

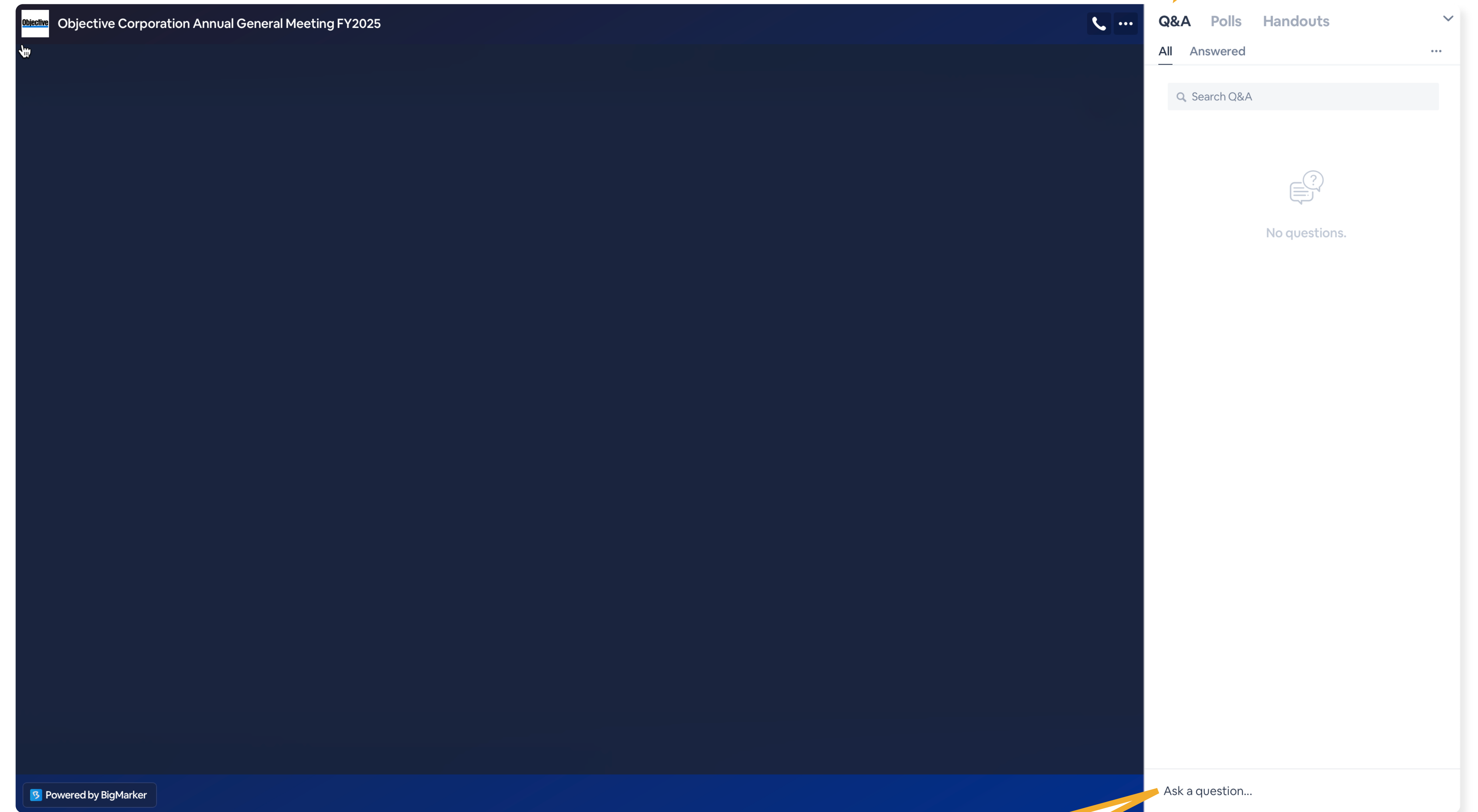
To ask a question

1. Written form (preferred)– In the Q&A tab:

- Type your name, shareholder number / proxy code and question.
- Click Send.
- The meeting organisers will read out your question.
- Once your question has been selected to be answered, it will be published in the Q&A tab

2. Live audio – to speak via your computer’s audio:

- Type your name, shareholder number / proxy code and request to ask a question.
- Ensure your audio volume is turned up.
- The moderator will invite you to join the live meeting.
- When invited to proceed, the moderator will unmute your microphone and you can ask your question.



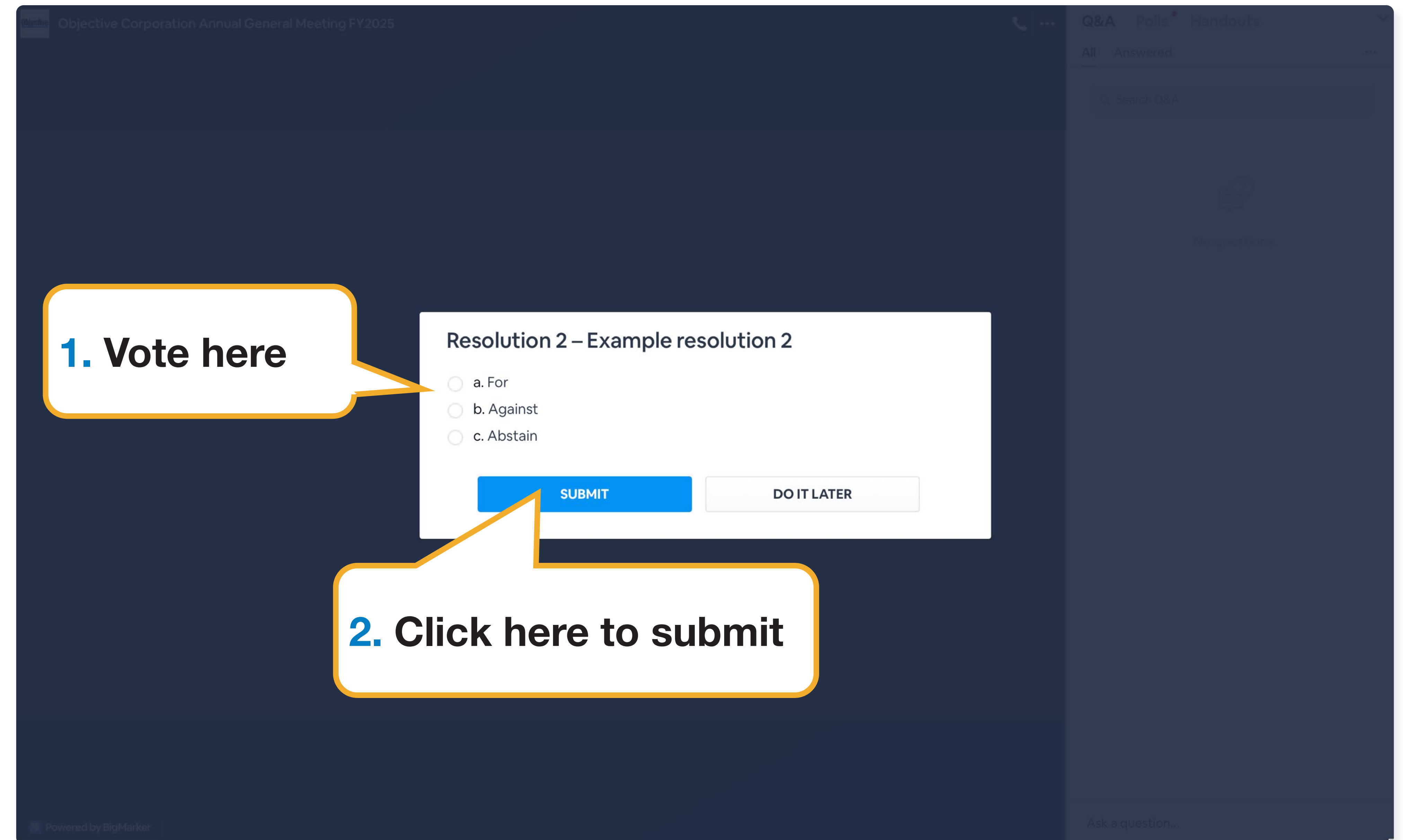
1. Click here

2. Type your question here and hit Send

How to **vote**

- There are three Orders of Business, two 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.



AGENDA

01 Formal Business

02 CEO Address

- Financial Highlights of FY2025
- Company Strategy
- Business Line Insights
- Strategic Priorities

03 Questions

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 financial year ended 30 June 2025.

Formal Business

ITEM 2

Resolution 1 - Remuneration report for the financial year ended 30 June 2025

That the Company adopts the Remuneration Report for the year ended 30 June 2025 in the form set out in the Directors' Report.

Proxy Results

	For	Against	Open	Total	Abstain
Votes	17,738,973	444,200	65,696	18,248,869	9,258
Holder s	59	18	16	93	4

Formal Business

ITEM 3

Resolution 2 - Retirement and re-election of director

That Mr Stephen Bool, 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	78,160,956	2,813,062	70,865	81,044,883	483
Holder s	67	14	18	99	3

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FY2025 Financial Highlights

REVENUE

\$124m
+ 5% vs FY2024

ANNUALISED RECURRING REVENUE

\$120m
+ 15% vs FY2024

ADJUSTED EBITDA

\$46m
+5% vs FY2024

NET PROFIT AFTER TAX

\$35m
+ 13% vs FY2024

RESEARCH + DEVELOPMENT

\$31m
30% of SOFTWARE
REVENUE

OPERATING CASH FLOW

\$46m
100% of ADJUSTED
EBITDA

CASH

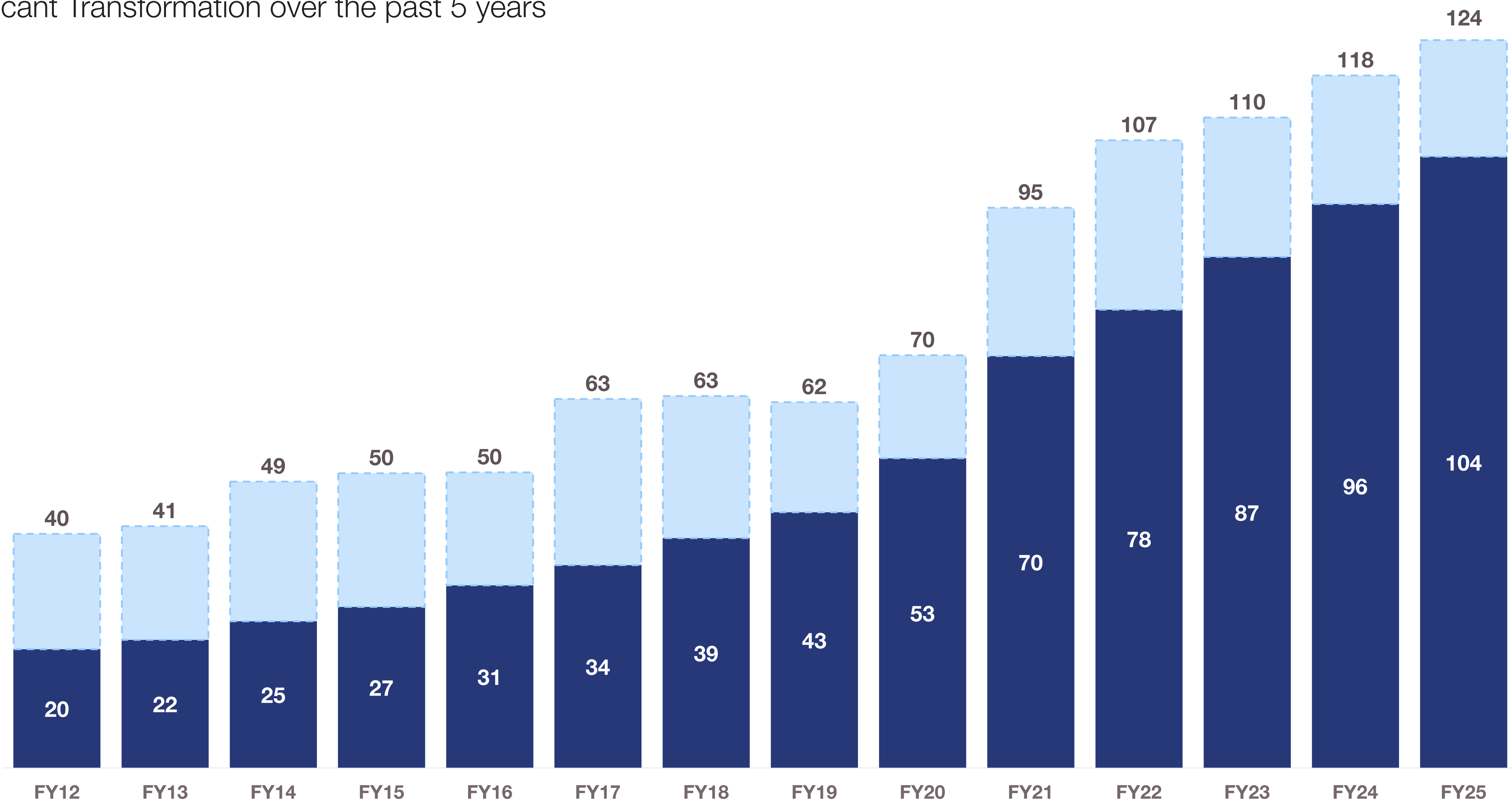
\$99m
+3% vs FY2024

DIVIDEND

22cps
UNFRANKED

Transition to **subscription revenue**

Significant Transformation over the past 5 years



■ FY Recurring Revenue (\$ million) ■ FY Total Revenue (\$ million)

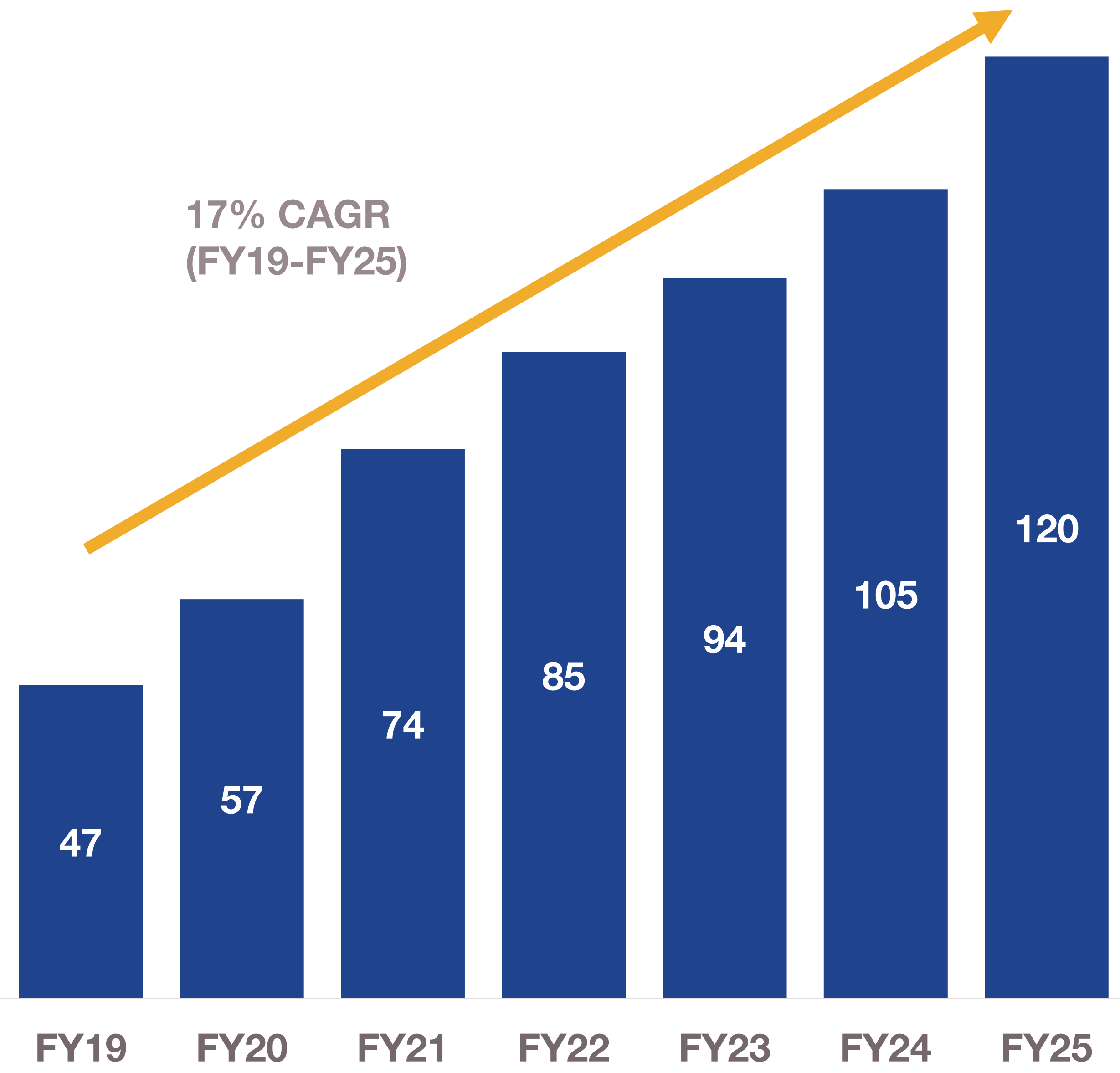
Record recurring revenue as % of total revenue in FY25

84%
Recurring Revenue

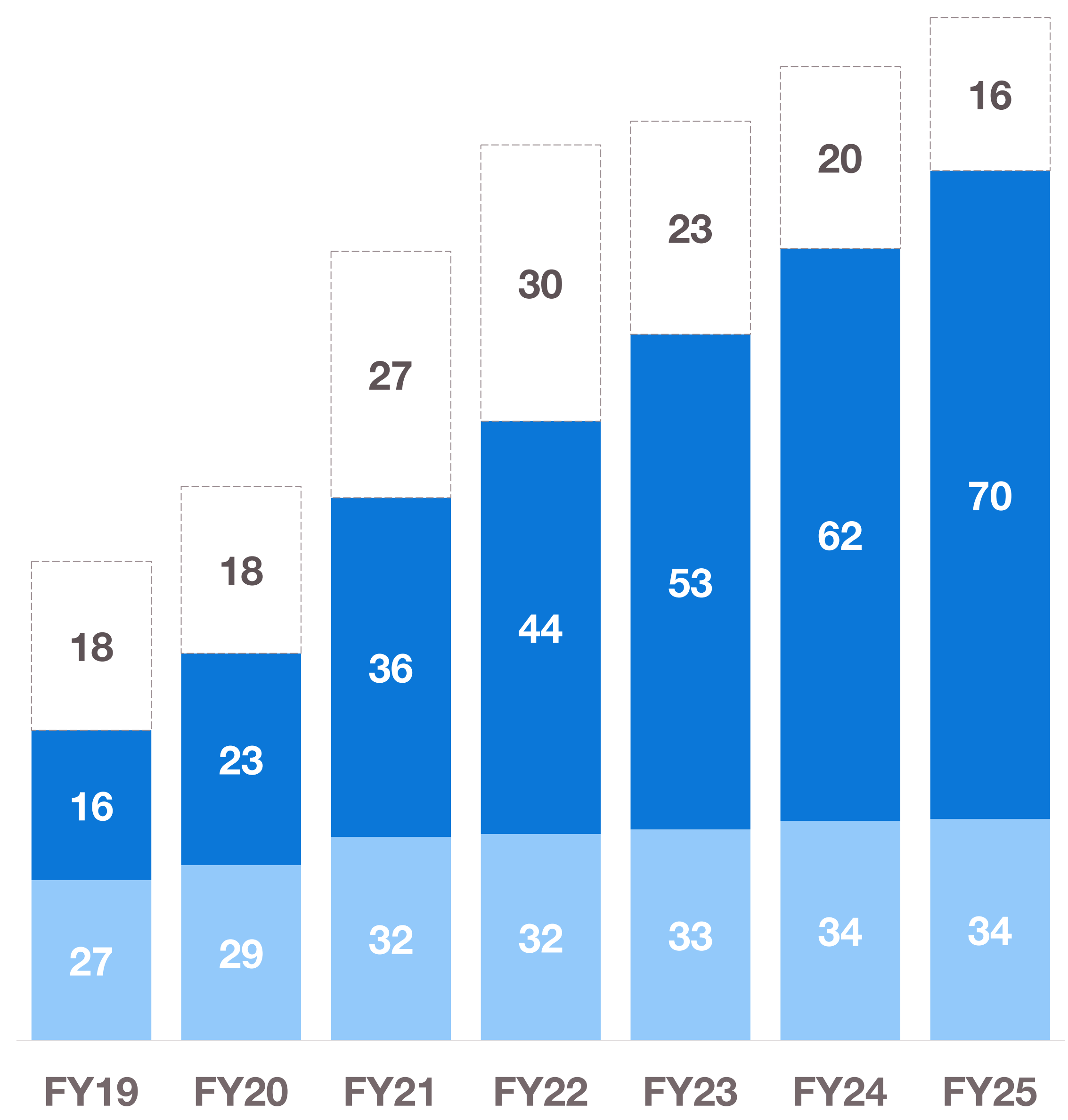
100%
Subscription Software

SaaS revenue drives growth

Strong ARR growth over 5 years...



...driving SaaS growth



Non-Recurring Revenue:
CAGR = - 2%

SaaS:
CAGR = + 28%

USP: CAGR = + 4%

Upgrade and Support Program (USP)
for on-premise customers

Profitable growth, in line with our strategic plan

39%

Adjusted EBITDA margin

+

15%

ARR growth

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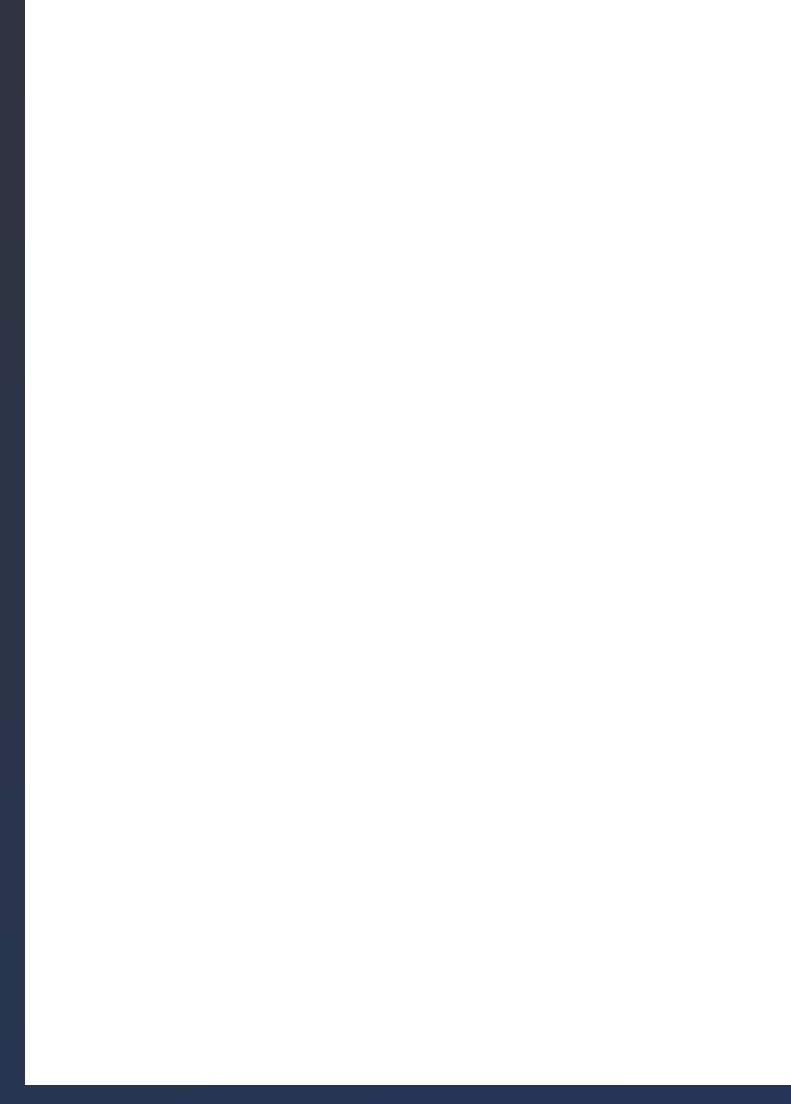
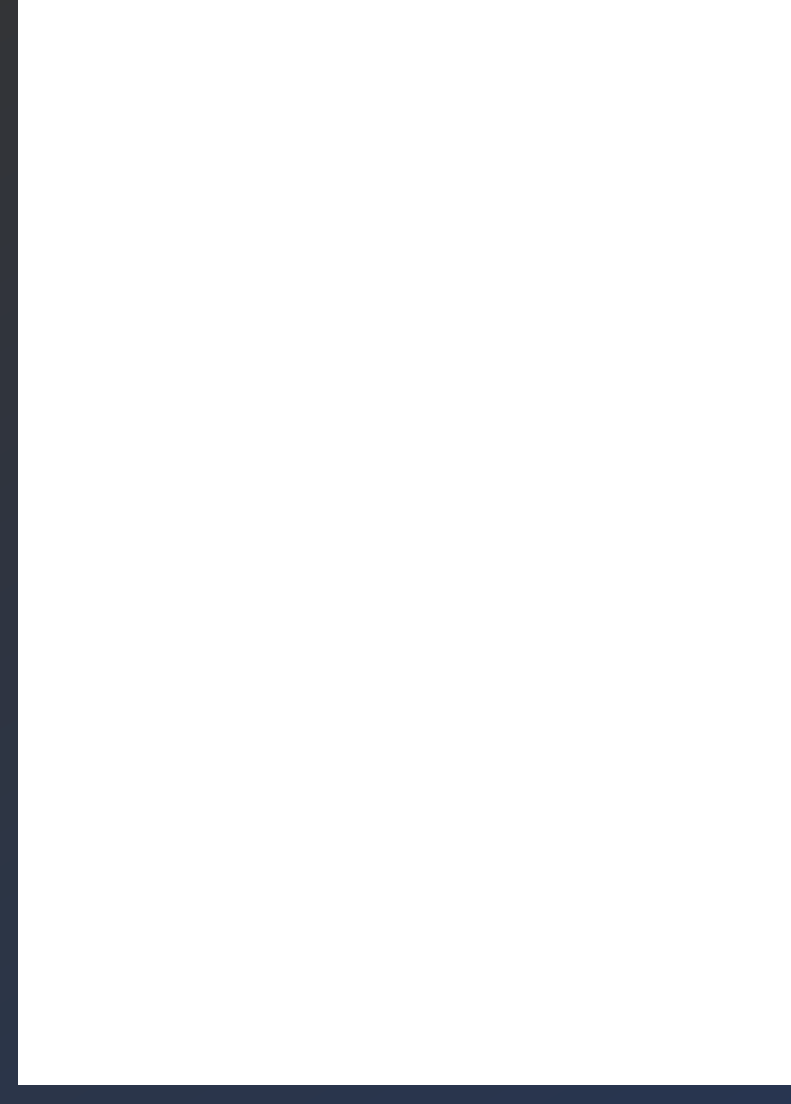
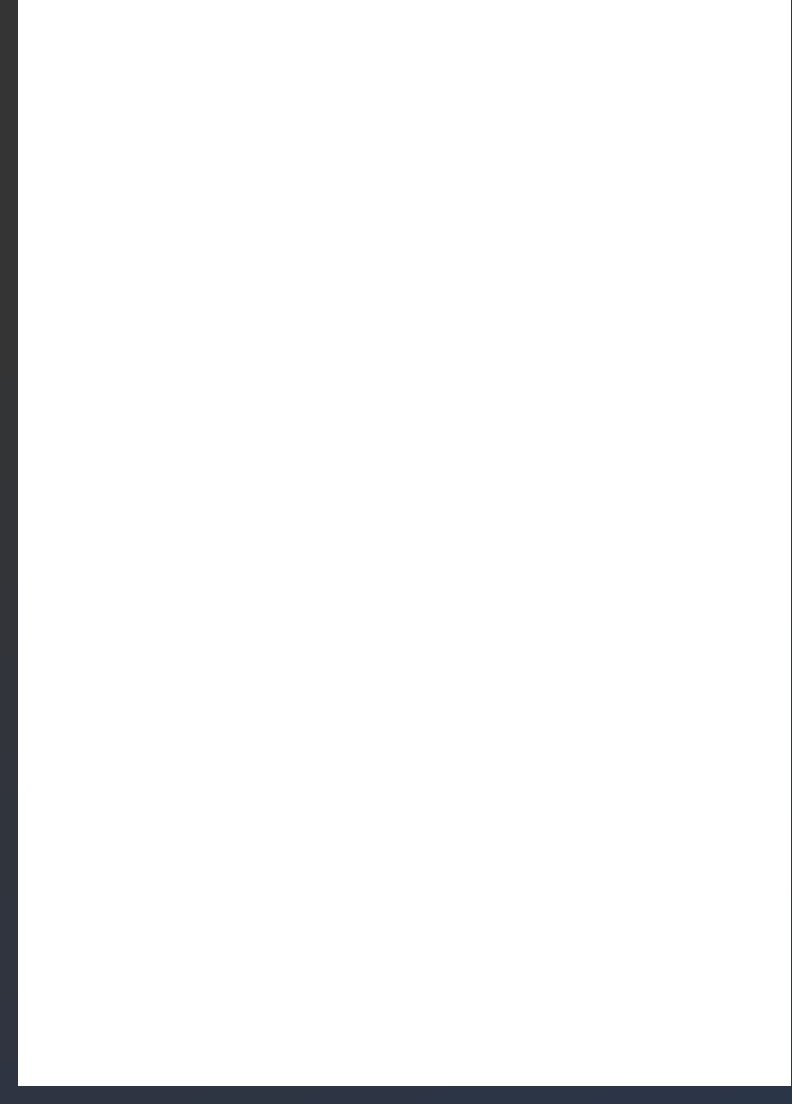
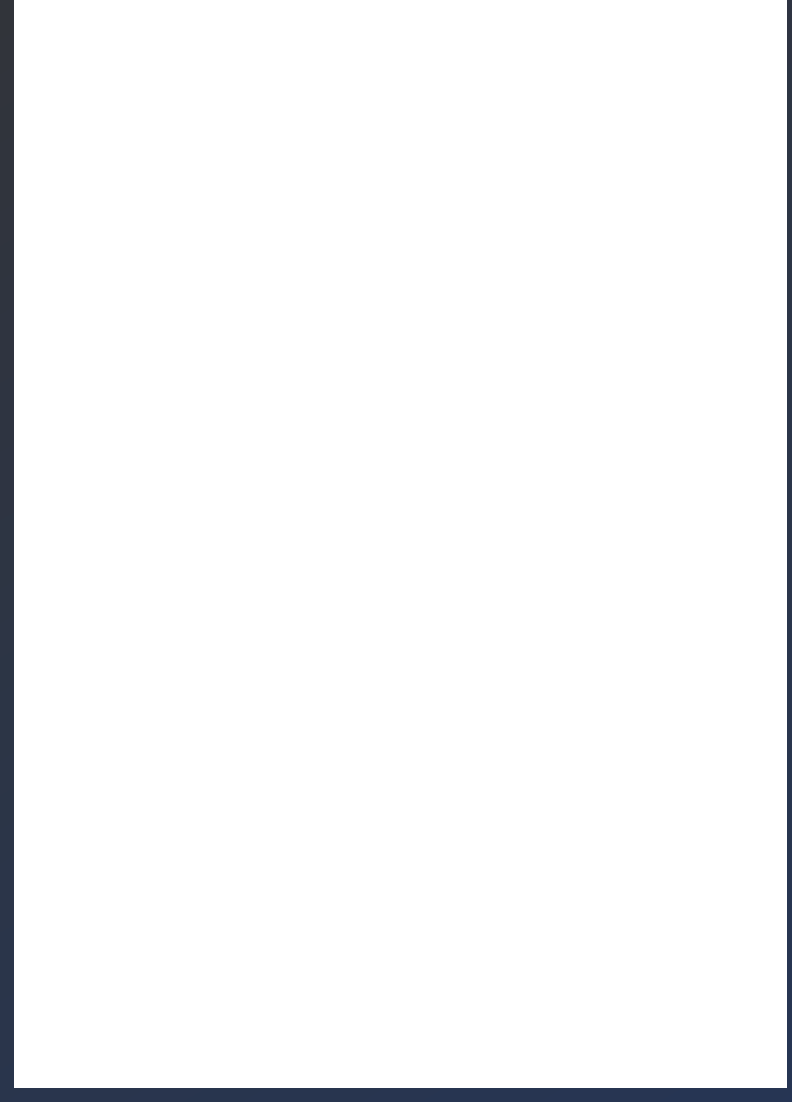
03 Questions



Outstanding
GovTech driving
stronger communities
and nations

Objective

ASX



2000+ customer relationships

20+ YEARS

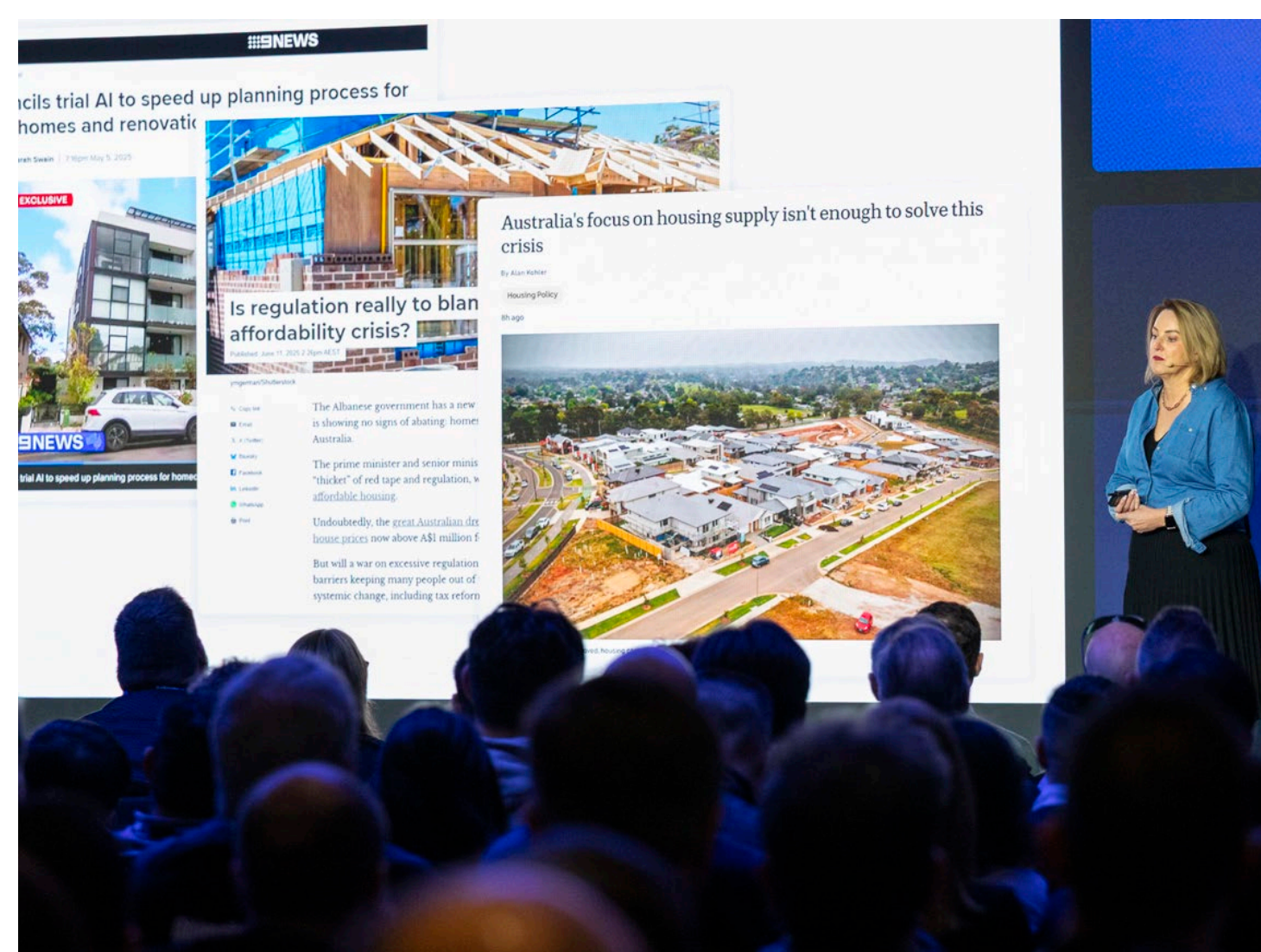


A SELECTION 10+ YEARS



Inspiring our people

Activate 25



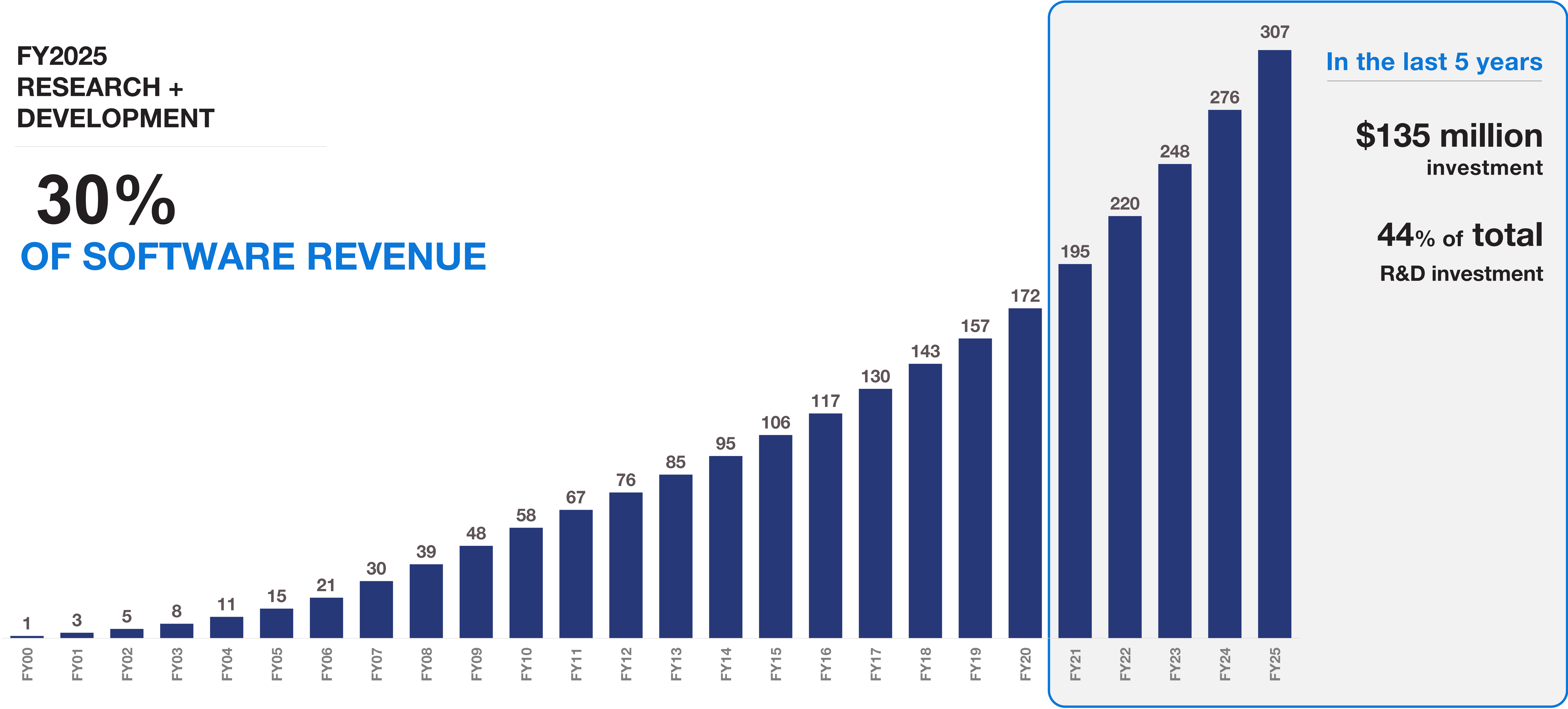
Objective Flywheel of Innovation



Consistent + significant innovation investment

**FY2025
RESEARCH +
DEVELOPMENT**

30%
OF SOFTWARE REVENUE

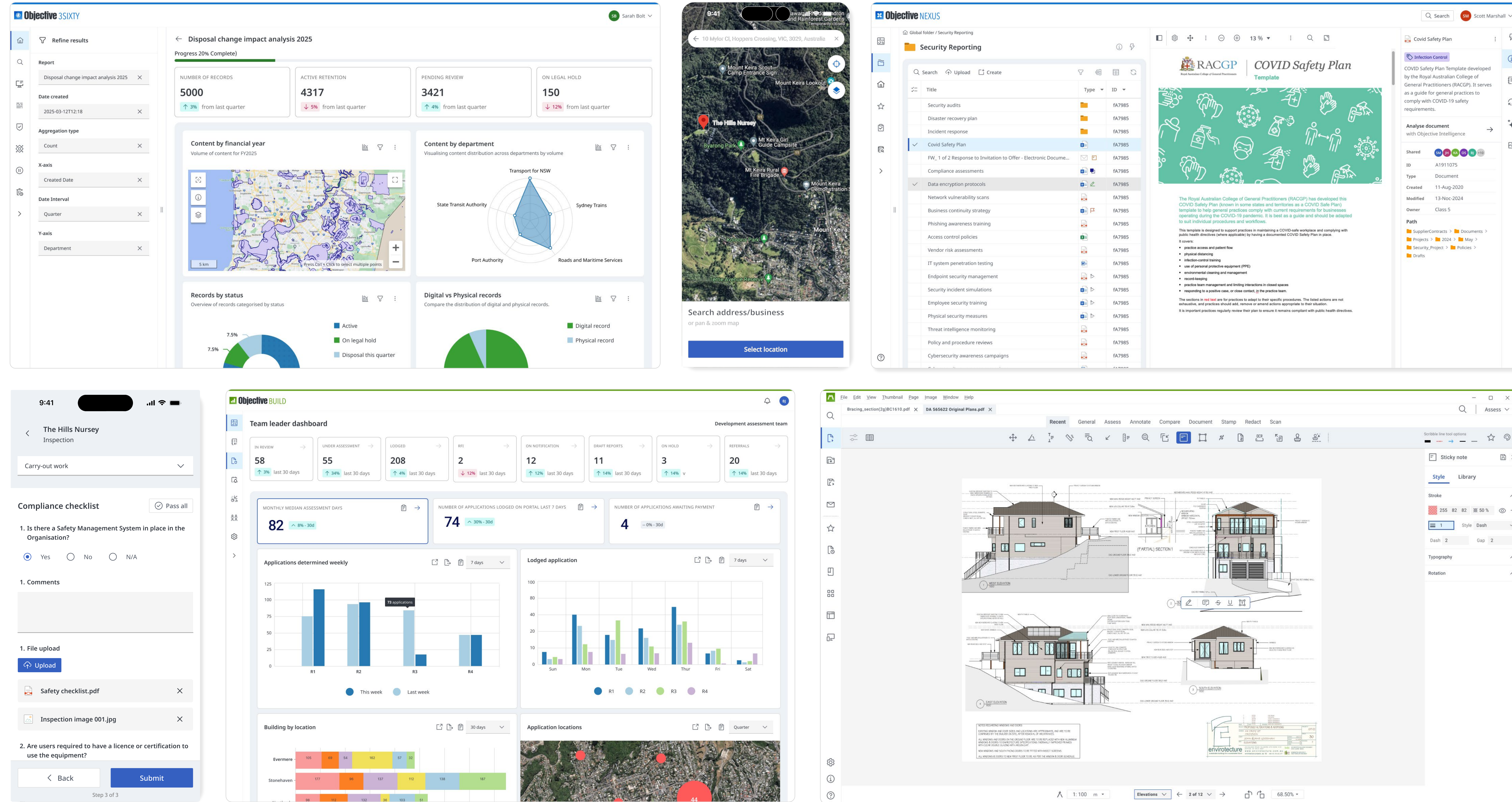


■ Cumulative R&D (\$ million)

Objective

Objective Design Language

Consistent and modular – ODL delivers a consistent user experience across all products, leverages common components that accelerate development timelines and adoption by customers.



Objective Intelligence

Trust is paramount - Objective is uniquely positioned to deliver AI within public sector information security environments.

Objective Intelligence leverages proprietary and open-source AI models to deliver a wide range of privacy-compliant public sector AI solutions.

 **RETRIEVAL AUGMENTED GENERATION (RAG)**

 **Objective** BUILD

 **Objective** REGWORKS

 **Objective** NEXUS

 **Objective** 360

 **Objective** CONNECT

 **AUTOMATED DOCUMENT INTELLIGENCE**

 **Objective** BUILD

 **Objective** KEYSTONE

 **Objective** REGWORKS

 **Objective** NEXUS

 **Objective** 360

 **Objective** CONNECT

 **COMPUTER VISION**

 **Objective** BUILD

 **Objective** TRAPEZE

 **Objective** REGWORKS

 **NATURAL LANGUAGE PROCESSING**

 **Objective** BUILD

 **Objective** KEYSTONE

 **Objective** REGWORKS

 **Objective** NEXUS

 **Objective** 360

 **Objective** CONNECT

Objective Intelligence



GENERATIVE AI

AGENDA

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03 Questions

Making a difference in the community

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.



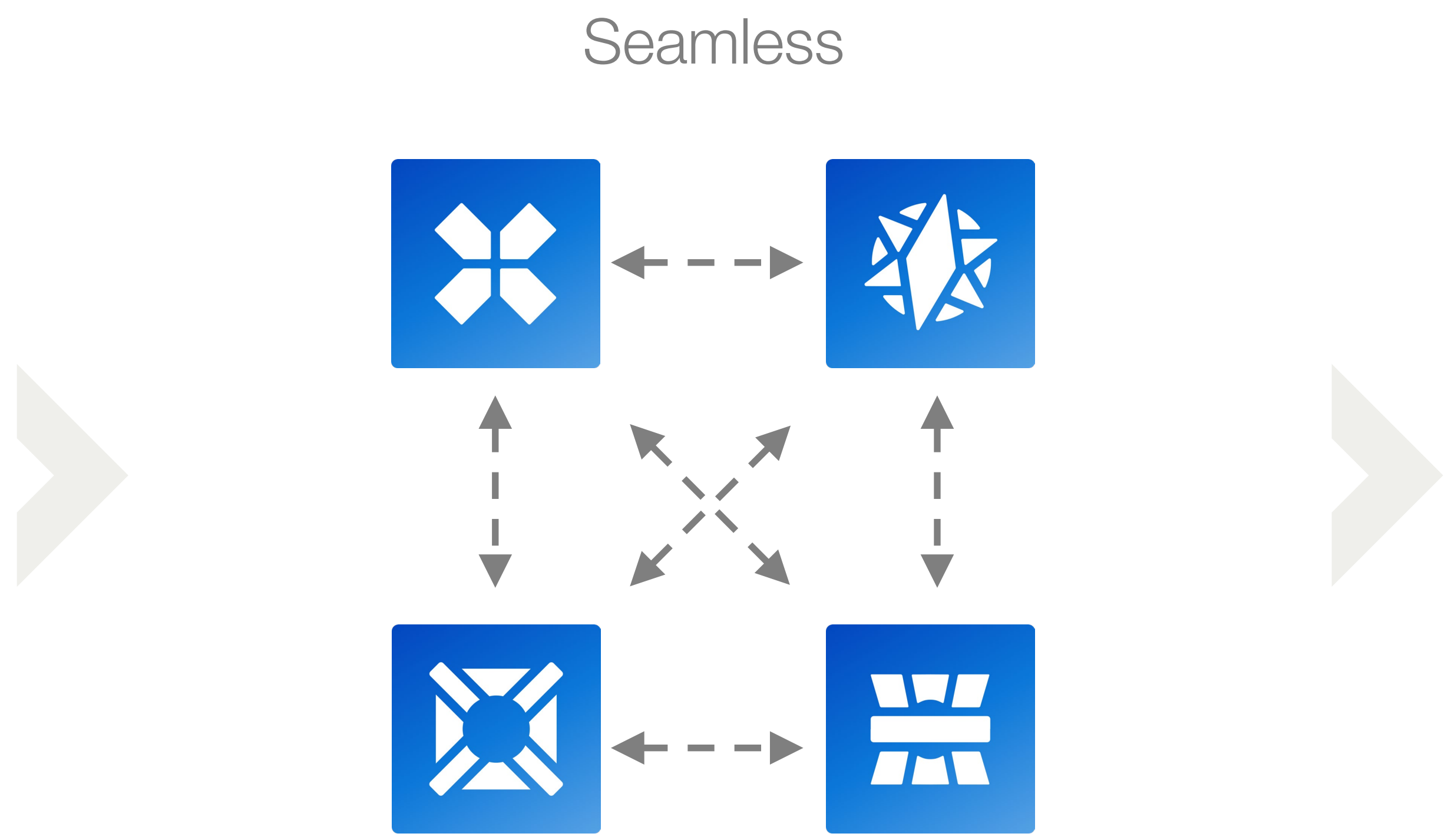
Regulatory Solutions

Protecting what matters

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



Announcing Information Intelligence



Information Intelligence

Detect risks, enforce policies, power AI, leverage insights.

Information Intelligence

Objective NEXUS

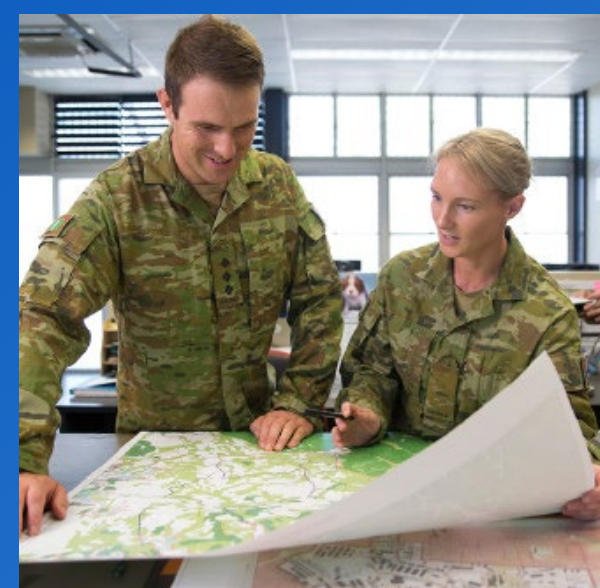
Objective 3SIXTY

Objective CONNECT

Objective REDACT

Objective KEYSTONE

Objective KEYPLAN



Sales Revenue

\$83.4m	\$80.3m	↑4%
FY2025	FY2024	% CHANGE

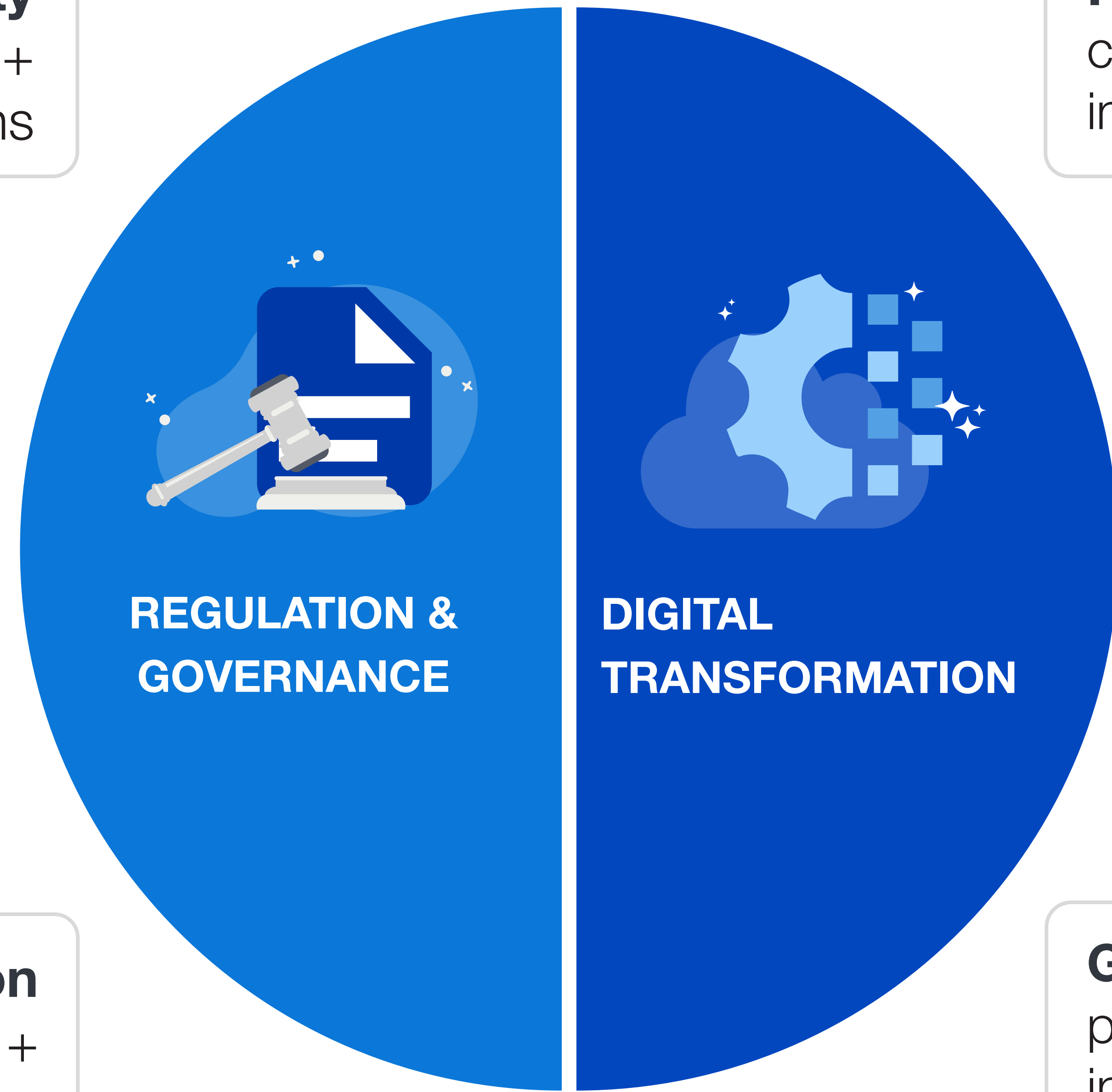
ARR


\$85.1m	\$76.1m	↑12%
FY2025	FY2024	% CHANGE


FY2025 Business Line highlights


- The Scottish Government, with 18,500 users, will migrate from on-premise to the cloud with Objective Nexus. The overall Nexus customer base extended to 20, with a high representation of our largest customers.
- Objective Nexus innovation program has transitioned to a cloud-first focus.
- Objective 3Sixty was deeply integrated with Objective Intelligence (OI) and Microsoft Copilot, for curated datasets that enhance search relevance and retrieval augmented generation (RAG) results, while meeting rigorous privacy standards. And Objective Redact was embedded into 3Sixty to automatically locate and remove Personally Identifiable Information (PII) from information.
- Objective Connect secured new clients globally and innovations included: enhanced security, bilingual workspaces, tools to manage large workspaces and integration with a broader portfolio of business systems to expand use cases.
- Objective Keystone added to its portfolio of Australian Superannuation funds. The product was enhanced to extend the use cases to include ESG Disclosure and Fund Reporting. The Keystone Mastery program was launched to support Product Disclosure professionals demanding Keystone specific expertise within their industry.
- Objective Keyplan released new AI capabilities for local government public consultation and Geographical Information System (GIS) features that support central government initiatives to solve housing shortages through identification of sites for development.


Market drivers: Information Intelligence





 **Compliance Complexity**
with legislation, Acts +
recordkeeping regulations


Respond faster
community expectations have
increased 

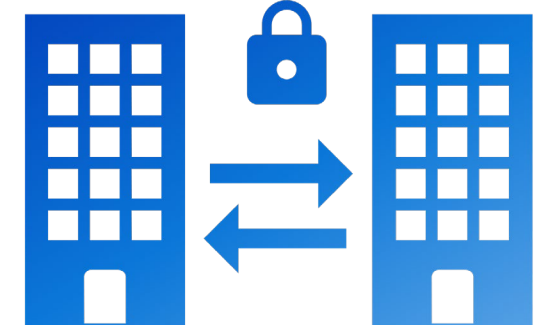
 **Information + Process
management**
for ease of access + security

AI Automation
safety, trust and passing audits
must not be compromised 

 **Secure collaboration**
with external individuals and
organisations and close the door

Scale Resources
AI is needed to drive productivity
and outputs with limited resources 

 **Privacy protection**
detect, act, redact, destroy +
securely release information

Government AI
plans will be set, Vendors need to
interoperate and consume these 

5m

Citizens Served

18,500

Nexus users



Planning & Building

 **Objective BUILD**

 **Objective TRAPEZE**

 **Objective ISOPLAN**



Sales Revenue

\$13.1m	\$12.3m	↑6%
FY2025	FY2024	% CHANGE

ARR

\$18.2m	\$14.0m	↑31%
FY2025	FY2024	% CHANGE

FY2025 Business Line highlights

- Objective Build launched in Australia and will be available to deploy in 2HY2026. Developed in close consultation with six NSW metro councils, to meet market-specific challenges and state variations in Australia. Uniquely positioned as the only purpose-built solution for assessing and approving development applications.
- In New Zealand (NZ), the focus remains on developing a national platform that will accelerate approval of building applications, as the housing crisis is addressed through higher building volumes. As a national platform, Objective Build will store consolidated data that can be used to improve building efficiency and quality.
- R&D focused on requirements of large NZ metro councils such as AI powered checks and remote inspections. The Build Inspection app is adopted by more than 80% of customers, improving the productivity of individual inspectors and accelerating building completion times for owners and developers.
- 29 NZ councils are live on Objective Build. All customers in NZ have moved to an aligned pricing model for building consents processed through Objective solutions. A sunset date of 30 June 2026 for the GoGet product was communicated to all customers who will have moved to an alternative solution by this date. Migration times for GoGet customers moving to Objective Build have reduced by up to 70% with refined processes and use of tools such as Objective 3Sixty.
- Objective Trapeze, used by 280 local government customers across Australia and NZ, recorded 50 expansion and new customer wins during FY2025. New functionality released included advanced PDF editing features, real time collaborative reviews and AI-generated plan comparison summaries extends its use beyond planning departments.

Market drivers: Planning & Building



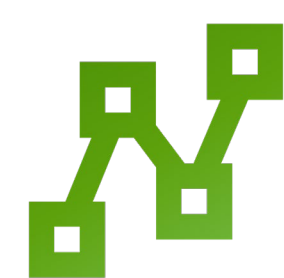
Mounting pressure caused by DA approval delays intensifying calls for efficient streamlined approval pathways.



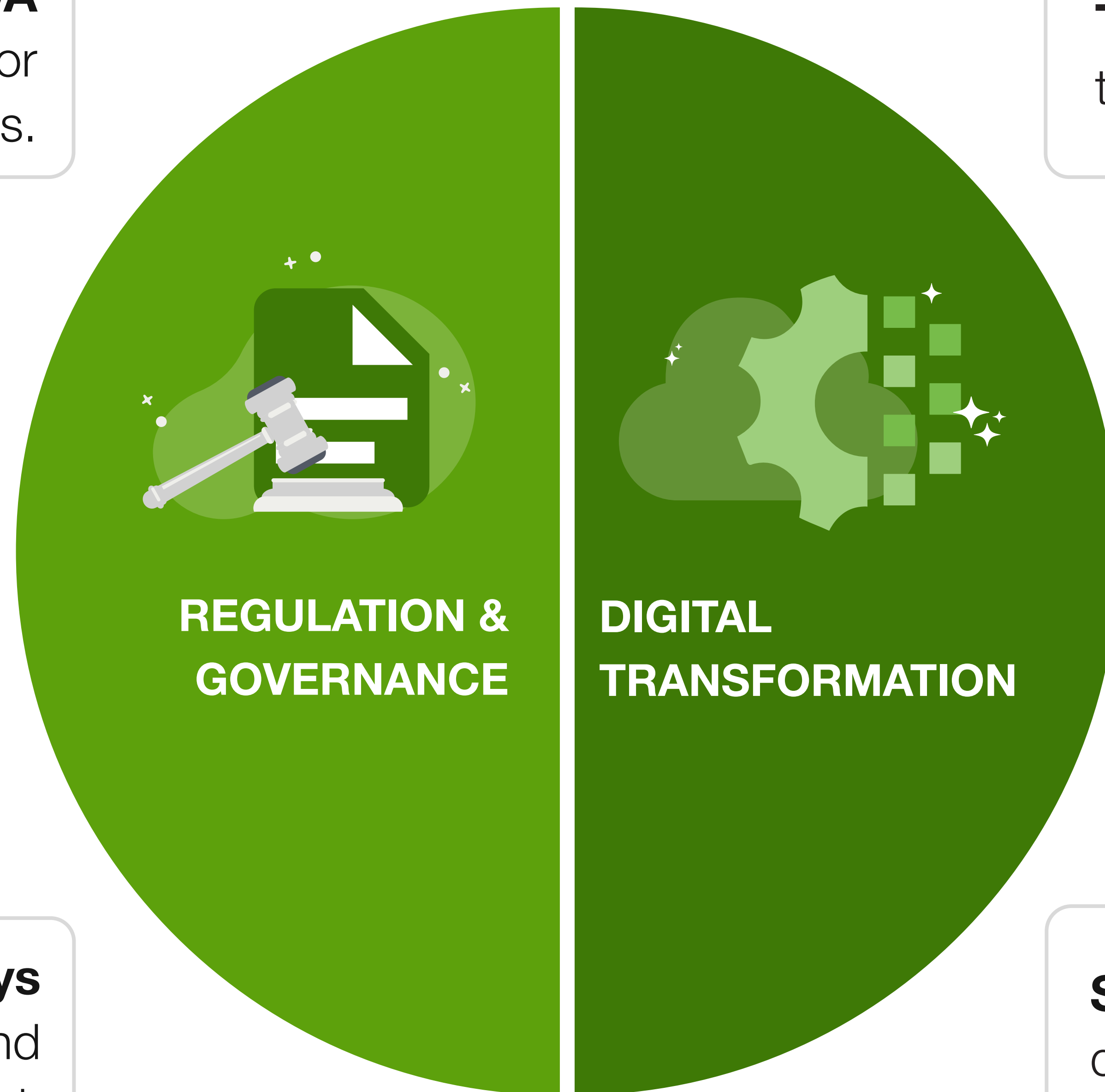
Rapid regulatory changes burdening councils with system change.



Industry shortage of planning professionals drives a need for stronger system capabilities.



Complex approval pathways forcing the software to do more and be seamlessly integrated.



Transparency for citizens building trust and efficiency.



Intelligent lodgment, vetting and compliance checking driving first time, quality applications.



AI assisted assessments reducing the administration for planners.



Specialised industry-wide platform delivering high value across the sector.



Isovist now **part of our family**

Isovist is a provider of powerful GIS based e-planning solutions for local government



About Isovist

- Extends capabilities in planning & building sector
- Cloud-based SaaS solution creates GIS linked view of local planning regulations
- 50 customer councils in Australia and NZ
- Accelerates Objective's AI opportunities in planning and development

Acquisition update

- Rapid integration into Objective
- Positive customer feedback and engagement
- Opportunities identified for market expansion in Australia
- Complementary domain expertise accelerating innovation



Objective ISOPLAN

Regulatory Solutions



Sales Revenue

\$23.6m	\$22.2m	6%
FY2025	FY2024	% CHANGE

ARR

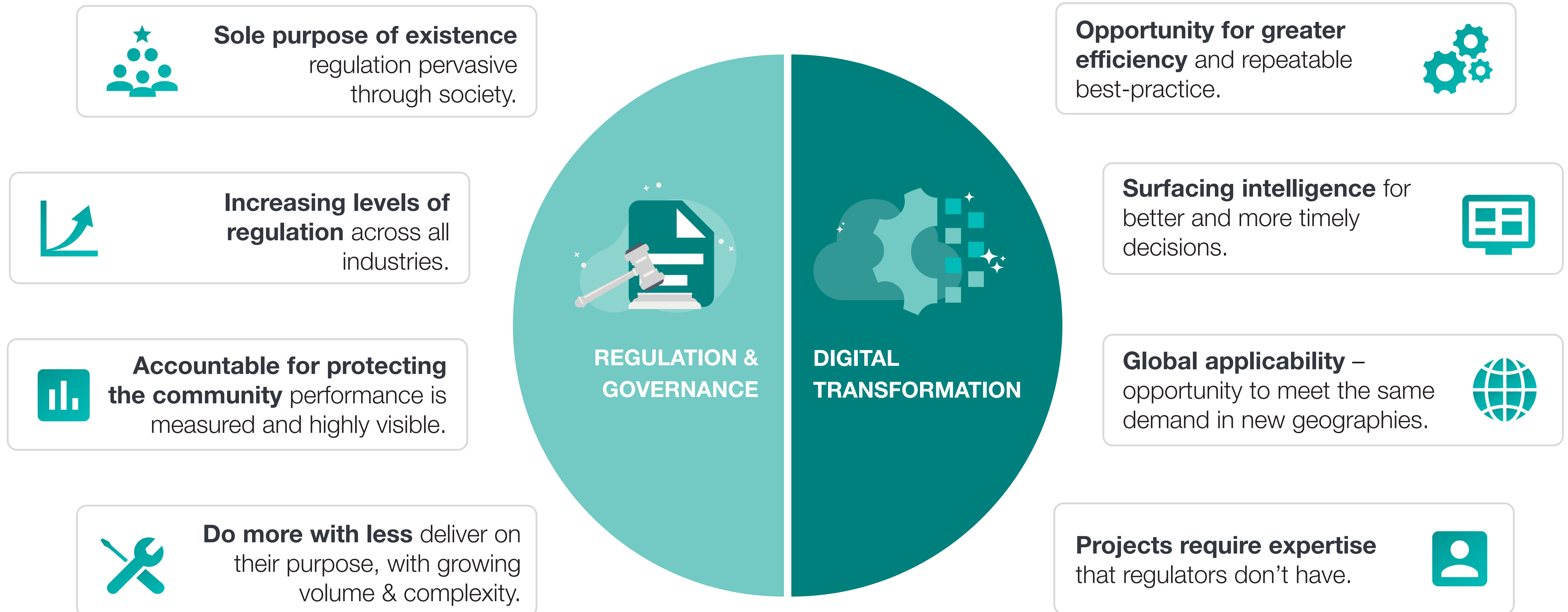
\$16.9m	\$14.4m	17%
FY2025	FY2024	% CHANGE

FY2025 Business Line highlights

- Objective RegWorks was selected by the WA LGIRS, the largest regulator in the state, to deliver its new Compliance and Regulation System (CARS). In New Zealand, MPI went live with its Fisheries Observer, and the NZ Police Firearm Registry expanded to include the regulation of ammunition sales.
- Grew go-to-market capacity with expanded sales and marketing resources, lead sponsorship at the UK Institute of Regulators conference, and launched The Modern Regulator - a digital publication dedicated to examining the changing nature of regulation.
- R&D was targeted towards RegWorks v7, to deliver significant advancements including in-app scripting for user driven automation of business logic, major dashboard enhancements to support data-driven decision-making and GIS tools to support location based regulatory analysis, assessments and planning.
- Victorian Social Services Regulator and NZ Physiotherapy Board went live with RegWorks Accelerator packages. The Accelerator delivery model offers a strong differentiator against competitor platforms which require bespoke implementations at every site. Further enhancements were released improving time-to-value for customers and reducing life-time cost of ownership.
- R&D investment increased scalability and ease of implementation of Objective RegWorks, to focus on increasingly larger enterprise opportunities, including those that will be delivered by partners.
- NSW Transport Safety platform delivered enhancements to facilitate the rollout of new safety enforcement initiatives for light vehicles.



Market drivers: Regulatory Solutions

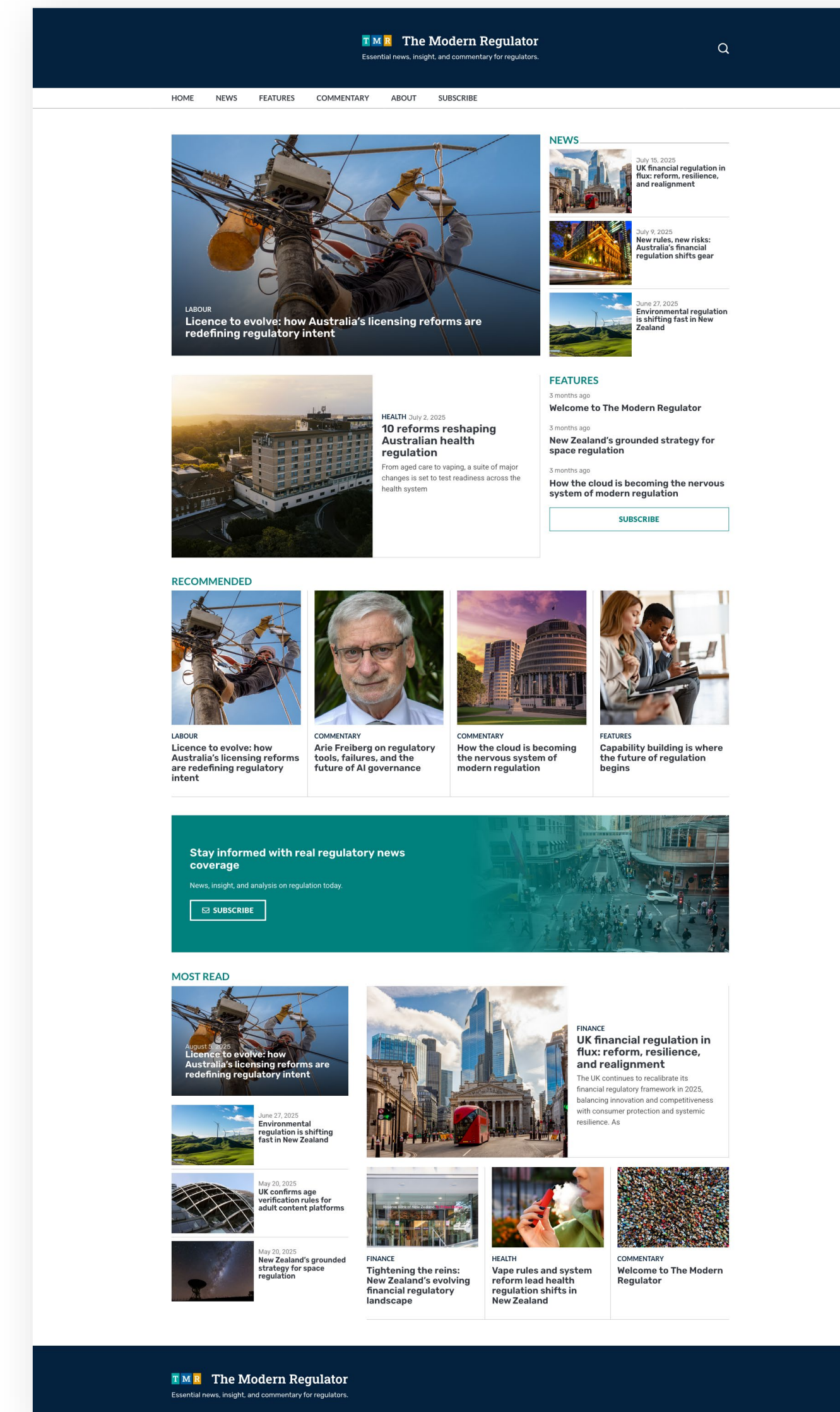


Objective is the Regulatory Specialist

UK Institute of Regulation Conference



The Modern Regulator



Regulatory Technology Survey



Regulation is a global opportunity

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

AGENDA

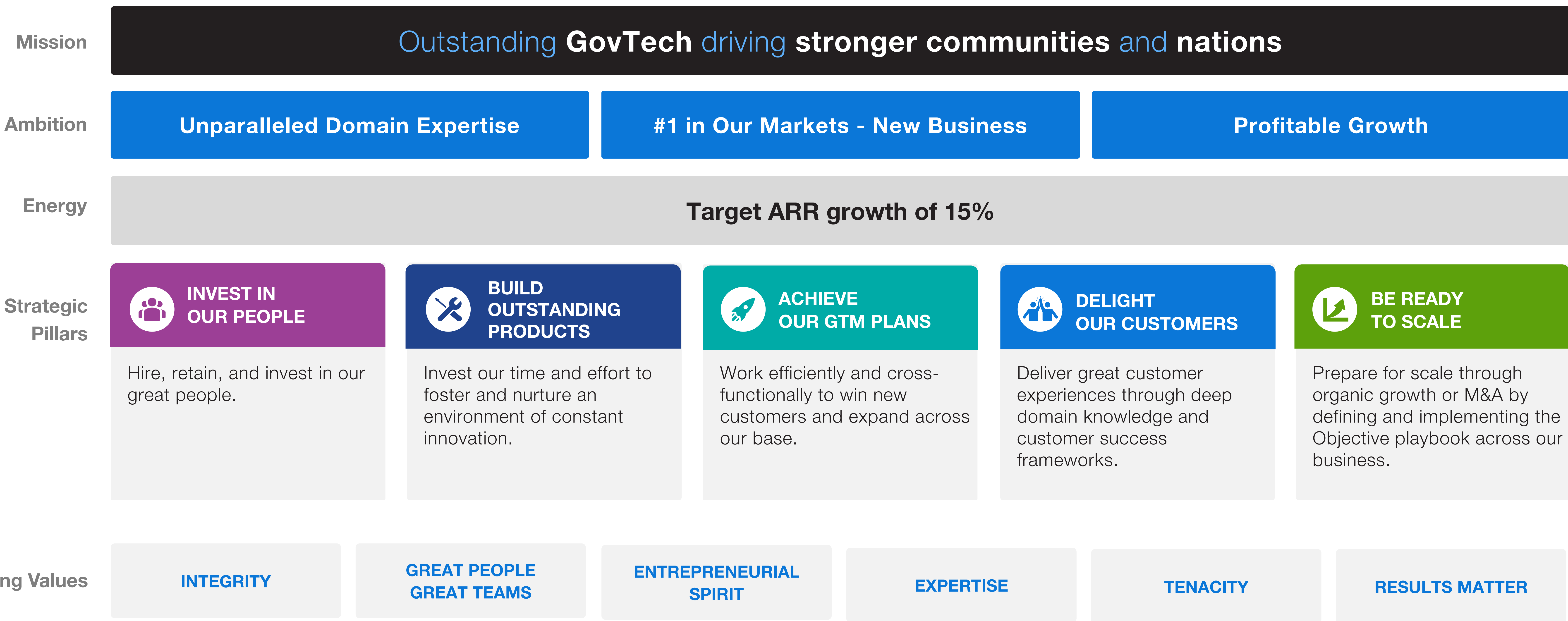
01 Formal Business

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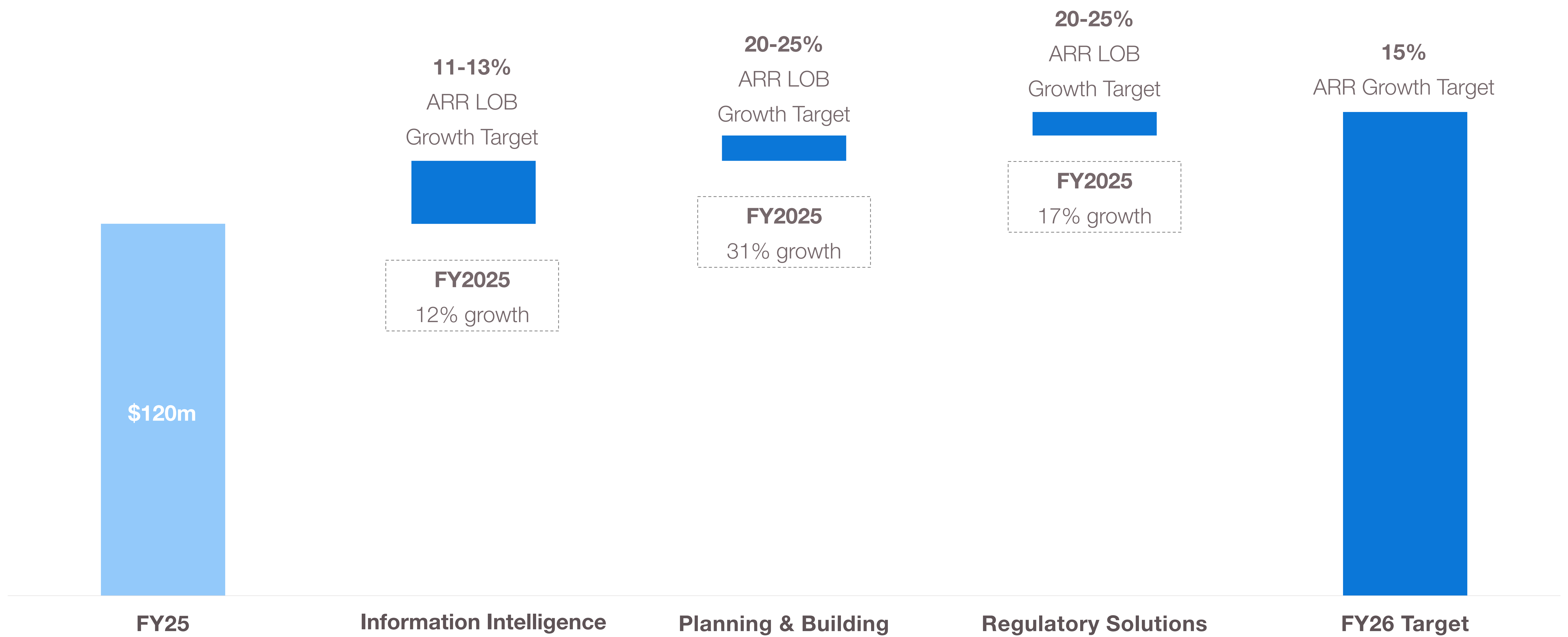
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03 Questions

FY2026 Objective Strategic Plan



Path to 15% ARR Growth Target



FY2026 Outlook



GROW ARR

Target 15% ARR growth.

SCALE PROFITABLY

Balance investment to achieve ARR growth target with increased profitability.

R&D INVESTMENT

Expand use cases for Objective Intelligence across the product portfolio.

ORGANIC OPPORTUNITIES

Execute organic growth projects across LOB, with growth accelerated by M&A opportunities.

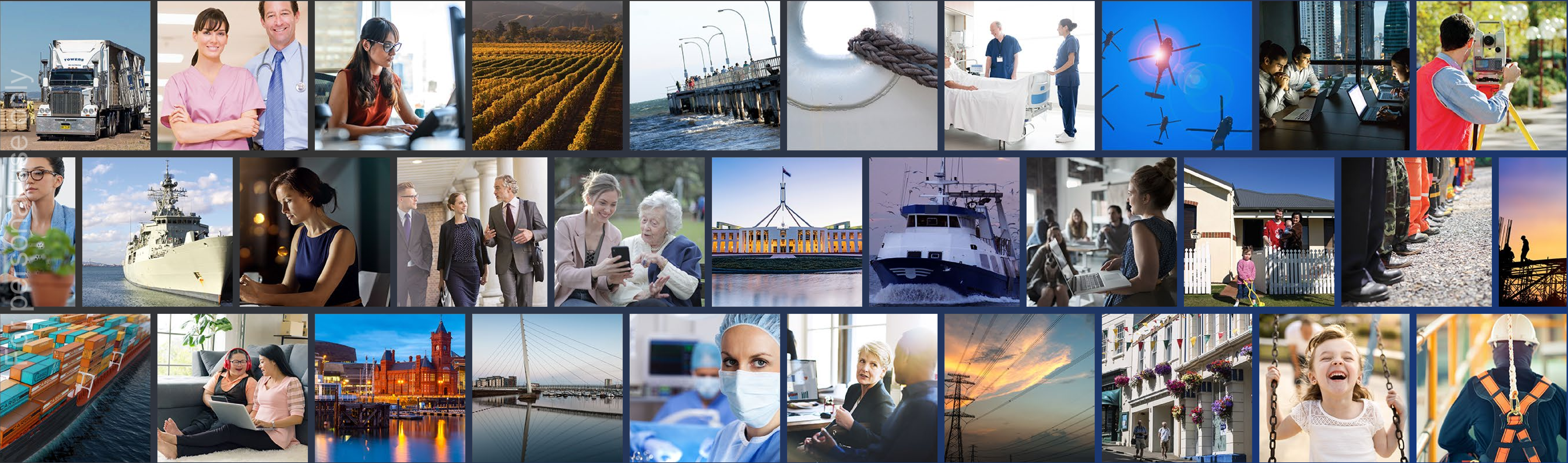
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Objective

[OBJECTIVE.COM](https://www.objective.com)