite it being so niche.

And, and I, and I think,

and I think Jenison from my perspective, very grateful for our longstanding shareholders, their understanding of the market and, and seeing the value.

And, uh, but conversely, I think, you know, there's a greater opportunity beyond our, you know, our current kind of shareholder group to perhaps, you know, better educate about our industry.

It's, it's an exciting industry, huge growth opportunities. Maybe we cannot compare, like, for, like with retail or banking.

'cause the, the nuances are slightly different.

It's also sometimes people often make the mistake they think it's a SaaS business.

It's not necessarily a SAS business. Yeah.

It's more hybrid, where you have combination of SaaS and services and, you know, implementation and projects and a mix of all of them.

And I think that's where I'd love to educate the market.

It's a great, it's a great industry to, you know, to invest in, if you're looking for something longer term, given the digitization of assessment over the next five to 10 years is only going to increase across the world.

Yeah. Nice one. Um, okay.

So final question for me is that, in your mind, what does success look like over the medium term?

So let's say, you know, three-ish years, something like that.

I mean, obviously, you know, profits, going

to the moon is, is always a nice thing.

But I mean, more, in a more abstract kind of way, you know, what are, what are some of the things that you'd be really proud to sort of see as, as the CEO there, that you could sort of say in the year 2029, we achieved this, this, and this.

I think, uh, yes. I think of course,

I think from a financial perspective, definitely, you know, we are having that accelerated, you know, growth.

So stronger growth accelerating from where it is right now, but in a manner that we also have healthy margins, right?

It's actually flowing through in our EBITDA margins as well.

That's important from a financial point of view.

From a non-financial point of view, I think Andrew, by 2029, I think, you know, I can see Jenison as a well-known brand in the digital delivery of assessments.

So when somebody in our key markets can't be in every part of the world, but let's say in our key part of the world, which is Australia, New Zealand, apac, and UK and surround, when somebody thinks of digital delivery of assessments, they think of Jenison.

Mm-hmm. So we are synonymous with that.

We've also been able

to replicate our success in Australia across geographies, and we are helping organizations globally digitize the assessments.

So, which means that we have a more diversified customer pool, a more di di diversified market kind of, uh, reach.

So in other words, I think, you know,

we are an organization which is financially growing,
you know, in a manner which is sustainable
with great margins, great brand that is synonymous with,
in a market leading technology for digitization
of assessments in a manner
that we also have got a more diversified customer
pool across geographies.

Yeah, I love that. I love it.

And, and listen, it's been,
it's been a really illuminating conversation.

Thanks for putting up with my, my simple questions,
but I, I hope it's given everyone a much better, uh, view on
what the business does, how it does it,
and the opportunity that it does represent.

So we wish you all the best
and we'd love to touch base again next year.

And, and in the meantime, keep up the great work.

Thank you. Thank you, Andrew.

Thank you once again for inviting me.

I really enjoyed our conversation.

Excellent. All the best, and Thank you to all the
listeners and investors as well. Take care.

Thank you so much. Bye-bye. Bye-bye.