Objective

2023

Annual General Meeting

Wednesday 29 November 2023

OBJECTIVE.COM

To ask a **question**

1. **Written form** – Hit the Question button on the bottom right of your screen:
   - Type your name, shareholder number and question.
   - Click Send.
   - The meeting organisers will read out your question.

2. **Live audio** – to speak via your computer's audio:
   - Type your name, shareholder number and request to ask a question.
   - Ensure your audio volume is turned up.
   - The meeting organisers will unmute your microphone and inform you when to proceed.

2. Type your question here and hit Send
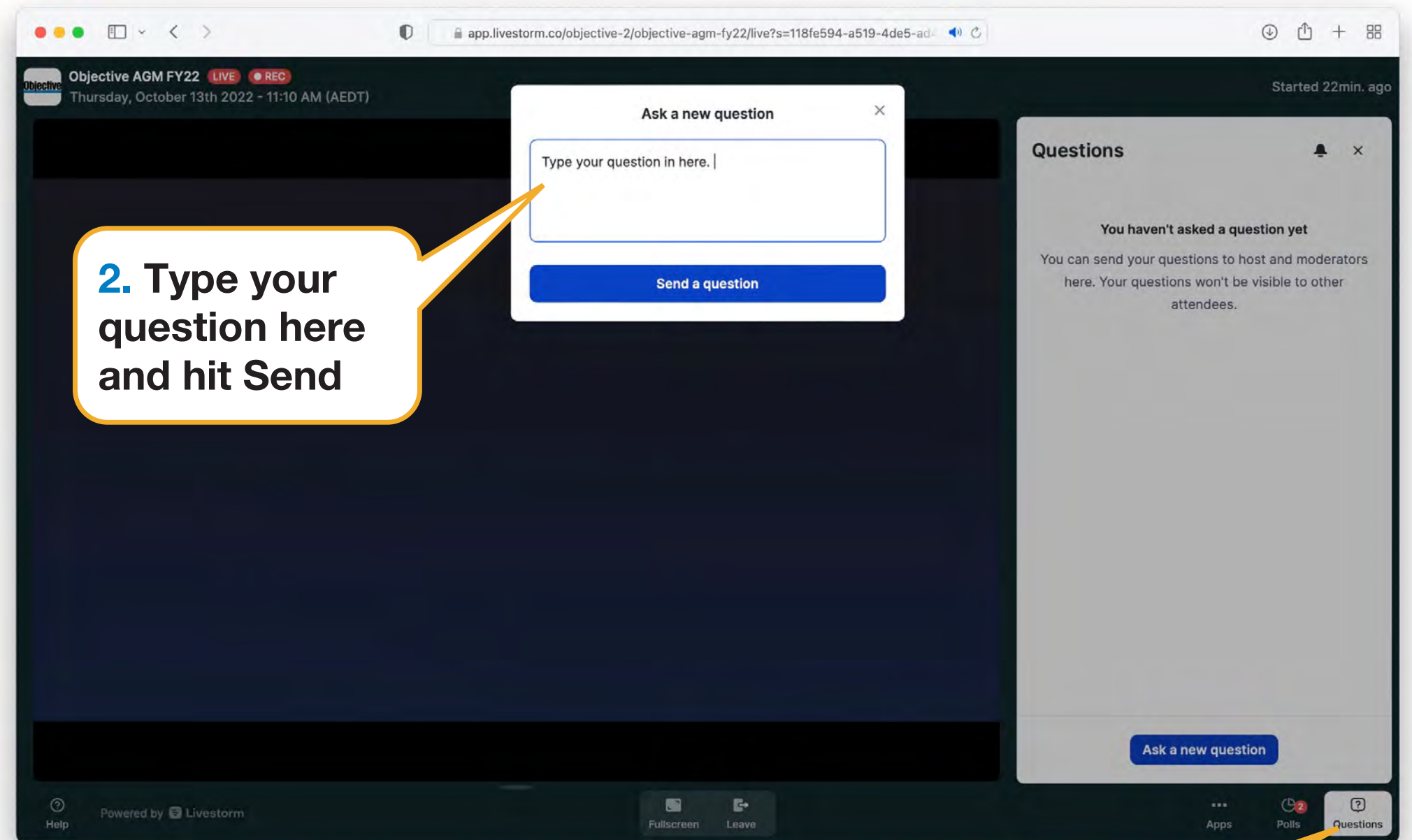
1. Click here

Objective

How to **vote**

- There are four Orders of Business, three include a vote.

- We will display a Resolution slide including an Item Number.

- A poll window will pop up on your screen and will be displayed for 1 minute.

- Select your response and submit.

- The poll window will disappear at the end of the polling time and the presentation content will continue.

NOTE: if you have already voted using the Voting/Proxy form prior to the meeting and then vote again using the voting card during the meeting, your prior vote will not be valid.
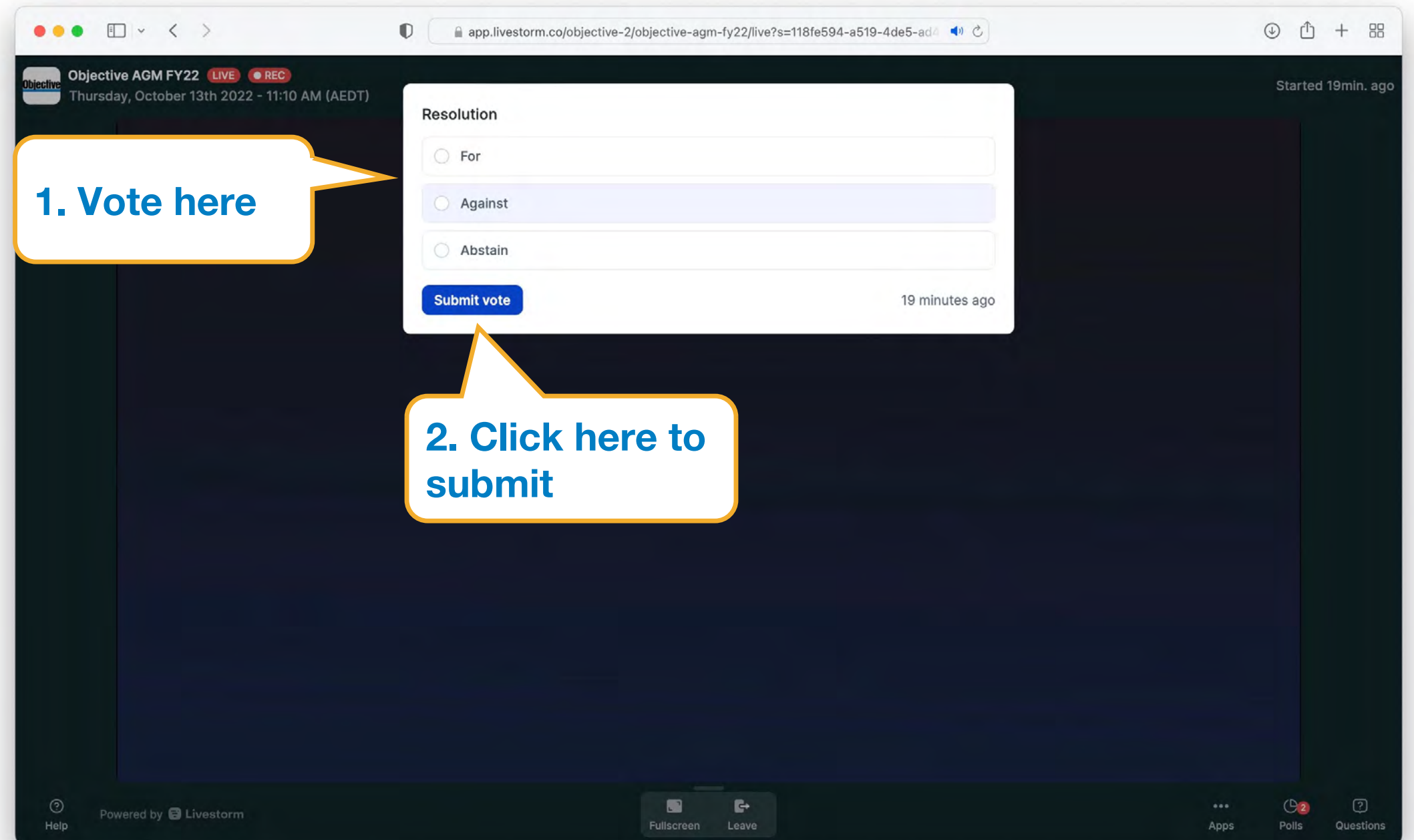
Objective

AGENDA

01   Formal Business

02   CEO Address

03   Questions

Objective

Formal Business

ITEM 1

Financial statements and reports

To receive and consider the financial statements and the reports of the directors and the auditor of the Company for the year ended 30 June 2023.

Objective

Formal **Business**

ITEM 2

Resolution 1 - Remuneration report for the financial year ended 30 June 2023

That the Company adopts the Remuneration Report for the year ended 30 June 2023 in the form set out in the Directors' Report.

Proxy Results

	For	Against	Open	Total	Abstain
Votes	14,362,023	1,502,414	101,463	15,965,900	17,500
Holders	48	23	26	97	4

Objective

Formal **Business**

ITEM 3

Resolution 2 - Retirement and re-election of director

That Mr Darc Rasmussen, who retires as a director in accordance with the Company's Constitution, and being eligible for re-election, is re-elected as a director of the Company.

Proxy Results

	For	Against	Open	Total	Abstain
Votes	76,883,930	1,587,184	44,173	78,515,287	3,113
Holders	62	12	24	98	3

Objective

Formal **Business**

ITEM 4

Resolution 3 - Amendment to the Company's Constitution

That in accordance with Section 136(2) of the Corporations Act, and for all other purposes, the Company's Constitution be amended as set out in the Explanatory Memorandum with immediate effect.

Proxy Results

	For	**Against**	**Open**	**Total**	**Abstain**
Votes	78,452,666	11,402	44,528	78,508,596	40,018
Holders	60	11	25	96	4

Objective

AGENDA

01   Formal Business

02   CEO Address

- Highlights of FY2023
- Company Strategy
  - Objective in 2023
  - Innovation
  - Business Line Insights
  - Strategic Priorities

03   Questions

Objective

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FY2023 Financial Highlights

REVENUE

$110m

4% GROWTH

ANNUALISED RECURRING REVENUE

$94m

10% GROWTH

EBITDA

$26m

15% DECREASE

DIVIDEND

13.5cps

UNFRANKED

NET PROFIT AFTER TAX

$21m

CONSTANT

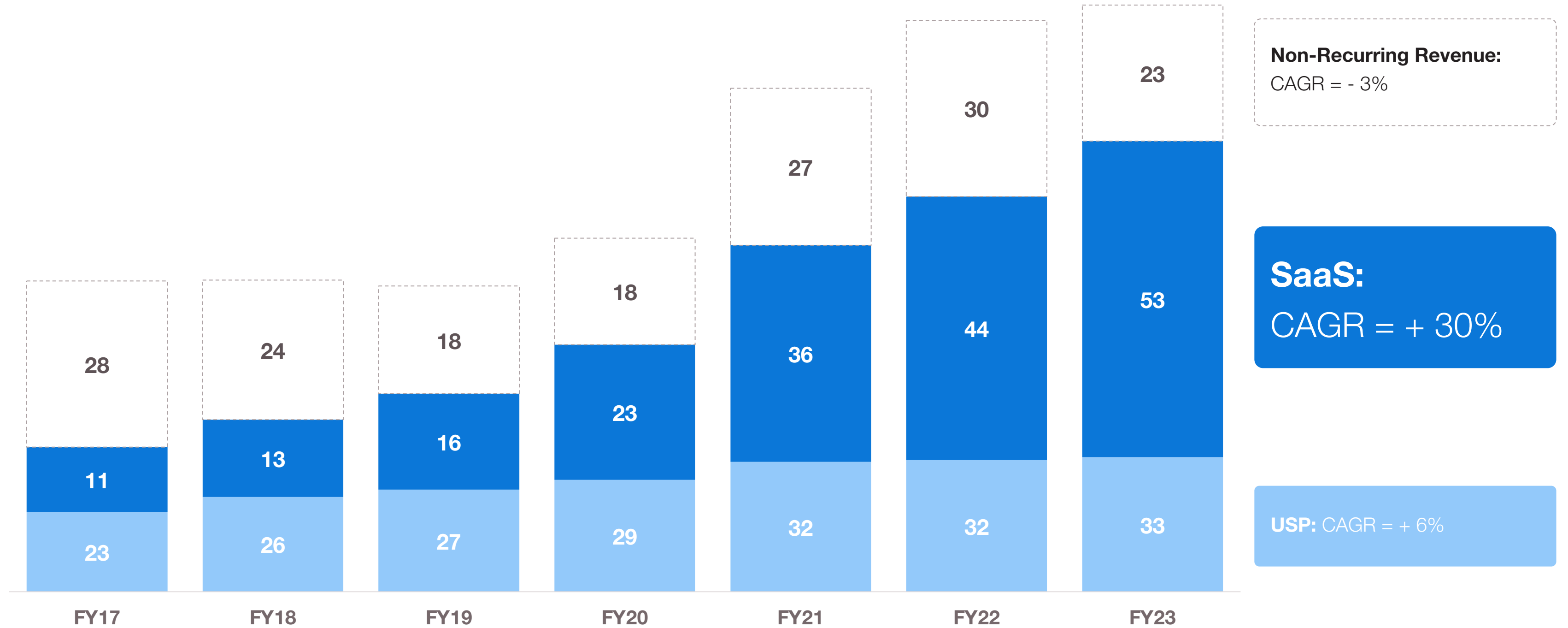**RESEARCH + DEVELOPMENT INVESTMENT**

$27m

25% OF REVENUE

CASH

$73m

$64m AT 30 JUN 2022

OPERATING CASH FLOW

$25m

95% EBITDA CONV

Objective

SaaS revenue drives growth

For personal use only

	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Non-Recurring	28	24	18	18	27	30	23
SaaS	11	13	16	23	36	44	53
USP	23	26	27	29	32	32	33

Non-Recurring Revenue:
CAGR = - 3%

SaaS:
CAGR = + 30%

USP: CAGR = + 6%

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Objective

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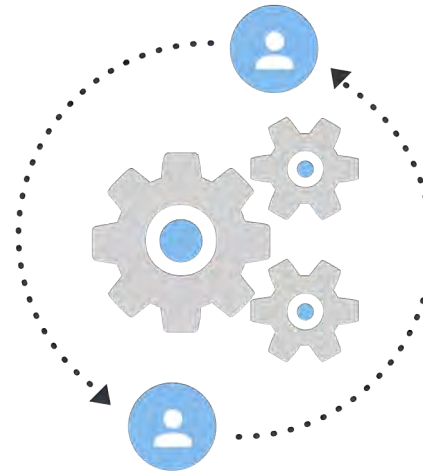 - Strategic Priorities

03   Questions

Objective

Objective

Outstanding
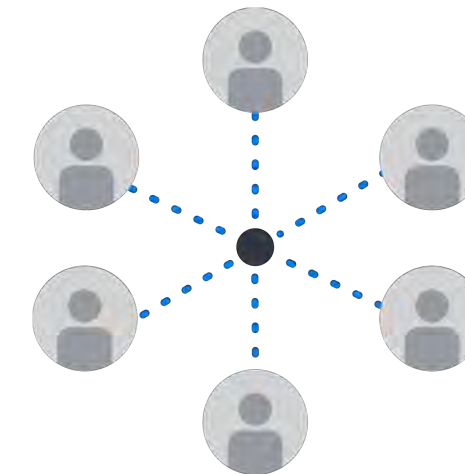**digital government** software
driving **stronger communities** and
nations

Objective **value proposition**
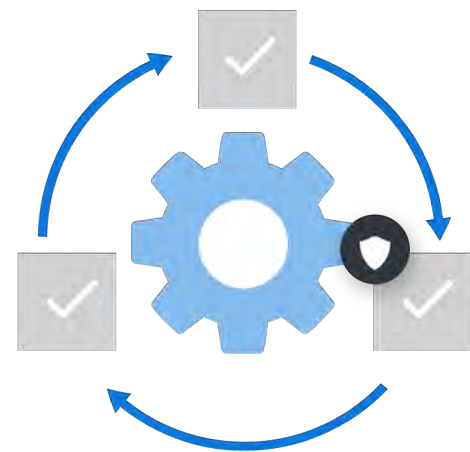
REGULATION & GOVERNANCE

Compliance or regulation is never treated as an after-thought, it is embedded in the process, in the DNA of all that we deliver to our customers, yet it allows users to work naturally, in the familiar business applications they use every day.

DIGITAL TRANSFORMATION: CITIZENS & PROCESSES

Digitising the citizen experience is a key focus for governments right now. The transformation however extends far beyond the website.

Our solutions enable complete transformation - from online citizen engagement through to automated processes, from beginning to end.

NATIONAL & COMMUNITY VALUED OUTCOMES

In delivering on our proposition, we help our customers deliver quantifiable results to their organisations and the broader community they serve.

Objective

Making a difference in the community

Content & Process

Accountability that builds trust in government

Empowering a digital government to develop policies with impact, accelerate processes and deliver innovative services.

Planning & Building

Creating tomorrow's communities, today

Encouraging responsible development through efficient and effective assessment with engaged communities.

RegTech

Protecting what matters

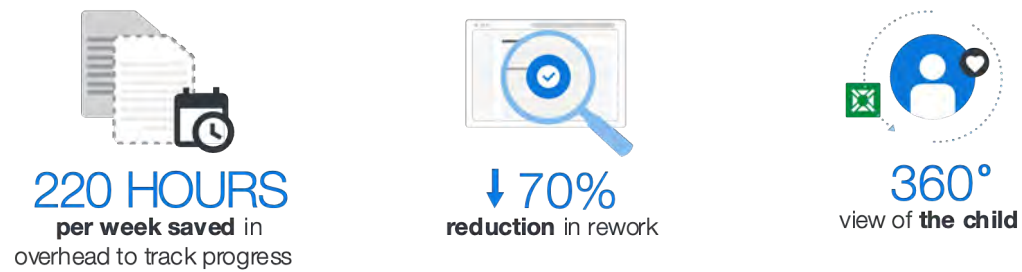Enabling best-practice regulation for fair, safe and sustainable community outcomes.
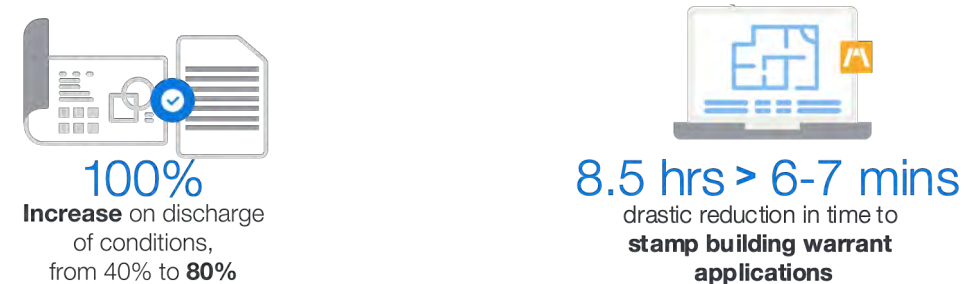
Objective

Making a difference for our customers

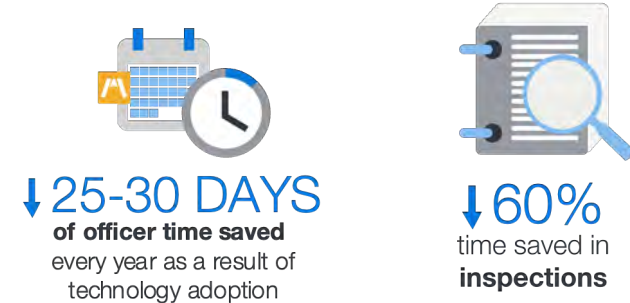## Content & Process
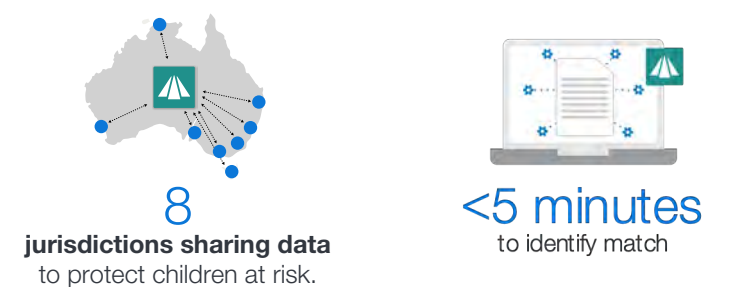
Accountability that builds trust in government

220 HOURS
per week saved in overhead to track progress

↓**70%**
reduction in rework

360°
view of **the child**

662 million
document versions are stored in Objective

↓**92%**
reduction in cost to process per ministerial

7
FTEs saved, representing significant time and cost savings

50%
quicker time to market when launching new products and offers

86%
reduction in response time **to ministerial queries** with automated system

Planning & Building

Creating tomorrow's communities, today

97%
of applications determined on time, for **faster community outcomes**

$1.5 million
1 hour time saved for every 10,000 consents

↓**25-30 DAYS**
of officer time saved every year as a result of technology adoption

↓**60%**
time saved in **inspections**

100%
Increase on discharge of conditions, from 40% to **80%**

8.5 hrs > 6-7 mins
drastic reduction in time to **stamp building warrant applications**

RegTech

Protecting what matters

47,162
firearms registered in the first 3 months of operation

9,000+
child employment **permits issued**

$1 million
long service leave **monies recovered**

8
jurisdictions sharing data to protect children at risk.

<5 minutes
to identify match

100%
visibility with accurate reporting

8 hours
saved in administration time

82%
reduction in delays in recording inspections

Customer Stories

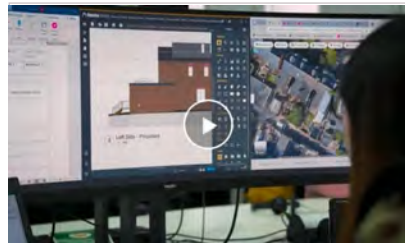**Our customers** share their stories using Objective solutions to drive stronger communities and nations.

CASE STUDY

EVERYDAY CareSouth

WATCH VIDEO ▶

CASE STUDY

Salford City Council

WATCH VIDEO ▶

CASE STUDY

Llywodraeth Cymru Welsh Government

WATCH VIDEO ▶

CASE STUDY

HIE Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

WATCH VIDEO ▶

CASE STUDY

NatureScot
Scotland's Nature Agency
Buidheann Nàdair na h-Alba

WATCH VIDEO ▶

CASE STUDY

HUB24

WATCH VIDEO ▶

CASE STUDY

GREATER DANDENONG
City of Opportunity

WATCH VIDEO ▶

CASE STUDY

WIV WAGE INSPECTORATE VICTORIA

WATCH VIDEO ▶

CASE STUDY

Bracknell Forest Council

WATCH VIDEO ▶

CASE STUDY

CENTRAL HAWKE'S BAY DISTRICT COUNCIL

WATCH VIDEO ▶

CASE STUDY

Insignia™ Financial

WATCH VIDEO ▶

CASE STUDY

Glasgow CITY COUNCIL
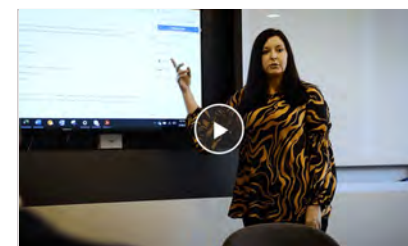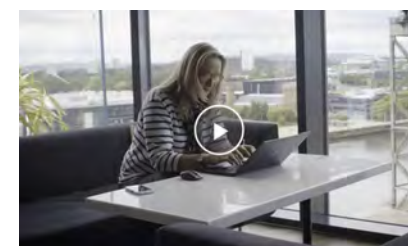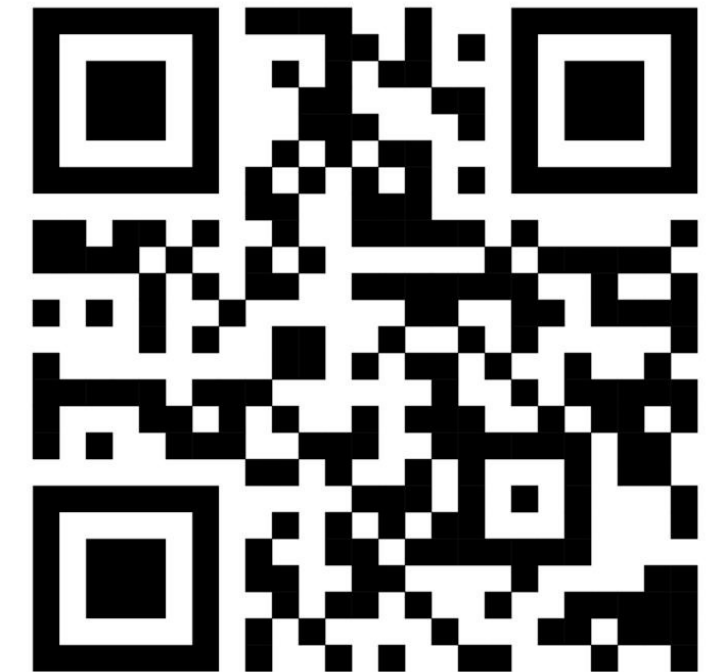
WATCH VIDEO ▶

Scan the QR code to watch videos

Or visit ▶
www.objective.com.au/customers

Objective

Sustainability report

Objective is committed to operating with integrity and making a positive impact for our people, our customers, the community and our planet.
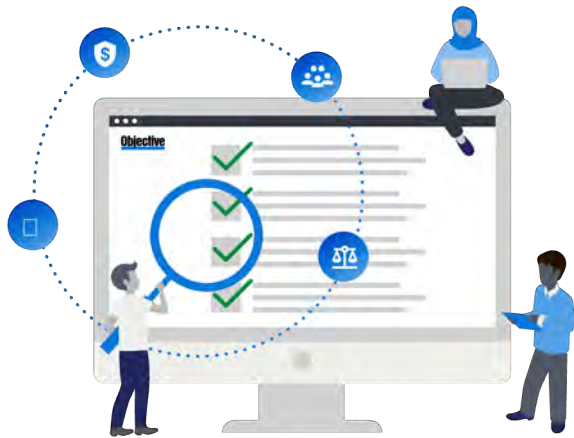
We published our inaugural Sustainability Report within our FY2023 Annual Report; both are available on our website.

Great people, great teams

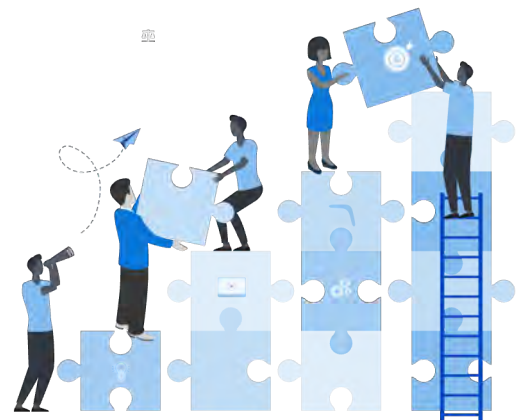**Our people make an invaluable contribution to building the future of Objective and we actively work to ensure this is sustainable.**

Attract

Objective is an attractive value proposition for employees. We offer meaningful purpose, financial stability, opportunities for growth, flexible work practices, a diverse group of people and an inclusive culture.

Develop

Learning and development programs enable our people to reach their full potential, whatever their aspirations. Ongoing education within disciplines, management programs for emerging leaders, a boomerang program for those seeking to try something new and professional career development assistance.

Retain

Recognising the valuable contribution our people make, we protect our existing staff base with salary packages to match market rates. We look after the wellbeing of our people from multiple perspectives; regular engagement surveys, support sporting teams, host social events, support charities, and support and protect the mental health of our employees and their families through Objective Assist.
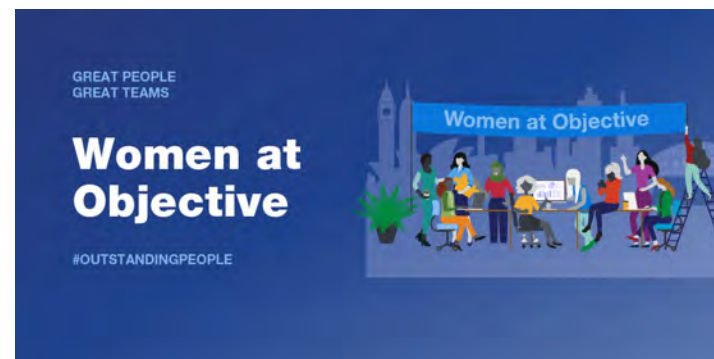
Objective

Programs, acknowledgements & accreditations

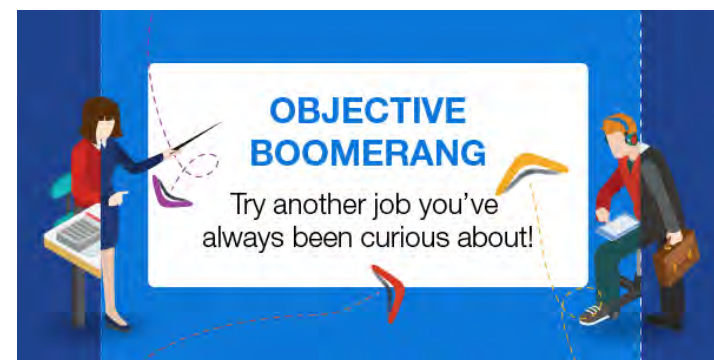**External accreditations are great, but it's what's on the inside that really matters**

Throughout FY2023 we formalised our DEI strategy, offered more professional development opportunities and supported the physical, social and mental health of our employees.

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DIVERSITY, EQUITY & INCLUSION

DEVELOPING CAREERS

WELLBEING

AGENDA

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03 Questions

Objective

Objective Flywheel of Innovation

1 Increase investment in R&D

leads to...

2 Outstanding software

so that we can...

delivering...

Delivering outstanding solutions
is central to everything we do.

4 Financial Performance

...resulting in

3 Outstanding Customer Experience

MINISTRY OF HEALTH MANATŪ HAUORA

NSW GOVERNMENT | Premier & Cabinet

The Scottish Government

NSW GOVERNMENT | Transport for NSW

Australian Government Department of Defence

Llywodraeth Cymru Welsh Government

Objective

Consistent + significant R&D investment

FY2023 RESEARCH + DEVELOPMENT

25%
OF TOTAL REVENUE

FY	Cumulative R&D $ million	Annual R&D $ million
FY00	1	
FY01	3	
FY02	5	
FY03	8	
FY04	11	
FY05	15	
FY06	21	5.7
FY07	30	8.7
FY08	39	8.8
FY09	48	9.6
FY10	58	9.4
FY11	67	9.3
FY12	76	9.1
FY13	85	9.4
FY14	95	9.7
FY15	106	11.0
FY16	117	11.3
FY17	130	12.9
FY18	143	13.1
FY19	157	13.2
FY20	172	15.7
FY21	195	23.1
FY22	220	25.0
FY23	248	27.2

42% of all time R&D investment in last 5 years
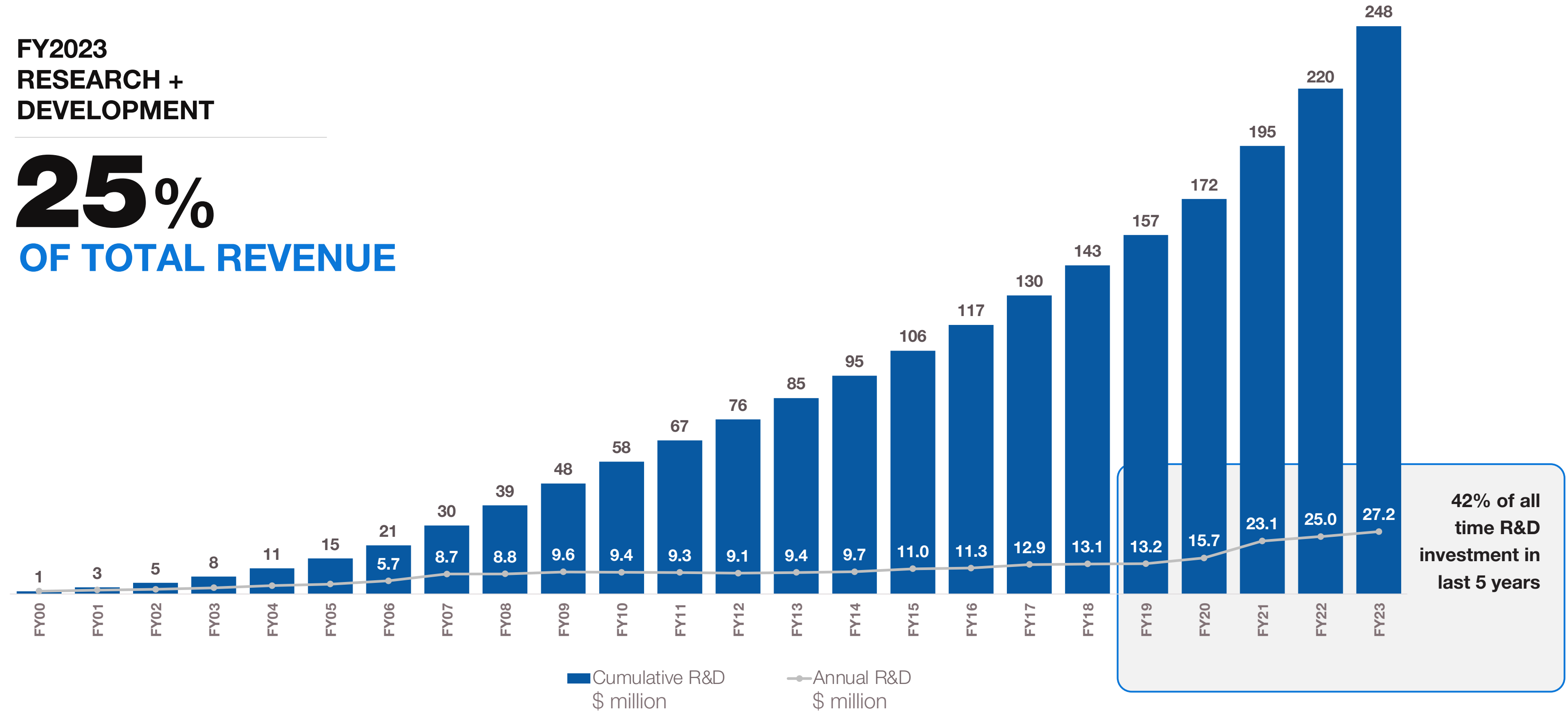
Objective

Outstanding innovation

Outstanding innovation enables us to continue to help our customers deliver stronger communities and nations

For the first time, in FY2023 we committed 25% of our total revenue to R&D. Each year, for the past 5 years, our investment in R&D has been greater than 30% of software revenue.

1. CUSTOMER NEEDS
Deep understanding drives investment priorities

3. SECURITY
People, processes and products

2. SAAS MINDSET
Increasing cadence of feature releases

4. ARTIFICIAL INTELLIGENCE
Driving innovation across the product portfolio

Objective

AI driven innovation

Enterprise Data Fabric

Sentiment Analysis

Smart Stamping

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Objective

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03   Questions

Objective

Content & Process

Accountability that builds trust in government.

Empowering a digital government to develop policies with impact, accelerate processes and deliver innovative services.

Portfolio

Objective NEXUS
Cloud Content Management

Objective ECM
Enterprise Content Management

Objective KEYSTONE
Disclosure Document Production

Objective GOV365
Governance for Microsoft 365

Objective 3SIXTY
Federated Information Governance

Objective KEYPLAN
Planning Policy Management

Objective CONNECT
Secure External File Collaboration

Objective REDACT
Automated Redaction

	FY2023	FY2022	% CHANGE
Sales Revenue	$76.1m	$74.2m	↑3%
ARR	$69.0m	$63.7m	↑8%

Objective

Complete portfolio for information governance

User Experience | Secure | Flexible Delivery

Information Lifecycle Management

Audit and security

Governance-in-place

PII & ROT detection

Objective NEXUS

Objective ECM

MANAGE

Objective NEXUS

Objective ECM

AUTOMATE

Information Governance

FEDERATE

COLLABORATE

Objective 3SIXTY

Objective GOV365

Objective CONNECT

Business Process Automation

Machine Learning

M365 governance

External collaboration

Objective

Market drivers for **Information Governance**

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REGULATION + GOVERNANCE

- Content Sprawl
- Standards & legislation
- Governance for Microsoft
- Sound decision making
- Privacy, security & protection
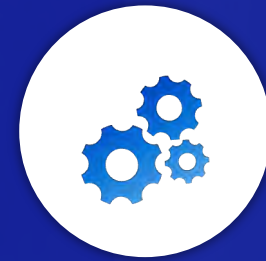- Single source of truth

DIGITAL TRANSFORMATION

- Cloud-first
- Integration & interoperability
- Business process automation
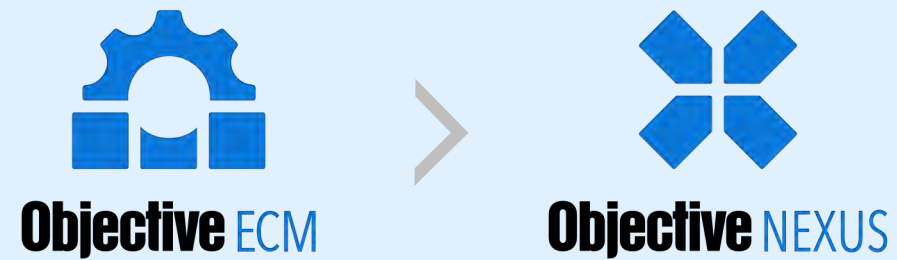- User experience
- Cross-agency collaboration
- Citizen focused

Objective

Innovation expands addressable market

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Transition to the Cloud

Objective ECM > Objective NEXUS

Addressable Market: Objective ECM customers

Holistic information governance

Objective 3SIXTY   Objective NEXUS   Objective GOV365   Objective CONNECT

Addressable Market: All of government & regulated industries
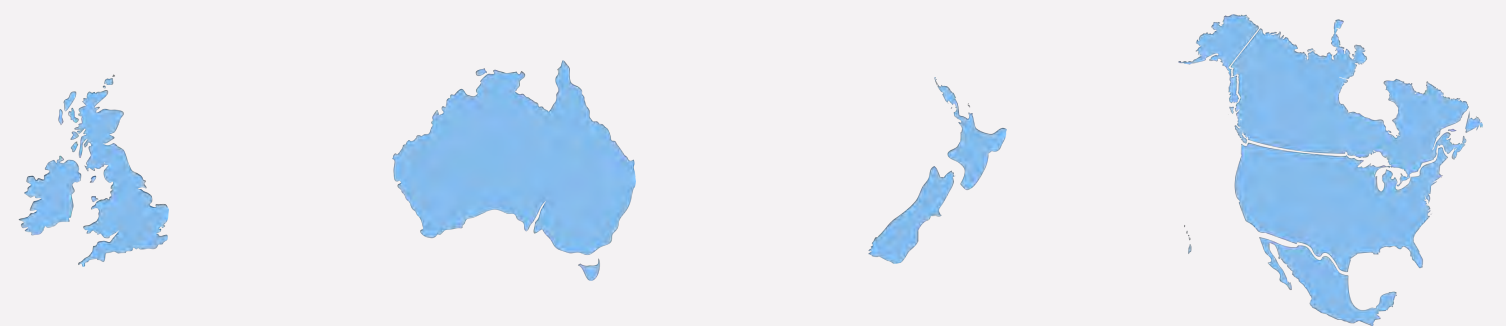
Objective

Planning & Building

Creating tomorrow's communities, today.

Encouraging responsible development through efficient and effective assessment with engaged communities.

Portfolio

Objective BUILD
Building Application Engagement Platform

Objective TRAPEZE
Building Plan Assessment Tools

	FY2023	FY2022	% CHANGE
Sales Revenue	$11.7m	$11.8m	↓ 1%
ARR	$12.2m	$10.4m	↑ 17%

Objective

Planning & Building market drivers

REGULATION + GOVERNANCE

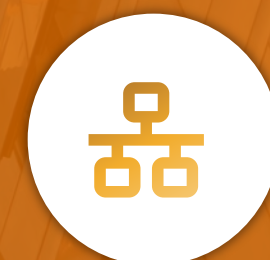**Increasing pace and innovation of development**

Increasing scrutiny over quality of building projects

DIGITAL TRANSFORMATION

Transition to digital assessment processes

Increased rigor and consistency in assessment

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Objective

Planning & Building ecosystem

End-to-end consenting benefits the entire construction ecosystem

Objective Build continues to evolve into a market-defining solution. Not only does it streamline the process of issuing building consents, it provides transparency, consistency, quality and efficiency to all participants in the sector; a sector that contributes 7% of the GDP of New Zealand.

Objective

Customer footprint

Objective products process

$350BN worth of construction each year

Objective BUILD	Objective TRAPEZE

MARKET SHARE NEW ZEALAND
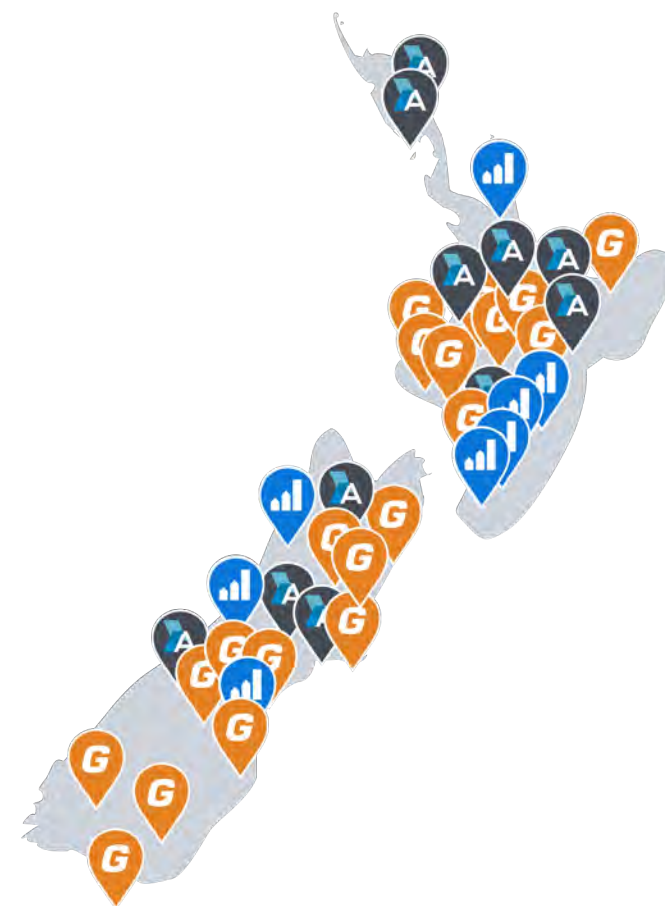
79%
COUNCILS

Objective BUILD

28 committed

AlphaOne

GoGet

26 remaining

MARKET SHARE AUSTRALIA

67%
ADDRESSABLE COUNCILS

>3000
PROFESSIONALS EVERY DAY

MARKET SHARE NEW ZEALAND

90%
ALL COUNCILS

>1300
PROFESSIONALS EVERY DAY

Objective

RegTech

Protecting what matters.

Enabling best-practice regulation for fair, safe and sustainable community outcomes.

Portfolio

Objective REGWORKS
Regulator Process Management

Objective REACH
Secure and Sensitive Data Matching

	FY2023	FY2022	% CHANGE
Sales Revenue	$21.1m	$20.4m	↑ 3%
ARR	$13.0m	$10.7m	↑ 21%

Objective

End-to-end regulation made simple

Objective REGWORKS

Objective RegWorks Gateway

Objective RegWorks Online Portal

Objective RegWorks Back Office

Objective RegWorks Mobile
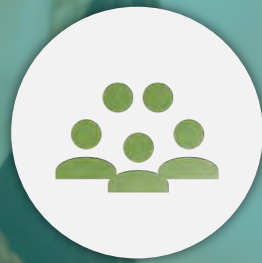
RegTech market drivers

REGULATION + GOVERNANCE

Accountable for protecting the community

Access to and use of data

Regulatory stewardship and continuous improvement

DIGITAL TRANSFORMATION

Opportunity for greater efficiency

Modern regulator

Data-driven/ risk based

Objective

Why customise when you can configure?

Other Solutions

X Objective REGWORKS

CRMs or Generic Platforms require extensive customisation and:

- Lock you in
- Make upgrades harder
- Are dependent on key personnel

Low-Code requires little to no-coding to build applications and processes making it:

- Flexible
- Upgradable
- Maintainable

No-Code means it's UI configurable by a system administrator to quickly build or modify.

BUSINESS RULES

RISK MATRIX

WORKFLOWS

PAYMENTS

BRANDING

DASHBOARDS

FLEXIBLE DATA MODEL

FORMS AND FIELDS

CONFIGURABLE AUTOMATIONS

LOOKUPS

ROLES & PERMISSIONS

SAVED SEARCHES

Customisation

Low-Code Configuration

No-Code Configuration

Market metrics: regulators

End-to-end regulation

Regulatory powers are used by government agencies and regulators to ensure individuals and industry comply with legislative requirements, and to respond to instances of non-compliance.

> RegTech can help Australians, businesses and governments navigate their obligations more easily and with confidence. This could improve the quality and timeliness of compliance and help to prioritise areas of high risk in society.

National Science Agency, CSIRO

Most regulators' use of technology is just scratching the surface

Digital self-service

25% have web-based portals or mobile apps allowing regulated entities to lodge applications and submit information directly

Single view

15% have an integrated system, giving a single view of their interactions with each regulated entity

Risk based regulation

15% are utilising compliance history data for inspection targeting using a risk-based algorithm

Inspections and data sharing

70% are undertaking inspections without tablets or laptop computers

Market Size

AUSTRALIA	NEW ZEALAND	UNITED KINGDOM
98 Federal Regulators	**70** Regulators	**90** Regulators + Local authorities provide regulatory functions
580 State & Territory Regulators		

Objective

Community outcomes

TE TARI PŪREKE

A complete end-to-end experience managing the registration, compliance and enforcement of firearms in New Zealand.

WAGE INSPECTORATE VICTORIA

A single solution to **manage and improve the compliance of workplace laws** in Victoria.

CENTRE FOR CYBER SECURITY & INFRASTRUCTURE

Defending against today's threats and collaborating to build a more **secure and resilient infrastructure for the future.**

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Objective Strategic Pillars

1

Engineer
#OUTSTANDING
solutions

2

Deliver more
opportunities
for **Customers**

3

Grow our **Family**
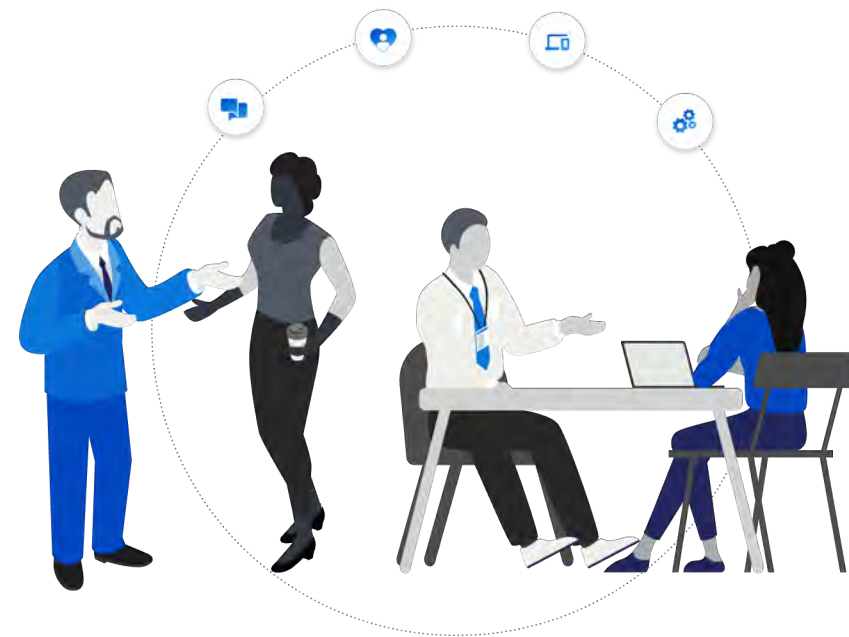
4

Attract **New Fans**

Objective

Outlook: **Strategic priorities for FY2024**

Outstanding Innovation   **Deep Customer Engagement**   **Operational Excellence**

Objective

Outstanding **innovation**

Maintain investment

On the back of record investment in R&D in FY2023, the pace of feature releases across all products was higher than we've ever delivered. Moving forward, this will become our norm.

Leverage innovation

We are pursuing deeper integration between products, applying artificial intelligence to information governance scenarios and leveraging machine learning to enhance automation both within our products and in the development process.

Evergreen solutions

SaaS solutions provide the benefit of being always up to date with the latest functionality, user experience and security enhancements.

Efficiencies in delivery

Our SaaS portfolio enables us to drives efficiencies in our development program, building models and platforms that can be reused and extended across multiple products.
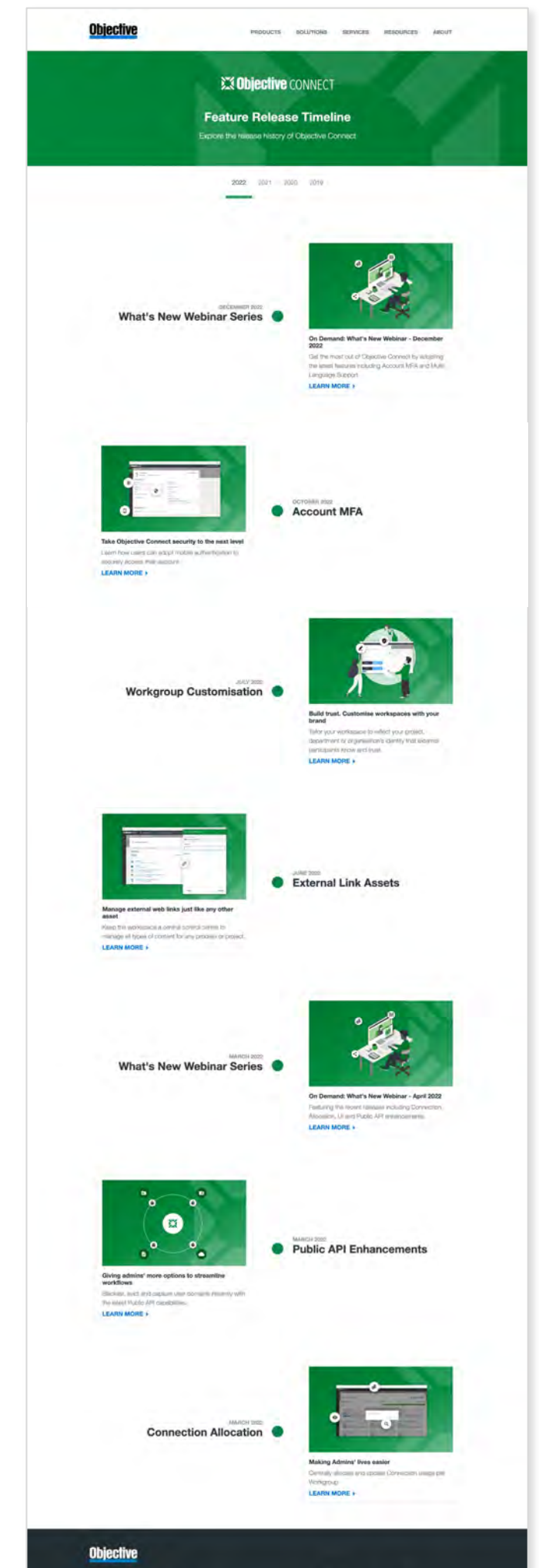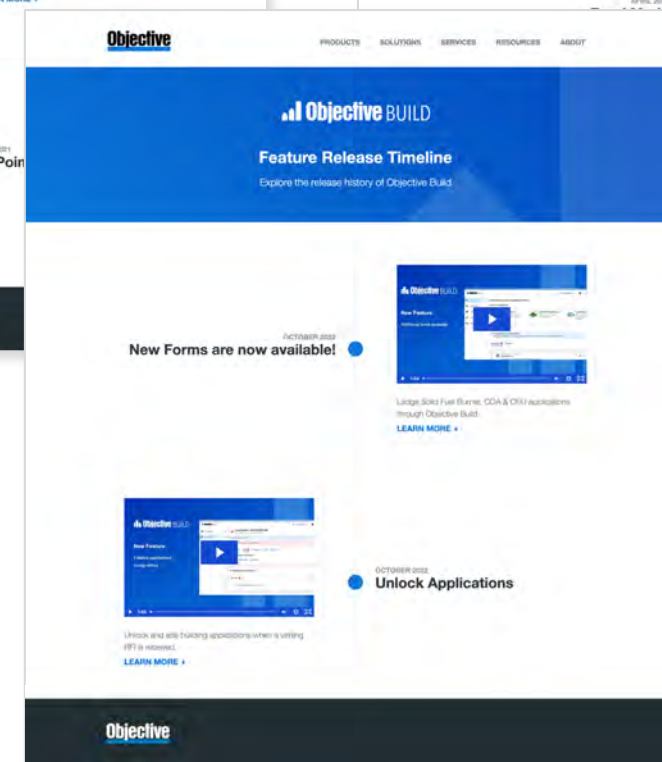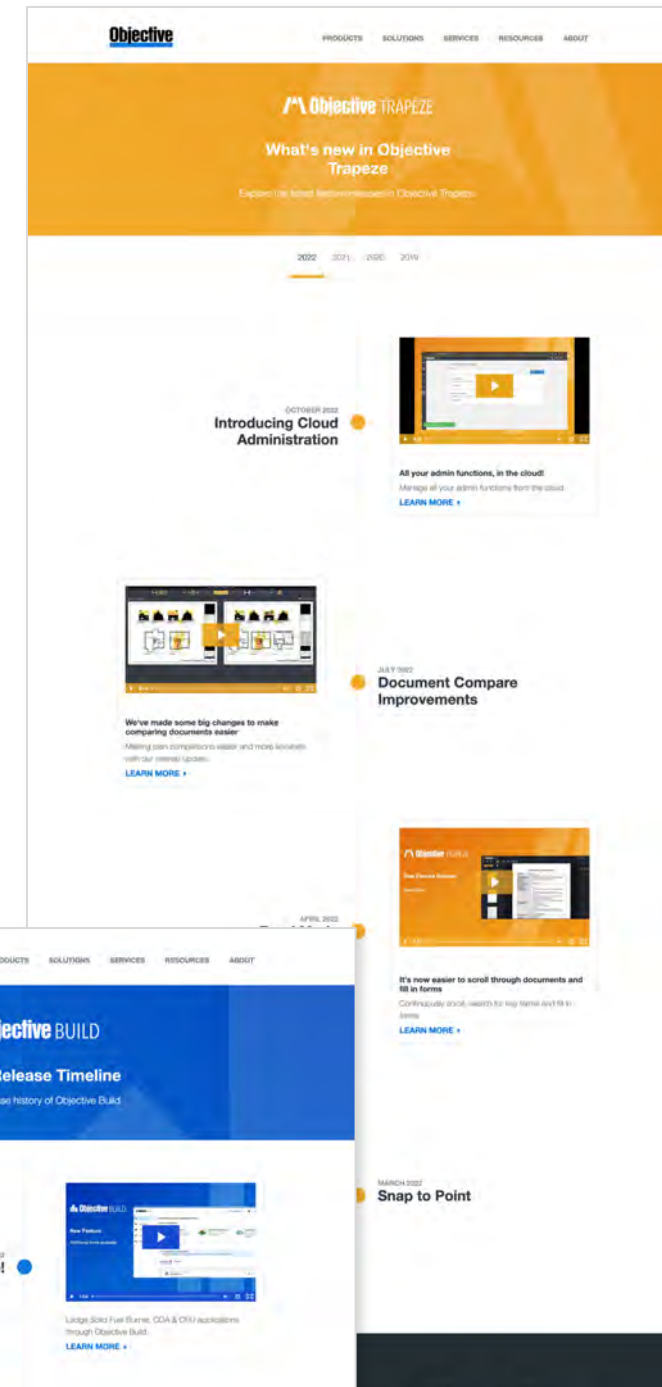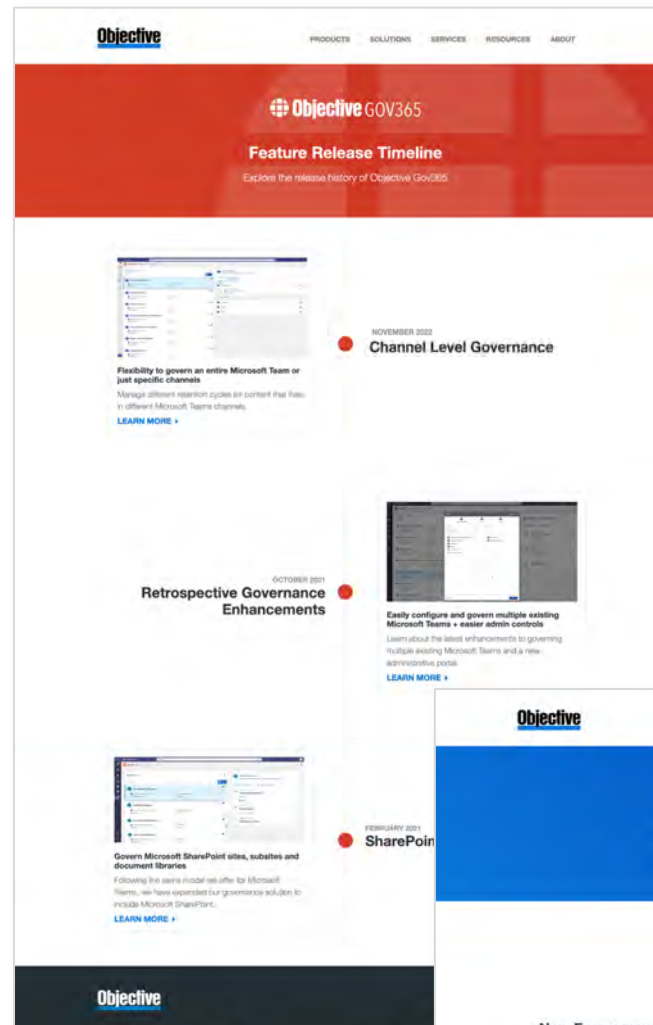
Deep customer engagement

Customers leading innovation

Customer advisory boards, early adopter programs, involvement in industry associations, everyday interactions and even software usage data keep us informed and in tune with our customers. This knowledge ensures our R&D efforts produce products that deliver value to our customers and outcomes to their constituents.

Domain expertise

We hire from industries our customers operate in. These domain experts drive Customer Success, they also work in our dev labs, customer support and consulting services. They bring a deep understanding of the challenges customers face, and how to solve them.

Company-wide initiative

It's not just a select few that carry the responsibility. Every person at Objective understands the role they play in Customer Success.

Success Criteria

Onboarding

Customer Journey

Advocacy

Management & Adoption

Objective
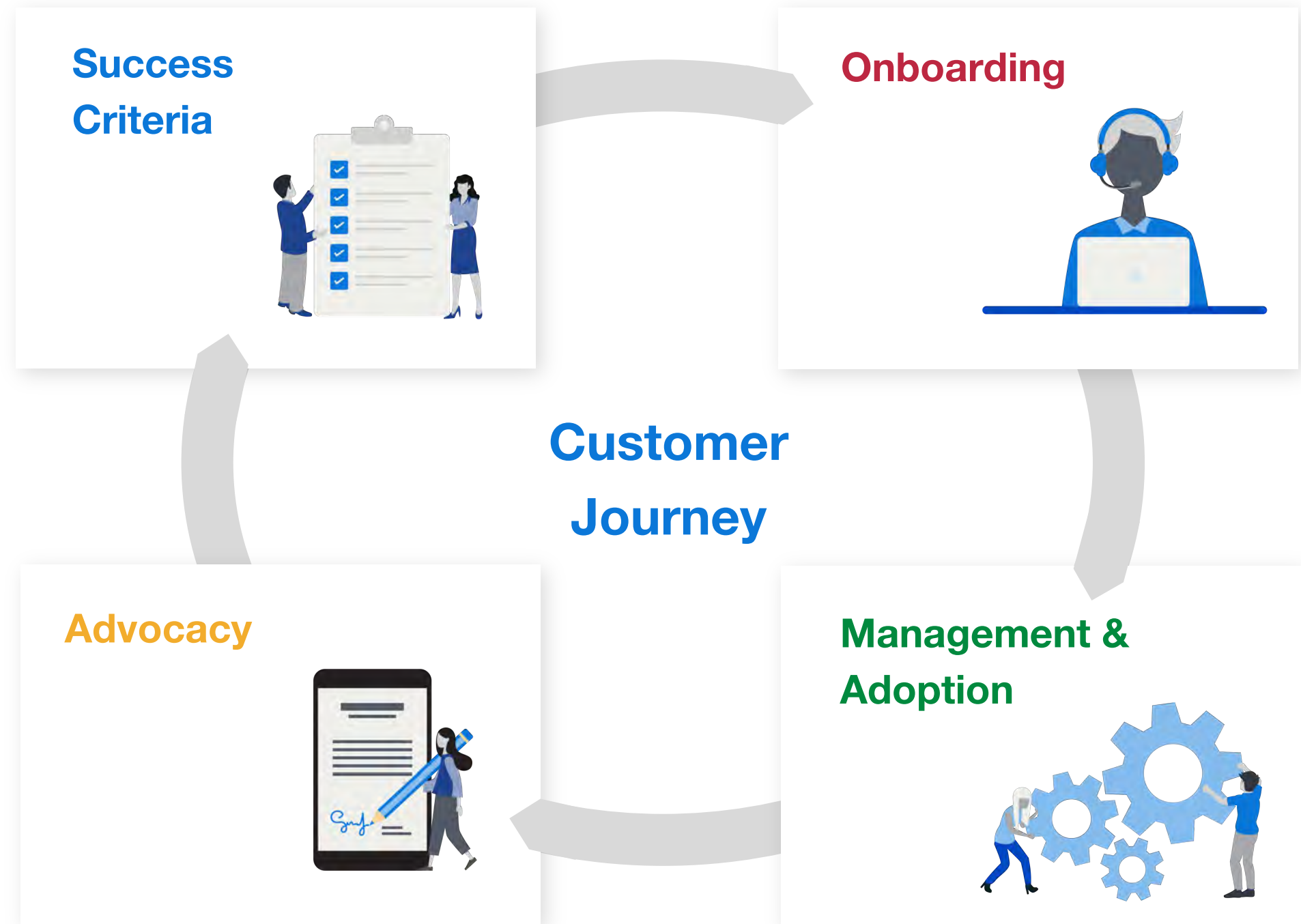
Operational **excellence**

Delight customers

Laser sharp focus on customer experience to deliver outstanding customer outcomes and maintain our excellent track record of low churn.

Execute on sales achievement

We have a portfolio of leading products, built go-to-market channels in
new geographic markets and demonstrated capabilities across new use cases.

Maintain cost discipline

As we expand, we continue to apply a disciplined approach to financial management to ensure profitable growth.

Playbook for M&A

Utilise Objective's framework to assess targets and integrate acquisitions.

Deliver to Targets

M&A PLAYBOOK

Improve Profitability

Scalable Models
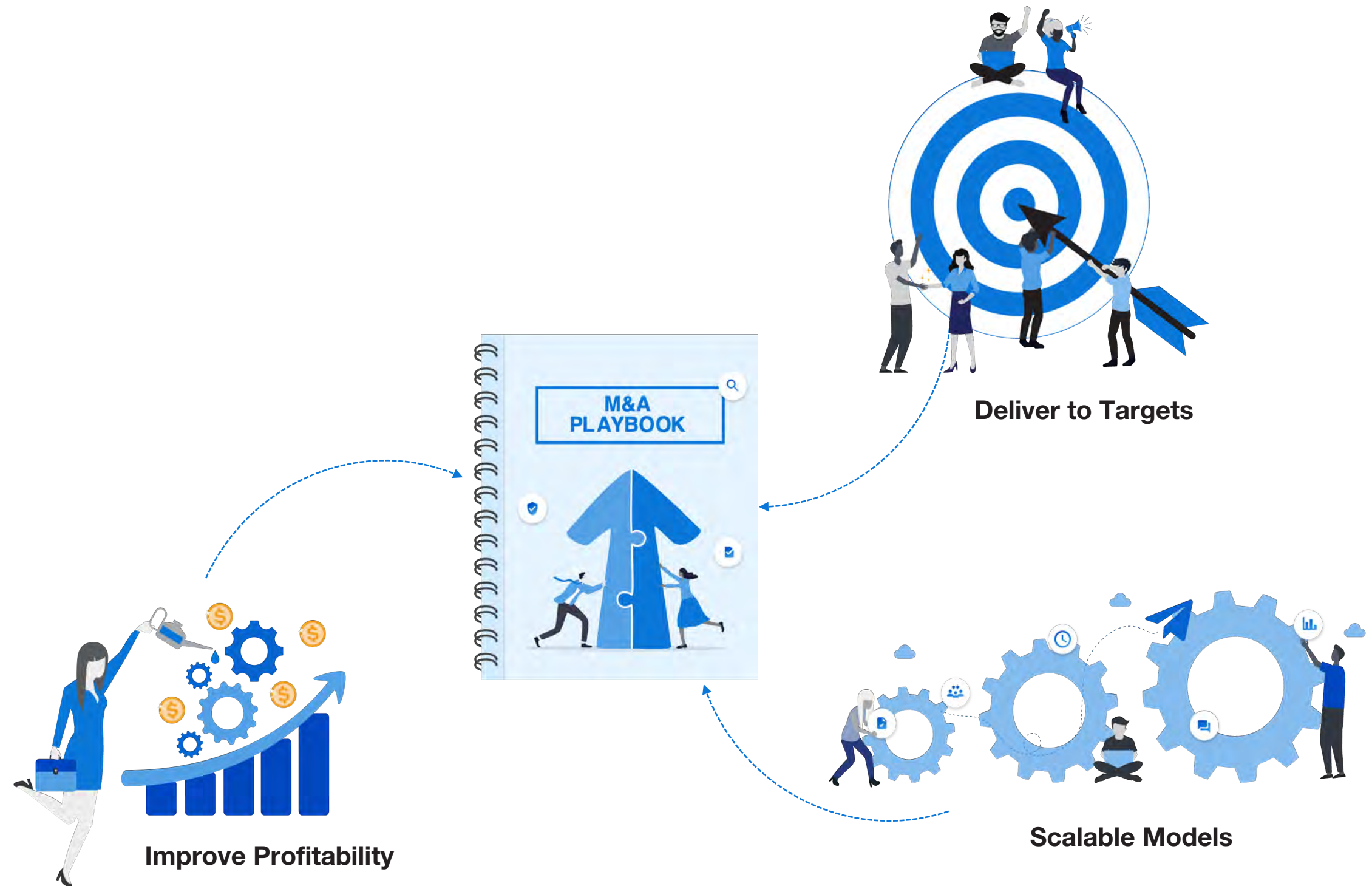
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AGENDA

01   Formal Business

02   CEO Address

03   Questions

Objective

Q & A

OBJECTIVE.COM

Digital government.
Stronger communities.

We create software that makes a difference.

Using Objective software, thousands of public sector organisations are shifting to being completely digital. Where our customers can work from anywhere; with access to information, governance guaranteed, and security assured.

Innovation is our lifeblood. We invest significantly in the ongoing development of our products to deliver outstanding solutions to the public sector and regulated industries.

The result - stronger national and community outcomes, and accountability that builds trust in government.

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Safe harbour

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