



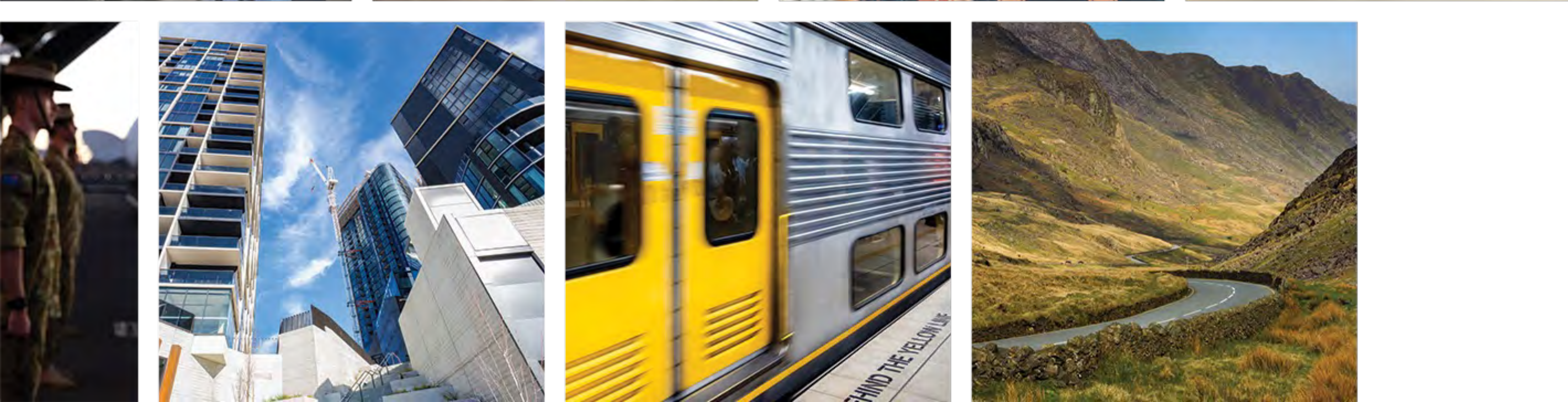
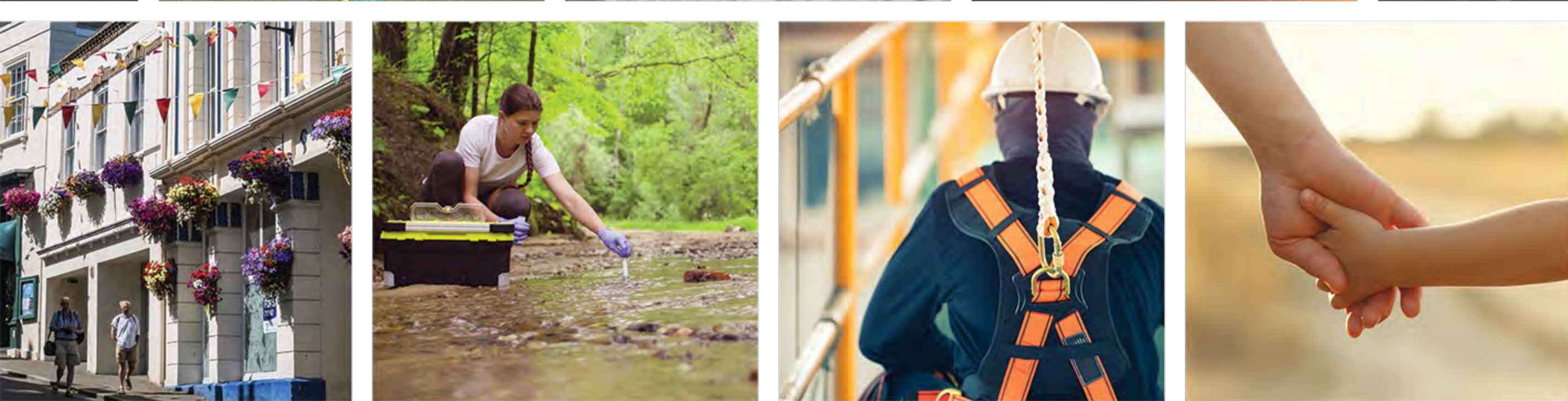
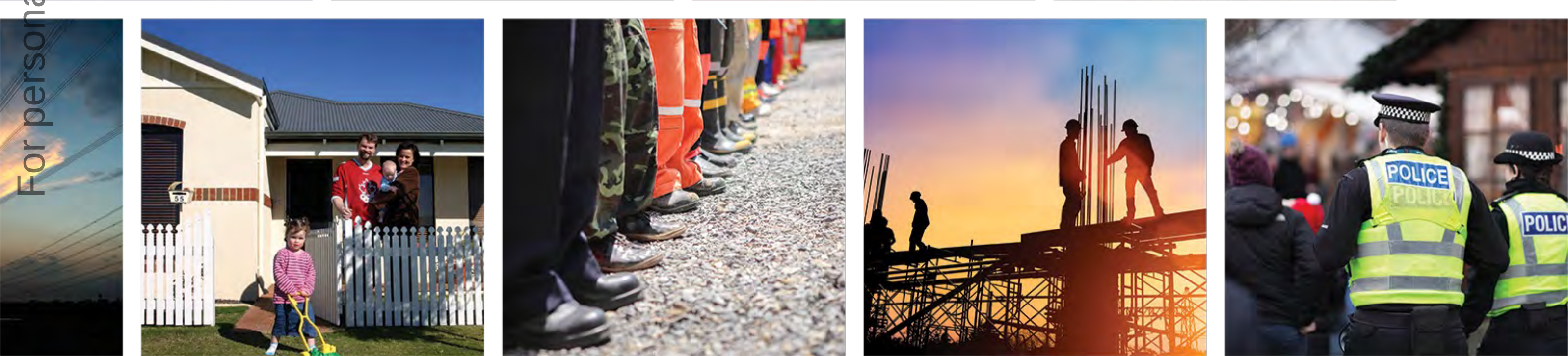
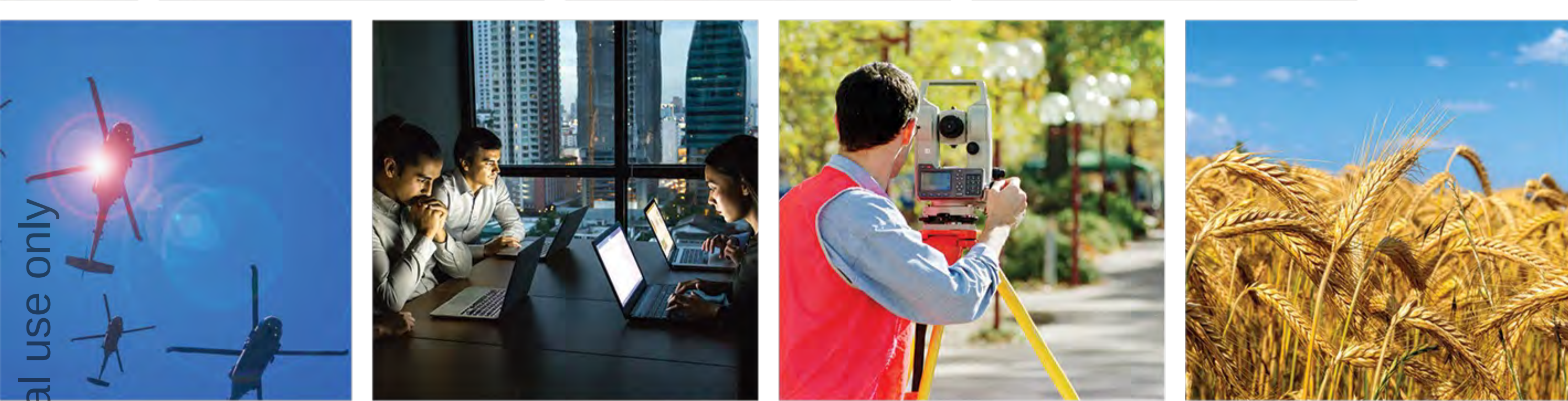
Objective

Investor Presentation

FY2026 Financial Results

OBJECTIVE.COM

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Outstanding
GovTech driving
stronger communities
and nations

AGENDA

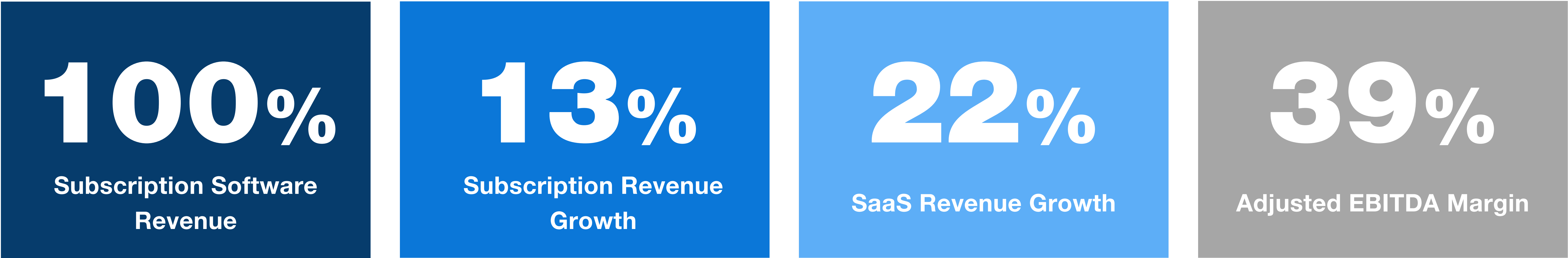
01 FY2026 Financial Summary

02 Highlights of the Year

03 Business Line Overview

04 Outlook

Objective Corporation results overview



FY2026 financial highlights

REVENUE

\$135m
+ 9% vs FY2025

ANNUALISED
RECURRING REVENUE

\$121m
CONSTANT CURRENCY

ADJUSTED
ANNUALISED
RECURRING REVENUE

\$114m
POST FX &
DISCONTINUED

RESEARCH +
DEVELOPMENT

\$34m
30% of SOFTWARE
REVENUE

ADJUSTED EBITDA

\$52m
+11% vs FY2025

NET PROFIT
AFTER TAX

\$37m
+ 5% vs FY2025

OPERATING
CASH FLOW

\$49m
94% of ADJUSTED
EBITDA

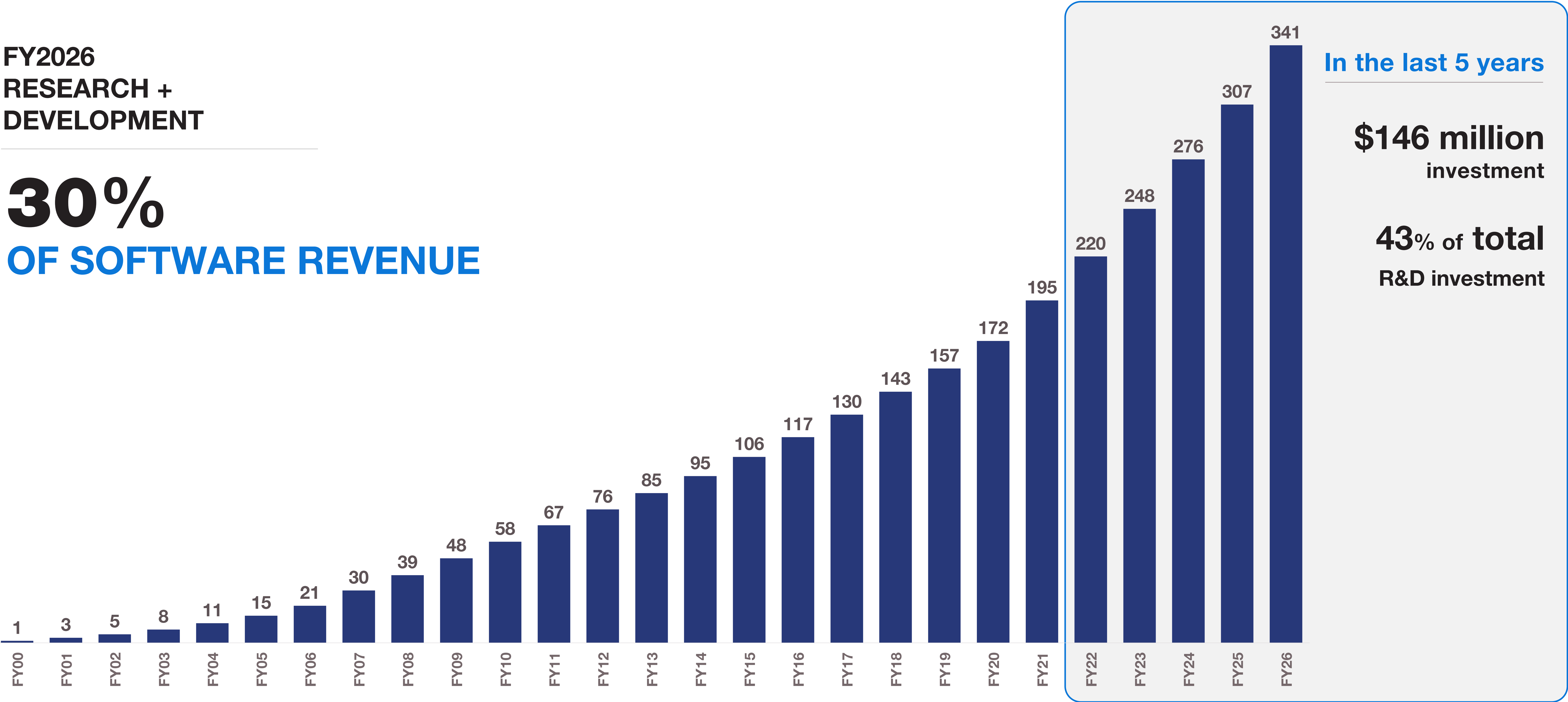
DIVIDEND

26cps
8cps FULLY FRANKED
18cps UNFRANKED

Consistent + significant innovation investment

FY2026
RESEARCH +
DEVELOPMENT

30%
OF SOFTWARE REVENUE

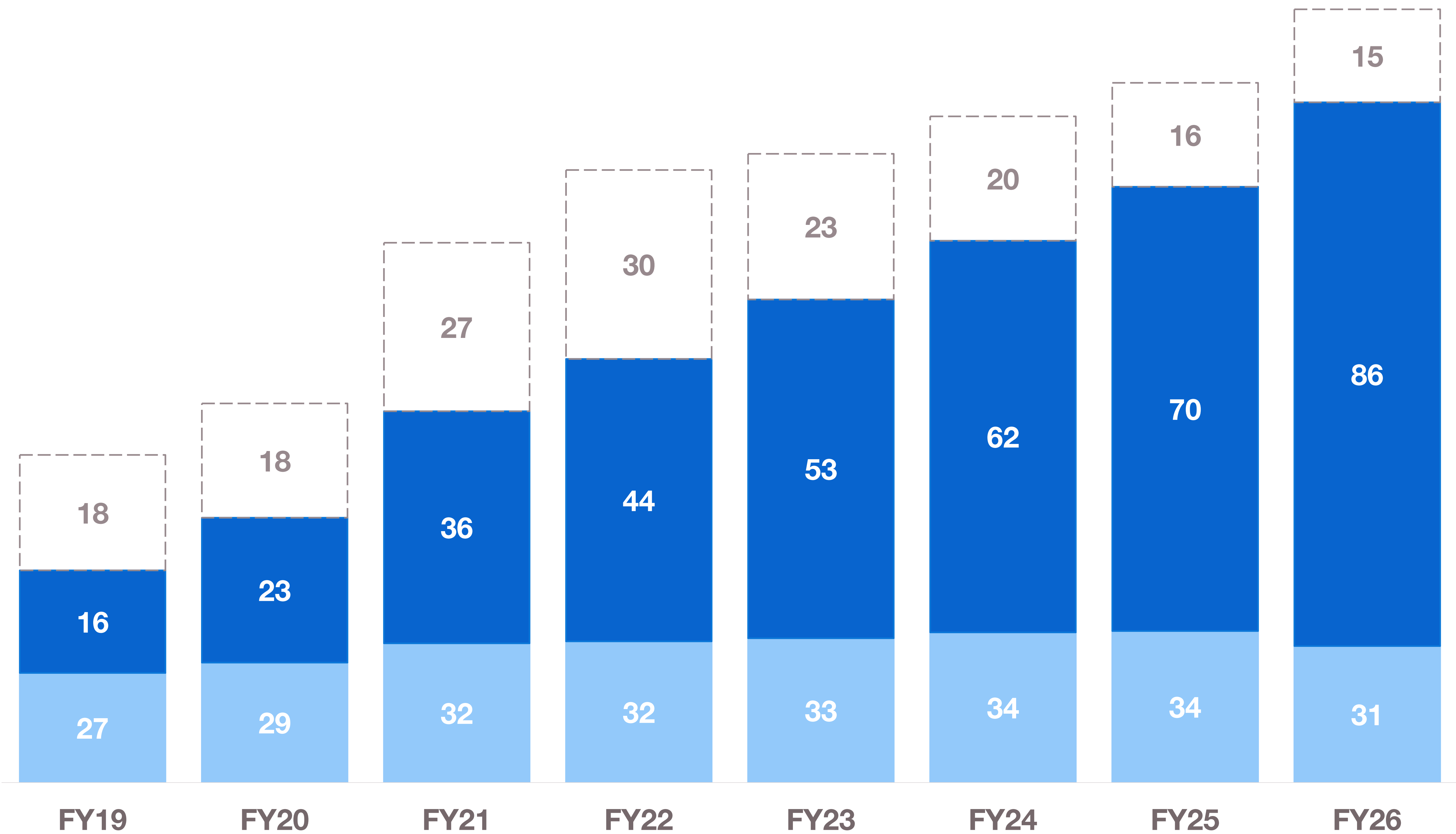


Cumulative R&D (\$ million)

Objective

SaaS revenue drives growth

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Non-Recurring Revenue:
CAGR = - 3%

SaaS:
7-year CAGR =
+ 27%

USP: CAGR = + 2%

Profitable growth, in line with our strategic plan

39%

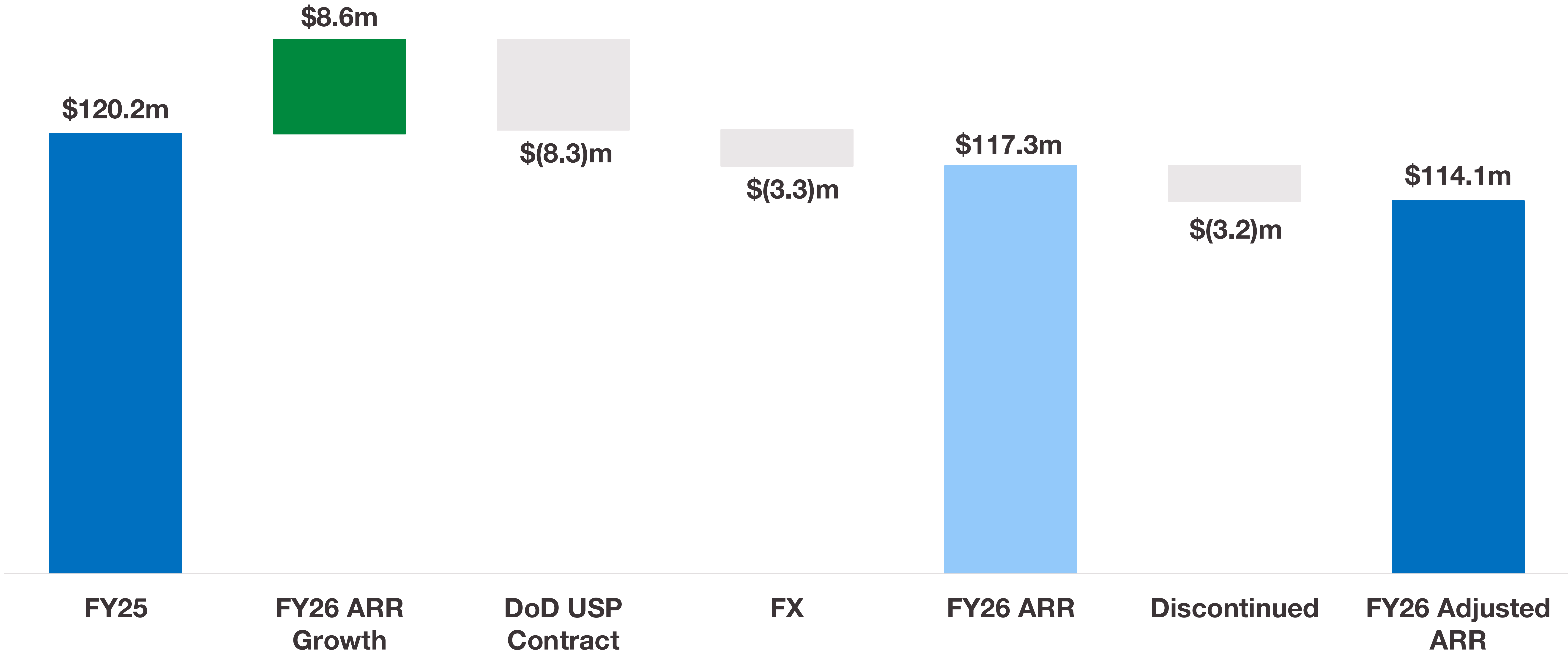
Adjusted EBITDA margin

+

22%

SaaS Revenue growth

ARR Bridge FY25 to FY26



Objective

AGENDA

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Objective Flywheel of Innovation



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2000+ customer relationships

20+ YEARS



A SELECTION
10+ YEARS



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Outstanding GovTech

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ObjectiveNEXUS

Search names, keywords and IDs

JB Joe Bishop

Global folder

Security Policies

Network Defense

Threat Intelligence

Access Control

Incident Response

Data Encryption

Firewall Configurations

Security Audits

Northshire bridge project

Endpoint Protection

Security Awareness

Risk Management

Cloud Security

Identity Management

Mobile Device Security

Security Updates

Penetration Testing

Intrusion Detection

Secure Coding Practices

Compliance Standards

Disaster Recovery

9:41

All Workgroups

Workspaces

Tasks

Mention

Creation date

Asset Management

Audit

Board Activities

Building Management

Cases

Claims Management

Is Obsolete: Yes

Contains PII: Yes

Confidential

Darren Forrest

ObjectiveREGWORKS

Complaint Assessment - Online Portal | COM-244

The Hills Nursery - Work health and safety

General Documents Correspondence Notes Associations

Complaint details

Complaint about

Complaint date

Work health and safety

Case History

Organisations (complainee)

The Hills Nursery

ORG-42

Active

Licence granted

Organisatic

Ladder is unsafe and needs replacing.

Infringement Notice

ObjectiveBUILD

Applications / DA23/214

DA23/214 | 508-512 Kingsway, 1-3 Higherdale Ave, Northshire | Age: 15 days

Application summary

Summary Detail Site history

Site address

508-512 Kingsway, 1-3 Higherdale Ave, Northshire

Map

Planning summary

LEP

Northshire Local Plan 2020

Zone

R4 - High Density Residential

Height of Buildings

20m

Floor Space Ratio

1.5:1

Minimum Lot Size

NA

Acid Sulfate Soils

Class 5

Local Provisions

Green Grid, Landscape Area (30%)

Summary of decision

Key dates

Referrals

Team name

Date sent

Status

View

Tree services

11-Nov-2024

In progress

Building surveyor

15-Nov-2024

In progress

Heritage and historical team

21-Nov-2024

Referred

Civil engineering

21-Nov-2024

Referred

Compliance checklist

Document library

Report

Status

Notification

Notification period

Notified

Impact identified

Submissions reviewed

4

1

18-Feb-2024

05-Mar-2024

Comment

In what way, specifically? Any particular aspect? Did the urban designer comment on this dormer?

Compliant

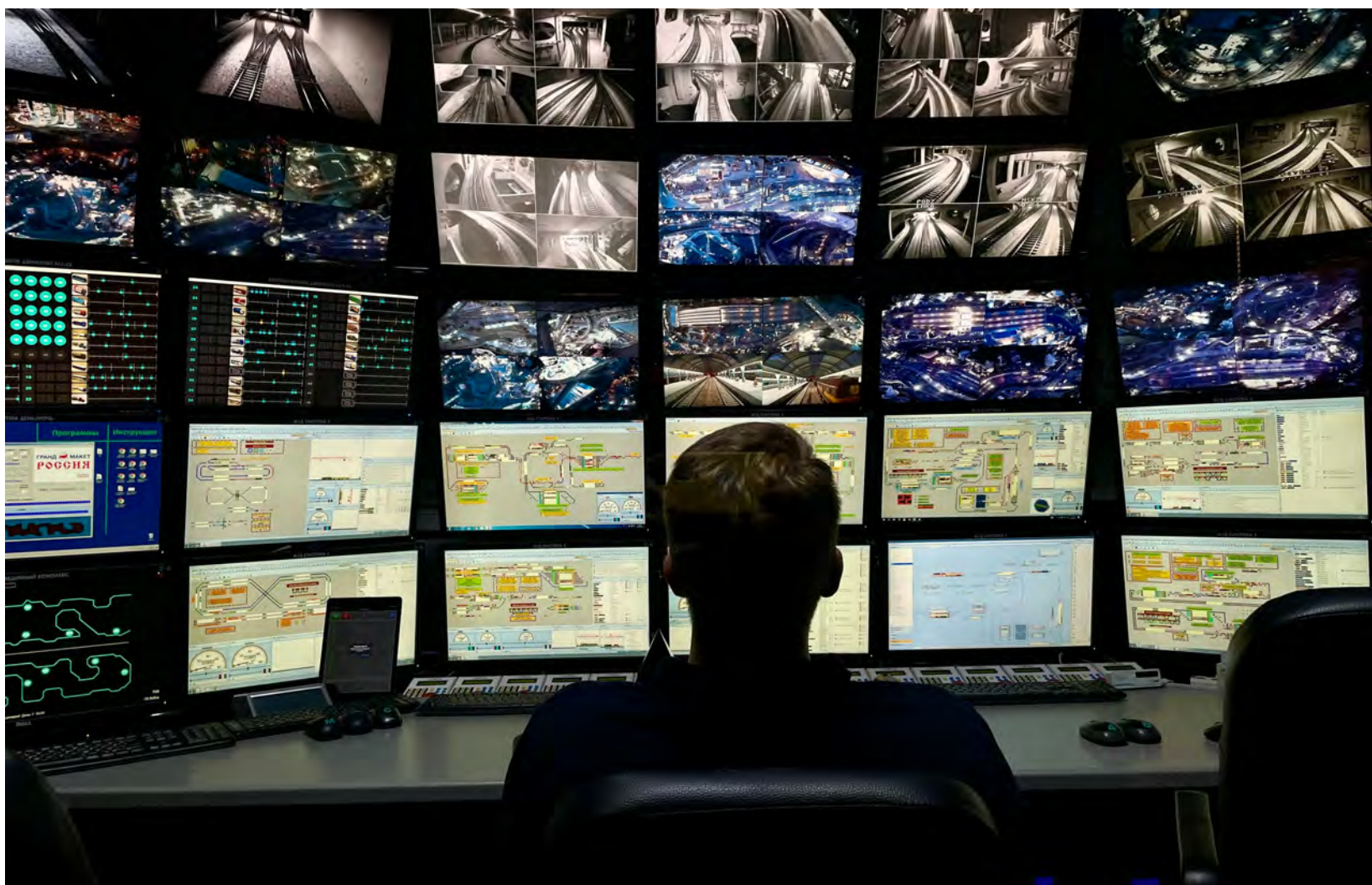
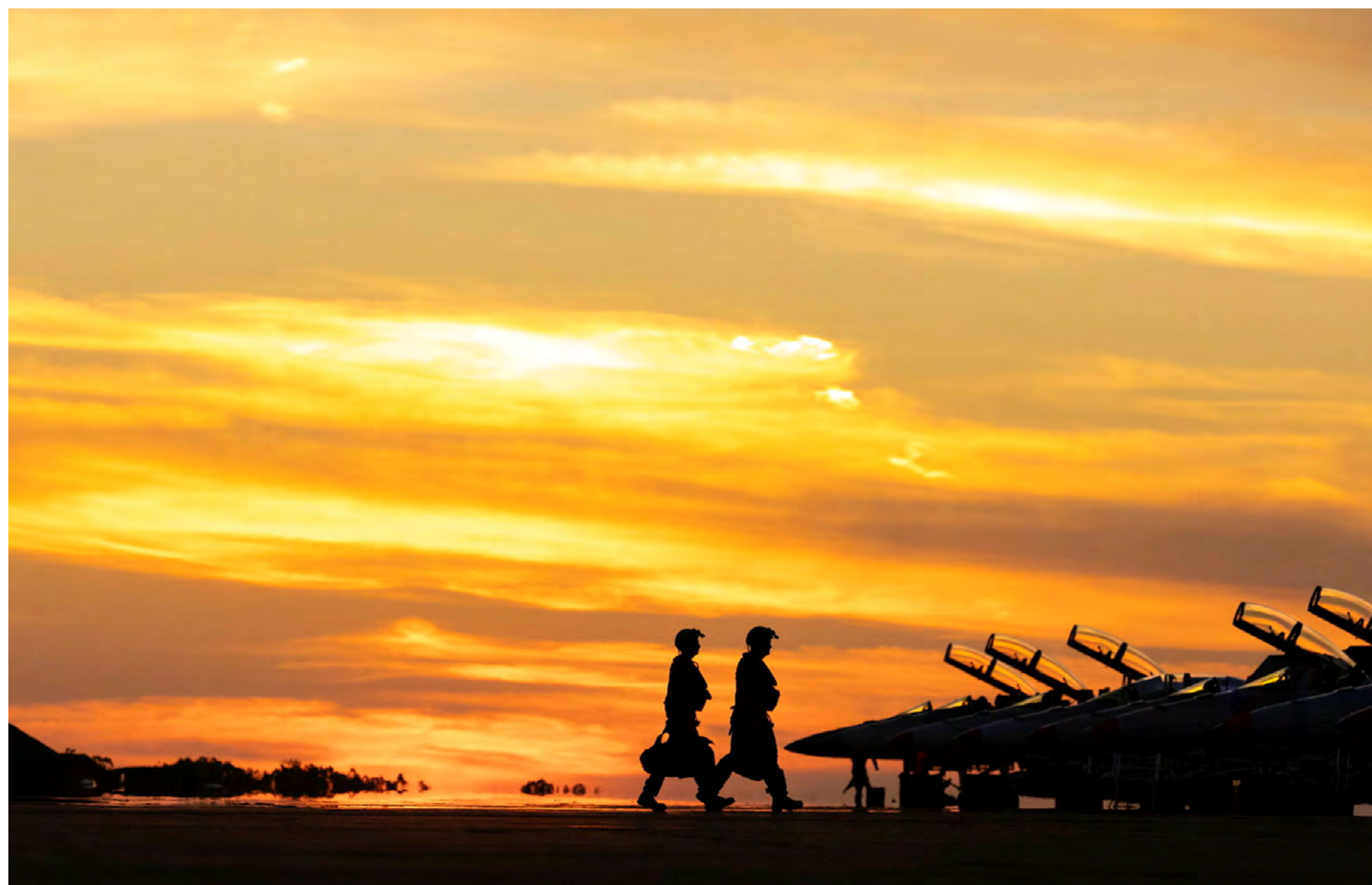
Domain expertise expands opportunities

Sovereign, secure and AI-ready information underpins critical decision-making and complex security requirements.



Australian Government

Defence



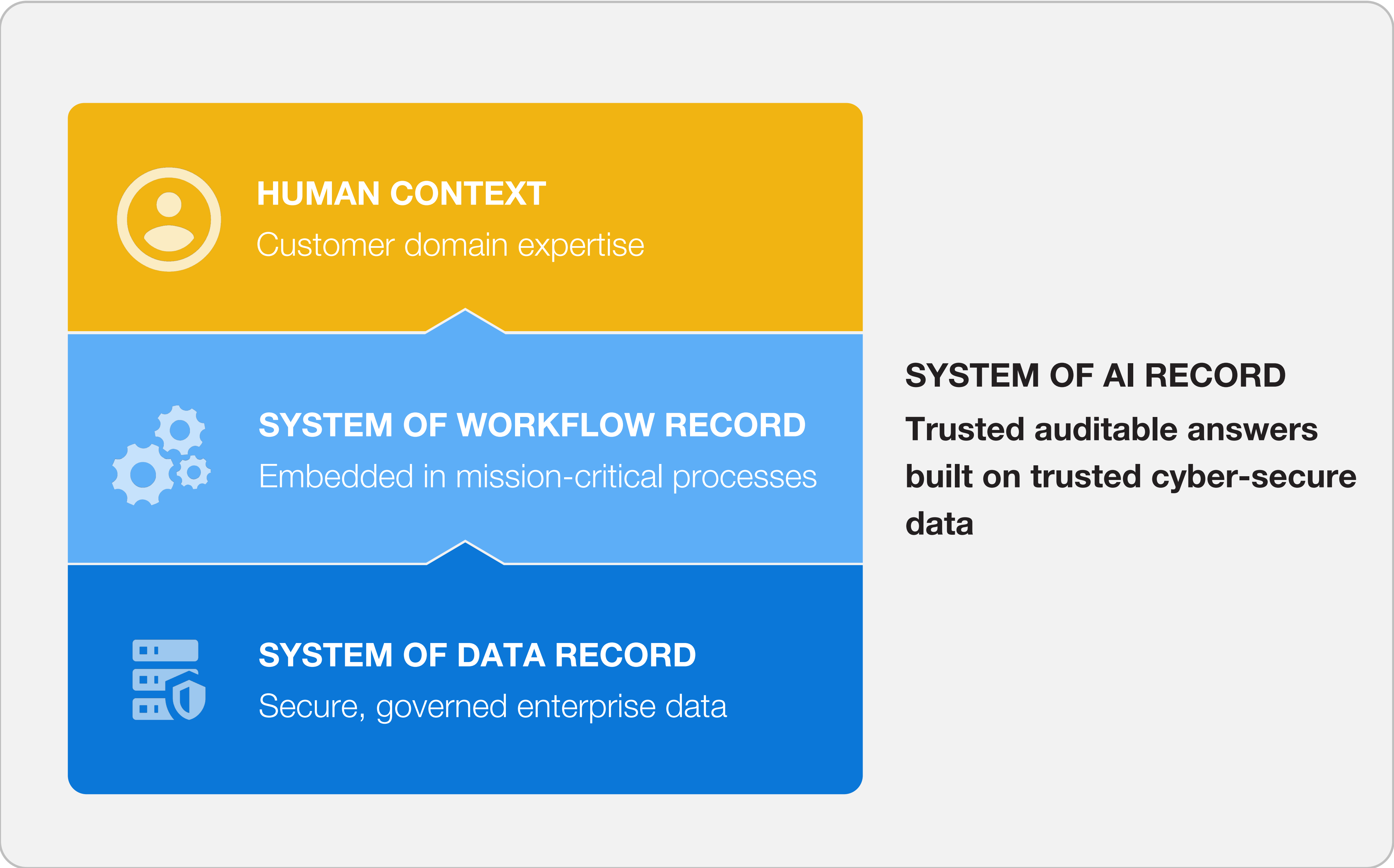
SaaS is way more than just lines of code

Objective's software delivers complete solutions for public sector and regulated industries.



The AI advantage for Objective

Data and context is the key to unlocking value from AI, while maintaining human-in-the-loop oversight.



Why Objective will win in an AI world

OBJECTIVE INTELLIGENCE - platform delivers **cost controlled, model agnostic AI driven capabilities** to customers.

TRUSTED DATA - our products are **systems of record** with context built up over decades.

CONTEXT - our solutions manage **mission critical workflows** that are deeply embedded in the organisation.

COMPLIANCE - our **customers are highly regulated**; we enable them to demonstrate accountability in decision making.

SECURE - we protect our customers with **defence-grade security** and sovereign data management.

PRICING FLEXIBILITY - we **price on value and volume of tasks** completed, allowing us to share productivity dividends achieved by customers.

TALENT - we have **deep, in-house AI expertise** delivering AI driven features that customers are using today.

The **trust** advantage for Objective

The world is moving towards **Objective's strengths**.



Systems of records

Provide trusted intelligence to organisations that demand confidence in results, how results are accessed and how the outcomes can be governed.



Security

Provides trusted access as organisations automate more work and allow systems to access more sensitive information – a long-term strength of Objective.



Sovereign capability

Provides trusted control in the face of geopolitical uncertainty and increased scrutiny over where sensitive information resides.



Governance

Provides trusted outcomes to governments who cannot outsource responsibility for decisions made. They need technology that preserves governance, evidence, human oversight and auditability.

The **customer** advantage for Objective



What feeds AI is information.
What we're really seeking is **trusted knowledge that people can use** and share.

Eilidh McLaughlin
**Deputy Director – Digital Ethics,
Inclusion and Assurance**



We've got **higher quality decision making** and faster access to the **right information.**

Geoff Barnard
**Head of Enterprise Data,
Architecture and Security**



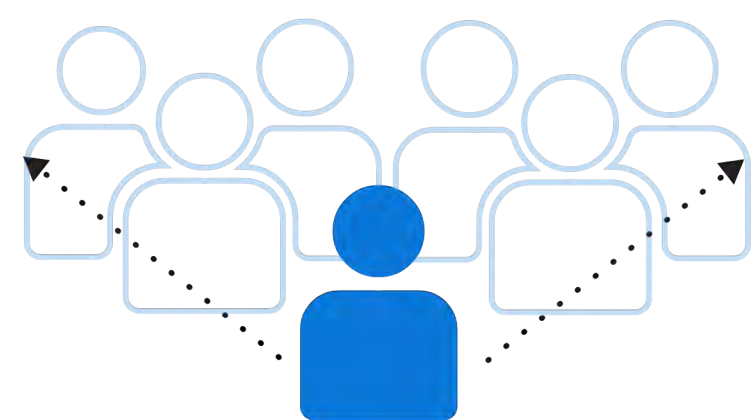
It was clear to us that Objective gave us the best balance of **value** for money, **understanding of OSCR's needs,** and an **ability to be able to deliver.**

Jon Fellows
**Senior Manager – Digital
Communications**



Pricing for value

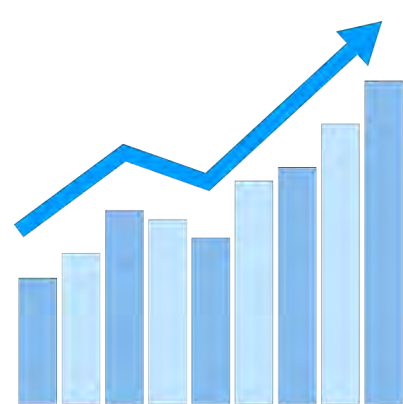
Adoption of AI extends opportunity to price solutions for value and consumption.



User-based

Seat based pricing anchored to the number of people who can access the product.

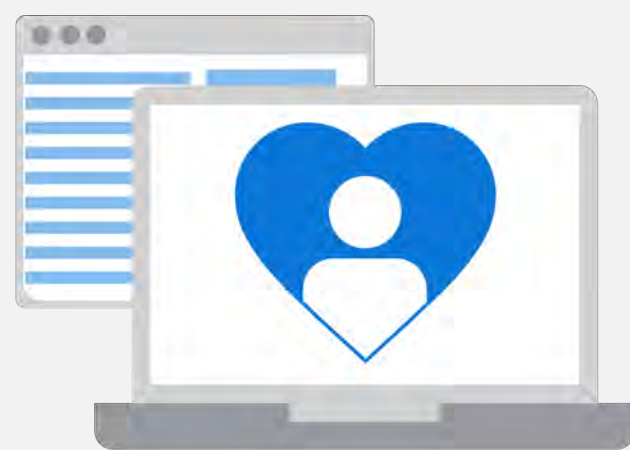
PRICED BY NUMBER OF USERS



Consumption-based

Flexible pricing that expands as customers process more work through the platform.

PRICED BY CUSTOMER ACTIVITY



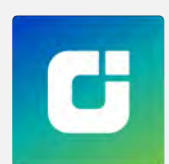
Value / outcome-based

Pricing linked to the measurable economic result the software creates for the customer.

PRICED BY VALUE CREATED

↑ COMPLEXITY
↑ POTENTIAL ARR

Accelerated by

 **Objective** INTELLIGENCE

Objective Intelligence

Productivity delivered through AI enhanced capabilities within Objective’s products.

**Objective** NEXUS

**Objective** CONNECT

**Objective** REDACT

**Objective** 3SIXTY

**Objective** BUILD

**Objective** TRAPEZE

**Objective** ISOPLAN

**Objective** KEYPLAN

**Objective** KEYSTONE

**Objective** REGWORKS

 HUMAN OVERSIGHT

|

 AUDIT TRAILS

|

 SECURITY

 **Objective** INTELLIGENCE

 RETRIEVAL
AUGMENTED
GENERATION
(RAG)

 AGENTIC
WORKFLOWS

 AUTOMATED
DOCUMENT
INTELLIGENCE

 COMPUTER
VISION

 NATURAL
LANGUAGE
PROCESSING

 VIRTUAL
ASSISTANTS

Activate26



AGENDA

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Governance + Regulation + Digital Service

Information Intelligence

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.



Regulatory Solutions

Protecting what matters

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



Information Intelligence

- Objective NEXUS
- Objective 3SIXTY
- Objective CONNECT
- Objective REDACT
- Objective KEYSTONE
- Objective KEYPLAN



Sales Revenue

\$87.9m	\$83.4m	↑5%
FY2026	FY2025	% CHANGE

ARR

\$80.9m	\$85.1m	↓5%
FY2026	FY2025	% CHANGE

FY2026 Business Line highlights

- Significant customer expansions included Tauranga City Council curating information for AI adoption, Scottish Government extending its use of Objective Nexus to an AI-powered solution that categorises and summarises information for a high profile and complex public enquiry, and a major FSI customer transitioned to Nexus cloud as part of a cloud-first strategy, demonstrating the platform's applicability to other regulated sectors.
- Established a dedicated team focused on the Defence and National Security (DNS) sector resulting in new customer acquisitions and expansions within existing customers in the vertical. An established footprint, sovereign capabilities and release of sector specific solutions positions Objective well in a market where information trust is paramount.
- Cloud-first innovation for Objective Nexus included upgraded search, privilege reporting and system administration. The Information Intelligence platform enhanced capabilities to manage information across multiple repositories, surface trusted content through Objective Intelligence or Microsoft Copilot, and use AI to automatically classify and contextualise information at scale.
- Objective Connect released Digital Signatures and Tag Based Access Controls to align with development activity in Export Controlled markets such as Defence Industry. Integration into the Information Intelligence platform deepened. It welcomed new customers and expanded existing customers, but experienced higher than expected churn where customers required SharePoint connectors, a feature that has now been released.
- Objective Keystone’s superannuation customer base grew with three new funds and expansions in two major existing customer sites. New capabilities that connect data models and data brokerage services to Keystone, supplemented by new editing tools, expand the use cases for Keystone in FSI, including the funds management industry.

Government information is growing faster than governance

Public sector organisations are managing more information across more systems, while facing increasing compliance, privacy, and transparency obligations.

Gartner®

70-90%

of organisational data is unstructured.

Source: Governing Unstructured Data for AI Readiness: A Strategic Roadmap

Gartner®

By 2028, large enterprises will have tripled their unstructured data capacity

Source: Governing Unstructured Data for AI Readiness: A Strategic Roadmap

Gartner®

Data-related issues are one of the top three barriers to AI adoption.

Source: Follow These Five Steps to Make Sure Your Data Is AI-Ready



An integrated platform for data governance



The foundation for trusted and responsible AI

A secure source of truth

A secure repository of information critical to the organisation with security settings applied to each record and user access controlled.

Identify all data required to make accurate decisions

Find where information resides, what's sensitive, what's outdated or duplicated, what's high-risk, and what can create value.

Across all repositories, file types and content environments.

Control information risk

Control information risk by applying records-grade governance wherever information is managed; automatically, consistently, and defensibly.

Deliver trusted AI

Govern, curate, and optimise information so it is AI-ready. Deliver security trimmed RAG outputs that are accurate, explainable, and defensible with audit-ready controls and evidence.

AI demand is delivering revenue now

Customer use cases where the public sector leveraged Objective's expertise to deliver AI capabilities.

Document intelligence at massive scale

Reviewing up to 180,000 evidence documents, this AI-powered solution summarises content, extracts key information, flags sensitive material, and organises files for legal analysis - providing the scale, security and governance required for a complex and high-profile public inquiry.

Enabling responsible use of AI tools in public sector

Empowering entire organisations to leverage AI responsibly through curating and optimising information to create knowledge sets that enable Microsoft Copilot to deliver trusted results.

Leverage private RAG in high security environment

Securely classifies and curates highly sensitive information to power a private Q&A service - delivering accurate, explainable decision support while protecting highly confidential data.

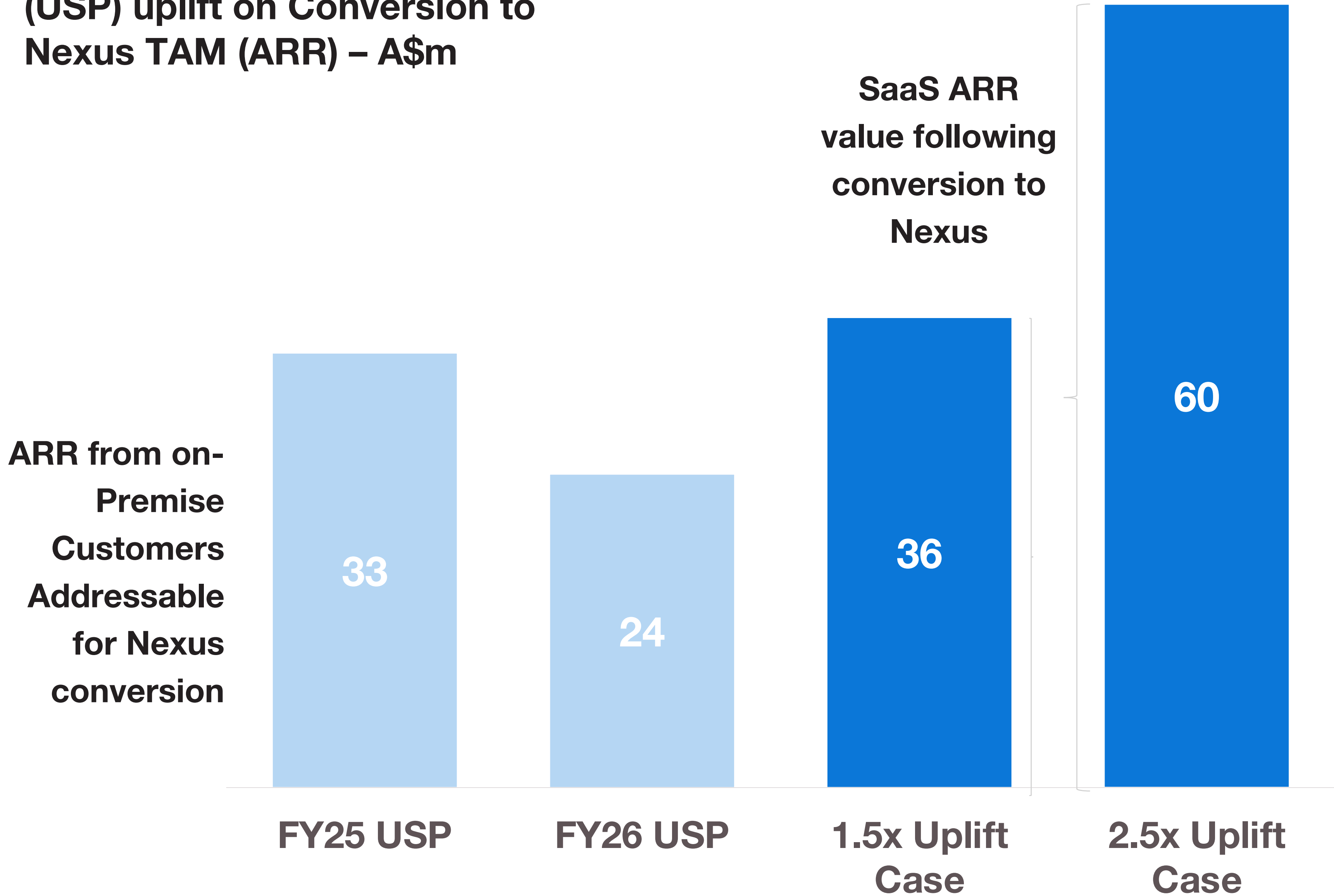
Automated redaction to protect information

Automatic detection and redaction of sensitive terms for the public disclosure of information. Manual effort and costs are reduced, disclosure risk is lowered, and scalability improves – all while maintaining essential human oversight.

Demand drivers: Nexus conversions



Upgrade and Support Program (USP) uplift on Conversion to Nexus TAM (ARR) – A\$m



Broad cross-section of Nexus customers provides referenceable use cases for market engagement



Planning & Building

 **Objective** BUILD

 **Objective** TRAPEZE

 **Objective** ISOPLAN



Sales Revenue

\$18.5m	\$13.1m	↑41%
FY2026	FY2025	% CHANGE

ARR

\$18.7m	\$18.2m	↑3%
FY2026	FY2025	% CHANGE

FY2026 Business Line highlights

- Objective Build officially released in Australia in April 2026. North Sydney Council was welcomed as first Australian Objective Build customer. Product development continues with foundation partners in NSW, VIC, QLD and WA to address different planning requirements of each jurisdiction.
- Objective Build’s position as the leading build consent platform in NZ continued to strengthen, two new councils went live, taking the number of live customers to 35. Seven projects were active and approaching go-live at year end. In the private certification market, volumes processed through BCAL grew and we secured a commitment from Consentium, a government-associated private building consent authority.
- While progressing the program to migrate GoGet customers to Objective Build, 11 selected alternative solutions. We are still engaged and will seek to win back this business as the product breadth, demonstrated value and implementation performance continue to strengthen.
- Innovations released in NZ improve the experience for both applicants and councils: AI powered vetting of applications, remote inspections and support for small standalone dwellings have been rapidly adopted.
- Delivered Isoplan Professional; a redesigned user interface and overhaul of the plan editing experience improved usability and creates a stronger foundation for future capabilities including extending digital planning into Objective Build.
- Advanced PDF editing and more sophisticated document editing capabilities extends the relevance of Objective Trapeze beyond traditional planning teams to a broader range of users within local government. The footprint of more than 250 councils in Australia and NZ provide a strong base for expanding adoption of Objective Build.

End-to-end intelligence for planning & building

On a basis of trust: grounded in accuracy, bounded by guardrails, where humans are accountable for decisions.



A robust foundation, positioned for growth

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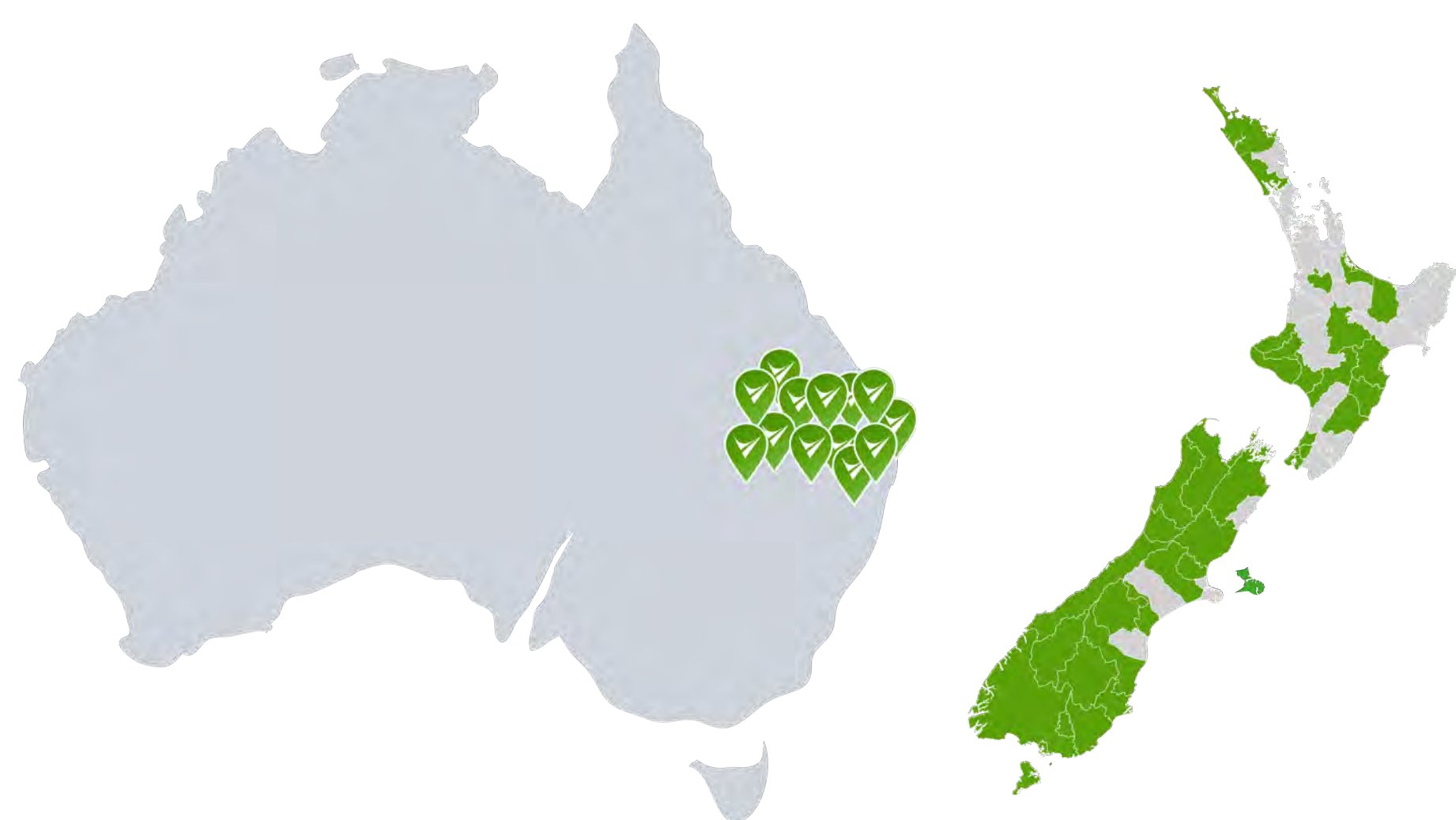
 **Objective** TRAPEZE

Building Plan Assessment Tools



 **Objective** BUILD

Planning & Development Platform



 **Objective** ISOPLAN

Strategic Plan Management

Paths to growth



Paths to growth



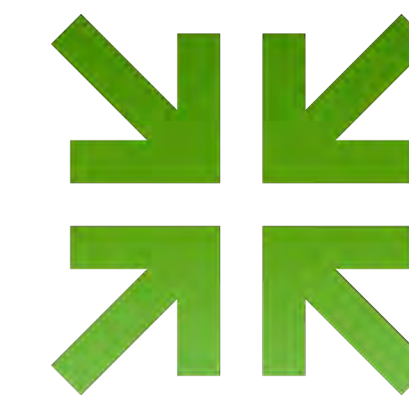
BUILD - AUSTRALIA

- Launched: in market
- First customer signed: North Sydney Council
- Reference base of 250+ existing local government customers around Australia



BUILD - NEW ZEALAND

- Private certifying authorities
- New consent types: small stand-alone dwellings + more
- Large metro councils
- Council consolidation



INTEGRATE ISOPLAN

- Expand end-to-end solution for the entire planning function
- Isoplan Professional – based on Objective design language



AI EXPANSION

- Objective Build: AI enabled application vetting
- Objective Isoplan: Property Intelligence
- Objective Trapeze: Ask Trapeze

Regulatory Solutions



Sales Revenue

\$25.3m	\$23.6m	↑7%
FY2026	FY2025	% CHANGE

ARR

\$17.6m	\$16.9m	↑4%
FY2026	FY2025	% CHANGE

FY2026 Business Line highlights

- Post end of FY2026, a managed services contract with National Heavy Vehicles Register (NHVR) was discontinued reducing ARR by \$3.1 million to \$14.5 million.
- Investment in go-to-market capability, product development and internal processes to support the global scaling of Objective RegWorks into the UK and Canada together with IRAP assessment in Australia that strengthened our readiness to pursue opportunities within the Commonwealth government has delivered an active pipeline in all target markets.
- The Department of Climate Change, Energy, the Environment and Water (DCCEEW) chose RegWorks to transform how regulation is delivered across the department. Delivered initially into a single agency, Objective RegWorks is a strategic investment designed to enable repeatable delivery across its 18 agencies.
- A major new version of Objective RegWorks was released that delivered improved user experience, purpose-built capabilities for complex investigatory work and relationship analysis. It also introduced AI-powered capabilities that enhance interactions for both the general public and users within regulator organisations.
- Objective RegWorks Accelerate package expanded scope to include capabilities for easier configuration to match an organisation’s business process, without bespoke development. This is a strong differentiator for RegWorks that reduces time to value for customers.
- A significant program of customer upgrades and technical migrations transitioned customers from legacy technology to more modern platform foundations that improves scalability for customers, simplifies ongoing support for Objective and creates a stronger path for future product upgrades.



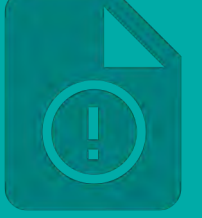
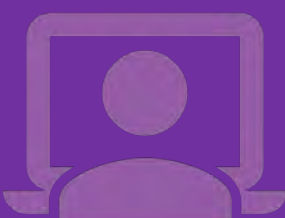
Regulation is a global opportunity

 Australian Government Department of Home Affairs	 Australian Government Australian Maritime Safety Authority	 Te Tari Pūreke Firearms Safety Authority	 New Zealand POLICE Ngā Pirihimana o Aotearoa	 WIV WAGE INSPECTORATE VICTORIA	 Social Services Regulator	 NSW GOVERNMENT Natural Resources Access Regulator
 WorkSafe TASMANIA	 Transport Sydney Trains	 QueenslandRail	 MARITIME NEW ZEALAND	 Physiotherapy Board of New Zealand Te Poari Tiaki Tinana o Aotearoa	 GOVERNMENT OF WESTERN AUSTRALIA Department of Primary Industries and Regional Development	 GOVERNMENT OF WESTERN AUSTRALIA Department of Local Government, Industry Regulation and Safety
 VDWC Victorian Disability Worker Commission	 Return to WorkSA	 Department of Conservation Te Papa Atawhai	 Ministry for the Environment Manatū Mo Te Taiao	 Ministry for Primary Industries Manatū Ahu Matua	 MINISTRY OF HEALTH MANATŪ HAUORA	 EVERYDAY CareSouth

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The Software for Regulators

REGULATORY SOFTWARE IN A BOX

 Registration & Licensing	Application, assessment and approval of licences, registrations and permits.
 Compliance & Monitoring	Planned and responsive compliance monitoring activities.
 Enforcement	Enforcement decision and undertaking.
 Investigation & Prosecution	Confirm alleged breaches and offences. Initiate and track legal proceedings.
 Education	Education, engagement and guidance.

ACCELERATED WITH AI

AI Assistant - Case Summaries

Supports case workers, investigators and executives by rapidly interrogating data collected over time – which could span many years, hundreds of inspections and reports, and thousands of notes.

AI Assistant - Public Forms

Enhances and streamlines the user experience when the public interacts with the regulator; through registration forms, licence applications, reporting incidences and more.

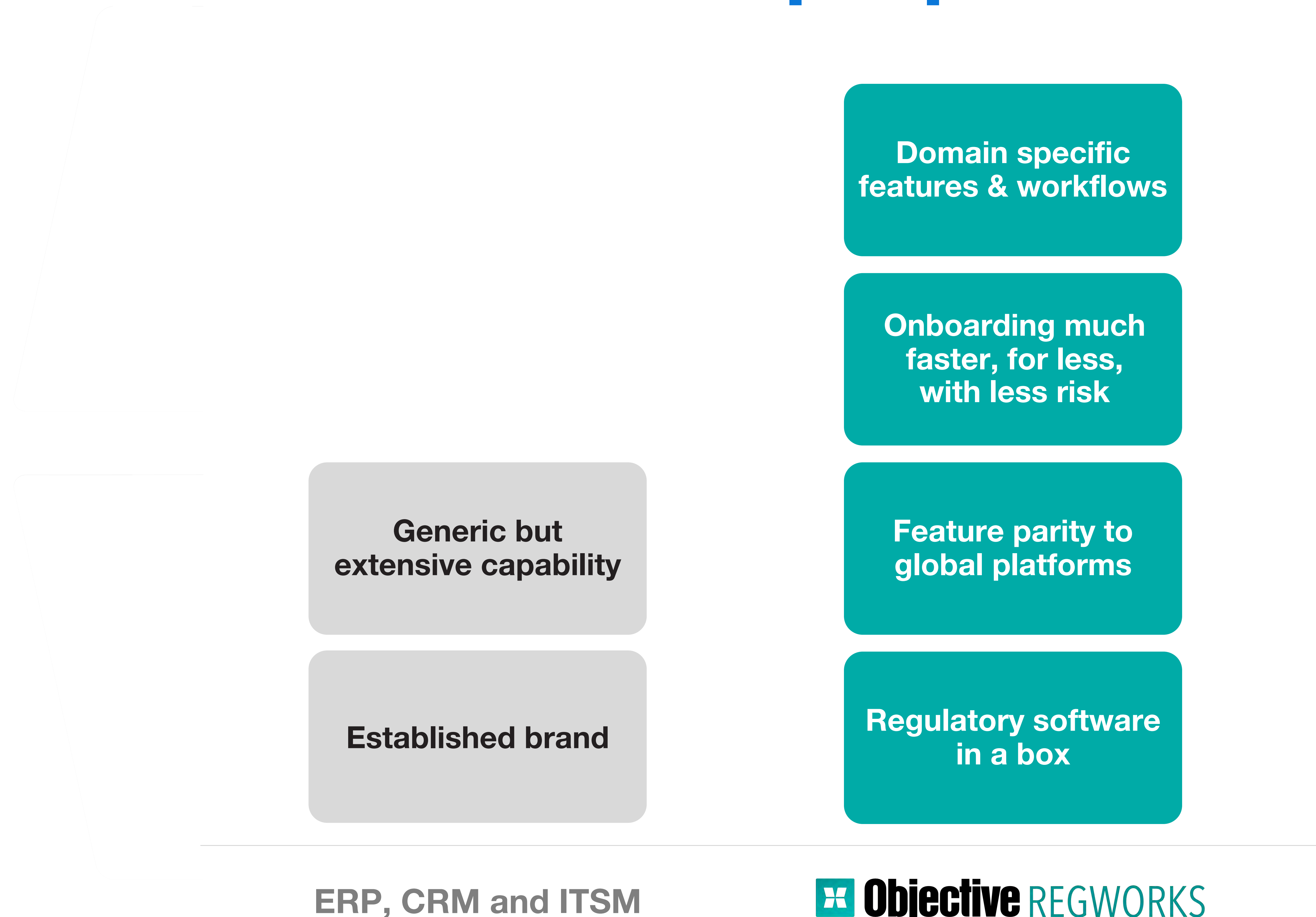
AI Assistant - Advice and Guidance

Provide timely and accurate responses to questions from the public, and to help enable internal teams by navigating complex policy and legislation.



Objective REGWORKS

Unbeatable **value proposition**





Objective REGWORKS

Version 8 **released**



AI Assistant - Public Forms - Streamlines the public user experience when interacting with the regulator via their public portal.



AI Assistant - Case Summaries – Contextual Q&A service for users inside regulators to support complex investigatory work and relationship analysis.



Running Log - A specialised investigatory tool providing a structured, chronological timeline that documents every action, decision and observation related to the entire investigation or case.



Record Explorer - Assists users to easily understand how a record connects to related activities and information, while enabling intuitive navigation across those records.



Navigation Improvements - More intuitive navigation and a new powerful tabular view of multi-sections and record lists.

AGENDA

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FY2027 Outlook

FY27 Adjusted EBITDA: \$40m+

INVEST IN GO-TO-MARKET

Leverage our trusted status to pursue larger and more complex problems.

PRODUCT LEADERSHIP

Continue to deliver innovative, world-leading products into the GovTech market.

FOCUS ON PROFITABILITY

Further refine time-to-value for customers and cost discipline.

MAINTAIN OPPORTUNITY ON M&A

Leverage strong cash flow and balance sheet position for acquisition opportunities.



Objective

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