



Outstanding
GovTech driving
stronger communities
and nations

Personal use only

GovTech x RegTech software

Empowering digital government and regulated industries with a suite of mission-critical solutions that collect, protect and govern the proprietary data public sector depends upon.

Objective 360
Disposal change impact analysis 2025
Progress 20% Complete

NUMBER OF RECORDS	ACTIVE RETENTION	PENDING REVIEW	ON LEGAL HOLD
5000	4317	3421	150
↑ 3% from last quarter	↓ 5% from last quarter	↑ 4% from last quarter	↓ 12% from last quarter

Content by financial year, Content by department, Records by status, Digital vs Physical records.

Objective NEXUS
Search address/business or pan & zoom map
Select location

Objective NEXUS
Security Reporting

Title	Type	ID
Security audits	Folder	IA7985
Disaster recovery plan	Folder	IA7985
Incident response	Folder	IA7985
Covid Safety Plan	Document	IA7985
FW, 1 of 2 Response to Invitation to Offer - Electronic Docu...	Document	IA7985
Compliance assessments	Folder	IA7985
Data encryption protocols	Folder	IA7985
Network vulnerability scans	Folder	IA7985
Business continuity strategy	Folder	IA7985
Phishing awareness training	Folder	IA7985
Access control policies	Folder	IA7985
Vendor risk assessments	Folder	IA7985
IT system penetration testing	Folder	IA7985
Endpoint security management	Folder	IA7985
Security incident simulations	Folder	IA7985
Employee security training	Folder	IA7985
Physical security measures	Folder	IA7985
Threat intelligence monitoring	Folder	IA7985
Policy and procedure reviews	Folder	IA7985
Cybersecurity awareness campaigns	Folder	IA7985

COVID Safety Plan Template
The Royal Australian College of General Practitioners (RACGP) has developed this COVID Safety Plan (shown in some states and territories as a COVID Safe Plan) template to help general practices comply with current requirements for businesses operating during the COVID-19 pandemic. It is best as a guide and should be adapted to suit individual practices and workflows.

Objective 360
Consents 222033
Assessment Completed

- Consent Lodged
- Processing
- Consent Granted
- Consent Issued

Application details: Site address, Project type, Residential.

Objective REGWORKS
Request for Further Information | EML-926

Recipient: PEPPER, Jessica
Email address: jpepper@mail.com

Status: Assessment Completed

Dear Jessica Pepper
I have previously written to you to advise that vehicle registration ABC123, VIC operated by the owner Edison Services Pty Limited has been alleged to have been involved in a safety incident.

Objective BUILD
Team leader dashboard

IN REVIEW: 58	UNDER ASSESSMENT: 55	LOGGED: 208	REBVALS: 2	LOW NOTIFICATION: 12	DRAFT REPORTS: 11	ON HOLD: 3	REVERALS: 20
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Applications determined weekly, Lodged application, Building by location, Application locations.

Objective CONNECT
Workspace / Folder / Document

Participants: Scott Marshall, Elaine Poh, Joe Bishop, Sarah Donna.

Documents: Video files, Presentation, Design folder test.

Invite participants, Invite by email, Versio, Tasks, Comm.

Objective KEYSOFT
Document management and annotation interface showing architectural drawings.

Objective KEYSTONE
My Verifications

Declaration: I am confirming that I have read the content and to the best of my knowledge...

Fossil fuel extraction: Lending to fossil fuel mining and production (Total Committed Exposure)...

Climate change solutions vs. Fossil fuel mining and production.



2000+ customer relationships

20+ YEARS



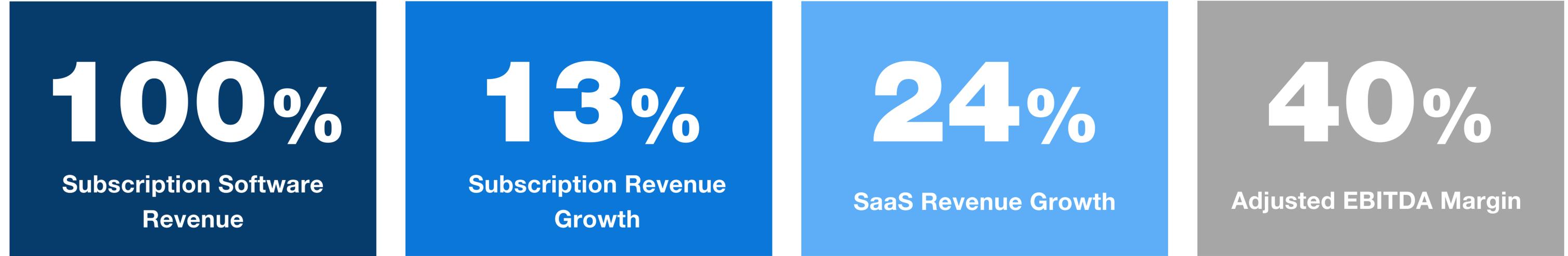
A SELECTION 10+ YEARS



AGENDA

- 01** Financial Summary
- 02** The AI Opportunity for Objective
- 03** Business Line Overview
- 04** Outlook

Objective Corporation Results Overview



SaaS Revenue Growth by Line of Business



1HY2026 Financial Highlights

REVENUE

\$67m

+ 9% vs. 1HY2025

ANNUALISED RECURRING REVENUE

\$120m

+ 12% vs. 1HY2025

ADJUSTED EBITDA

\$26m

+11% vs. 1HY2025

OPERATING CASH FLOW

\$22m

+ 72% vs 1HY2025

NET PROFIT AFTER TAX

\$19m

+ 10% vs. 1HY2025

RESEARCH + DEVELOPMENT

\$17m

28% OF SOFTWARE
REVENUE

CASH

\$95m

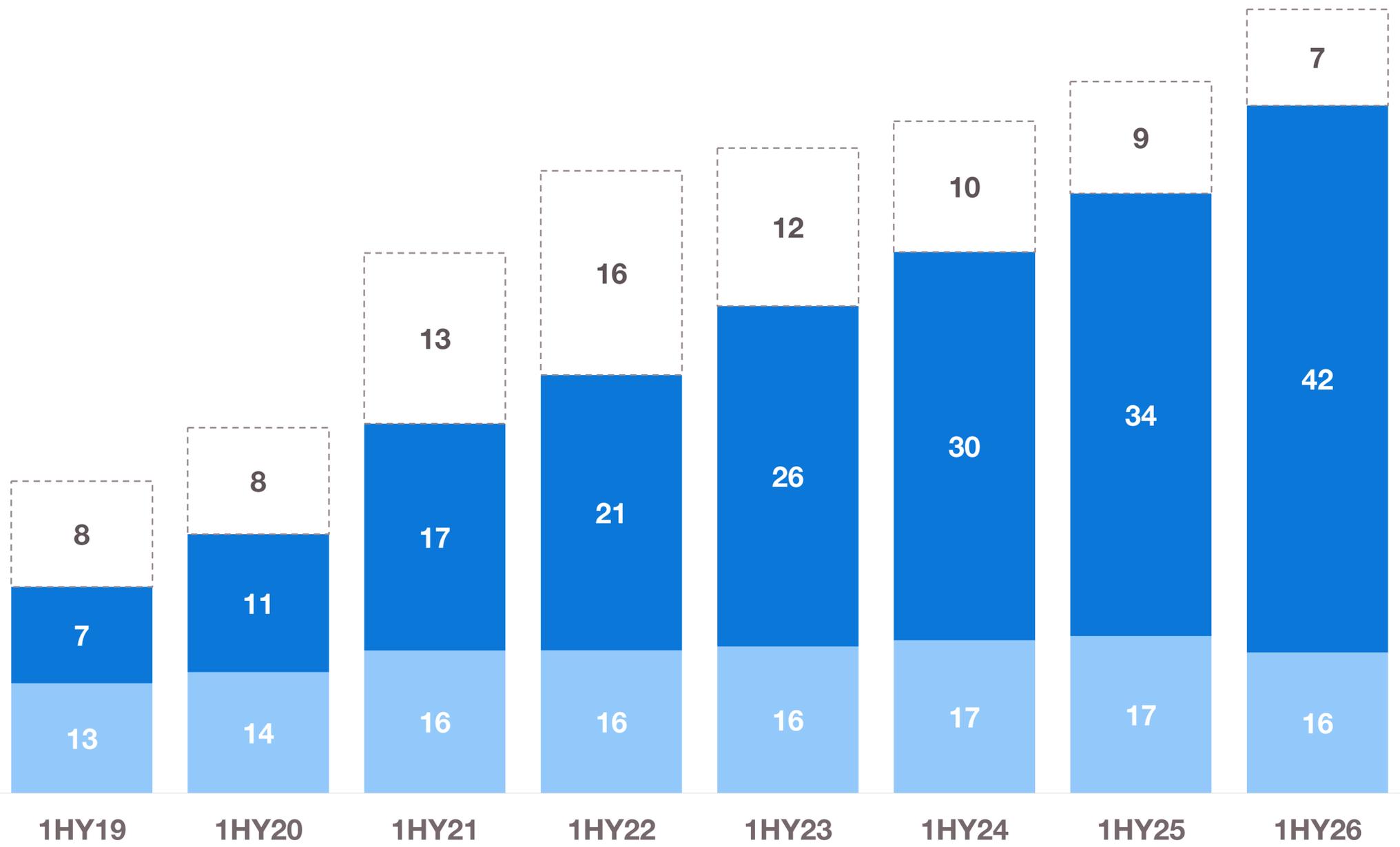
+13% vs. 1HY2024

INTERIM DIVIDEND

13cps

Unfranked

SaaS revenue drives growth



Non-Recurring Revenue:
CAGR = - 2%

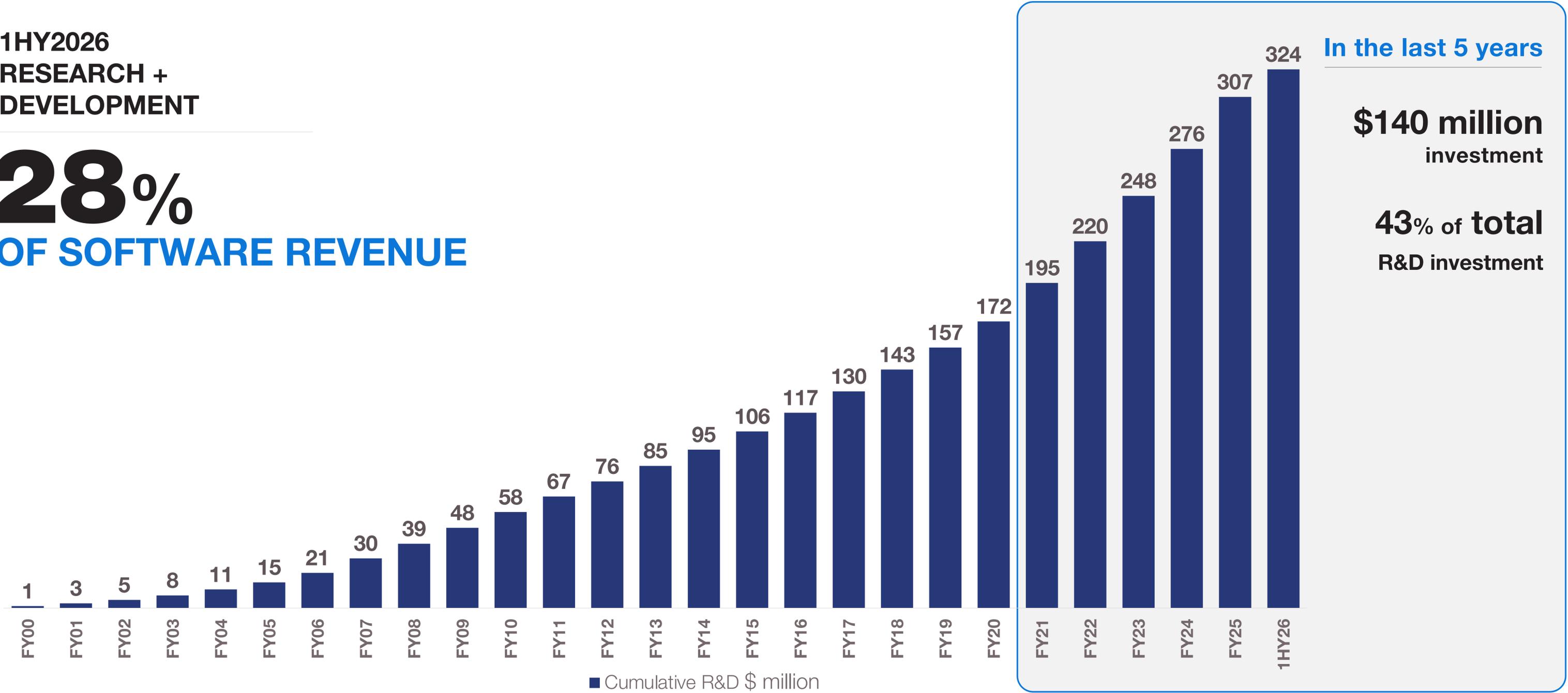
SaaS:
CAGR = + 28%

USP: CAGR = + 2%

Consistent + significant R&D investment

1HY2026
RESEARCH +
DEVELOPMENT

28%
OF SOFTWARE REVENUE



Profitable growth, in line with our strategic plan

40%

Adjusted EBITDA margin

+

12%

ARR growth

Objective Flywheel of Innovation



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SaaS is way more than just lines of code

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



Permanent demand drivers

Rising expectations, increased scrutiny



Community expectations around governance



Effective regulation compliance

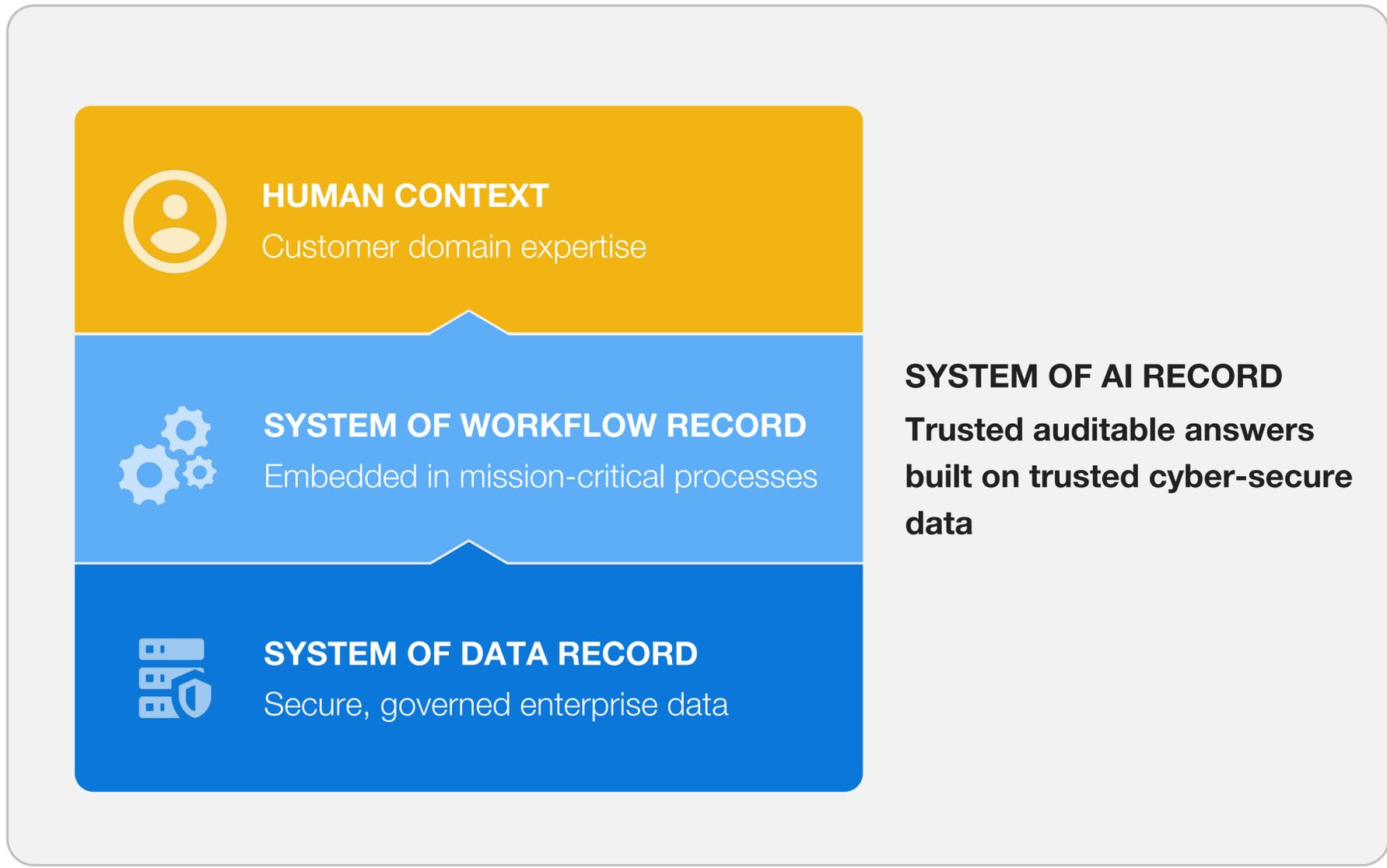


Efficiency through end-to-end digital service delivery



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.

AI demand is delivering revenue now

Customer use cases where the public sector leveraged Objective's expertise to deliver AI capabilities – in 1HY2026.

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.

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Objective Intelligence

An AI operating system for Objective products.

Objective INTELLIGENCE

SERVICE PROVIDERS

 OpenAI **ANTHROPIC**

 Azure AI Foundry  Amazon Bedrock

 Model Context Protocol

MCP

MODELS

 ChatGPT  Mistral AI

 Claude  Grok

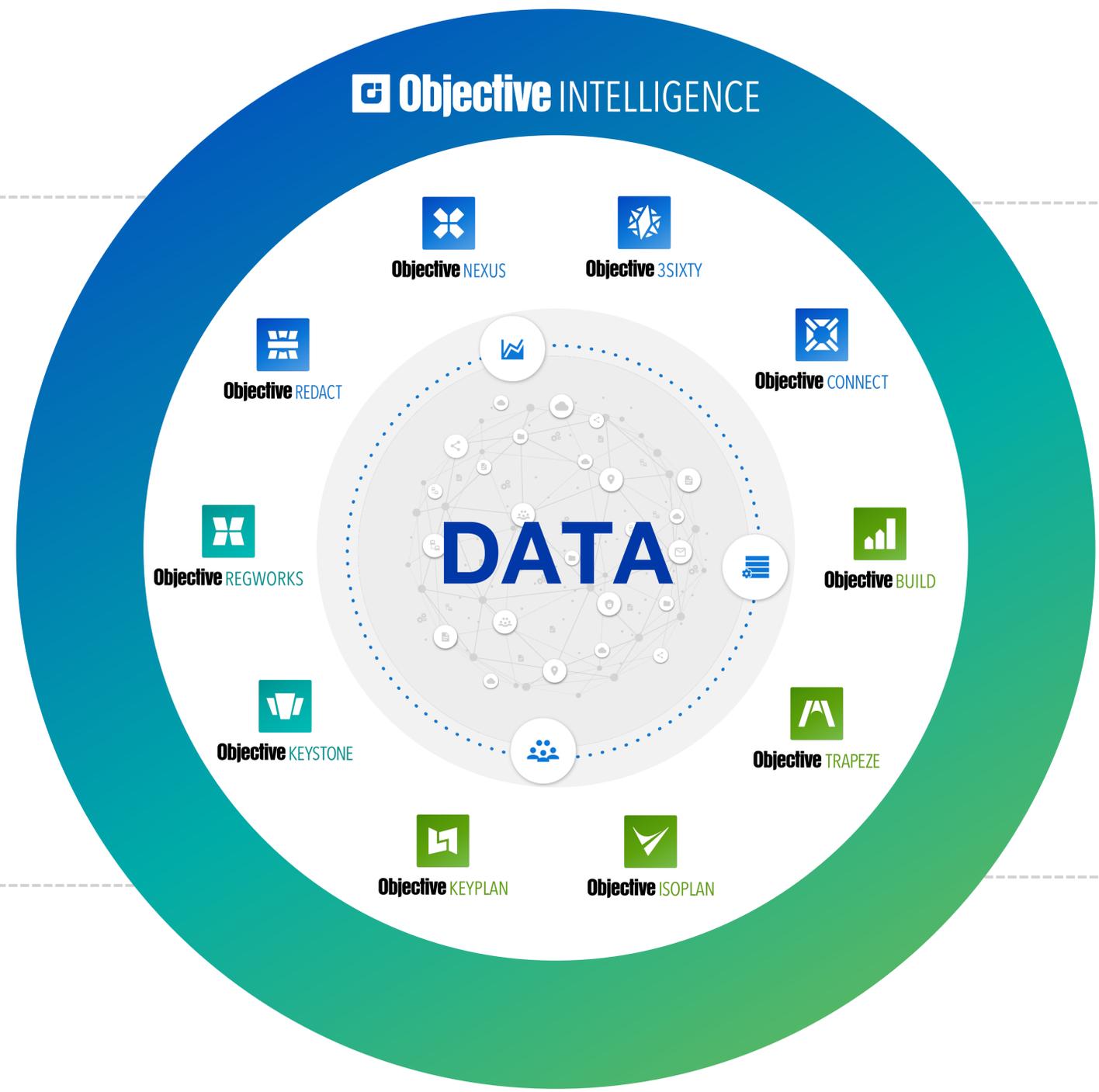
 LLaMA  Gemini

 Google

 perplexity  Bing

INTERNET

Objective



Objective Intelligence

Objective is delivering AI across our product portfolio, leveraging proprietary and open-source AI models to deliver a wide range of privacy-compliant public sector solutions.

RETRIEVAL AUGMENTED GENERATION (RAG)

-  **Objective** BUILD
-  **Objective** REGWORKS
-  **Objective** NEXUS
-  **Objective** 3SIXTY
-  **Objective** CONNECT

AUTOMATED DOCUMENT INTELLIGENCE

-  **Objective** BUILD
-  **Objective** KEYSTONE
-  **Objective** REGWORKS
-  **Objective** NEXUS
-  **Objective** 3SIXTY
-  **Objective** CONNECT

COMPUTER VISION

-  **Objective** BUILD
-  **Objective** TRAPEZE
-  **Objective** REGWORKS

NATURAL LANGUAGE PROCESSING

-  **Objective** BUILD
-  **Objective** KEYSTONE
-  **Objective** REGWORKS
-  **Objective** NEXUS
-  **Objective** 3SIXTY
-  **Objective** CONNECT



 **Objective** INTELLIGENCE



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Navigation panel

Recents Case explorer

Search within case

- Investigation Case: Dust & Noise Complaint - Willow Creek Drilling
CASE-138 In Progress
- Complaint: Dust & Noise at Willow Creek Drilling
COMP-35 Triage Completed
- Investigation Plan - Dust & Noise at Willow Creek Drilling
IPLAN-35 Approved
- Breaches
- Inspections
 - Inspection: Willow Creek Drilling (2026/07/12)
INSP-512 Completed
 - Inspection: Willow Creek Drilling (2026/09/05) 1
INSP-713 Pending Review
- Reports
 - Investigation Report - Dust & Noise at Willow Creek Drilling
IR-983 Draft
 - Brief of Evidence - Dust & Noise at Willow Creek Drilling
BOE-983 Draft
- Correspondence

Investigation Case - Community Dust & Noise Complaint - Willow Creek Drilling

Investigation Case

Assigned to: Joe Bishop Assigned team: Investigation Team

Case details Evidence Running Log Notes & Tasks Documents Correspondence Ask OI

Assign to Actions

Ask OI Fullscreen Clear chat

Ask me anything! I'm here to help.

Summarise this investigation

Summarise the latest inspection notes

What is the compliance history of this location?

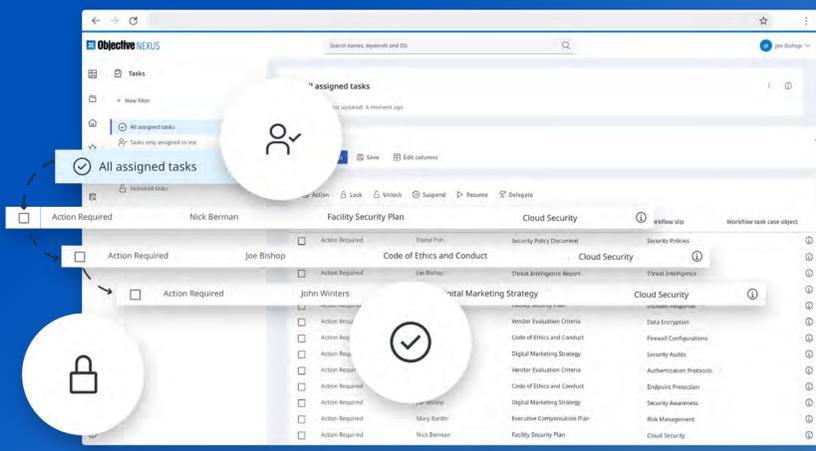
Summarise the key evidence in this investigation

How can I help you today? Microphone Send

AI delivered through domain-specific solutions

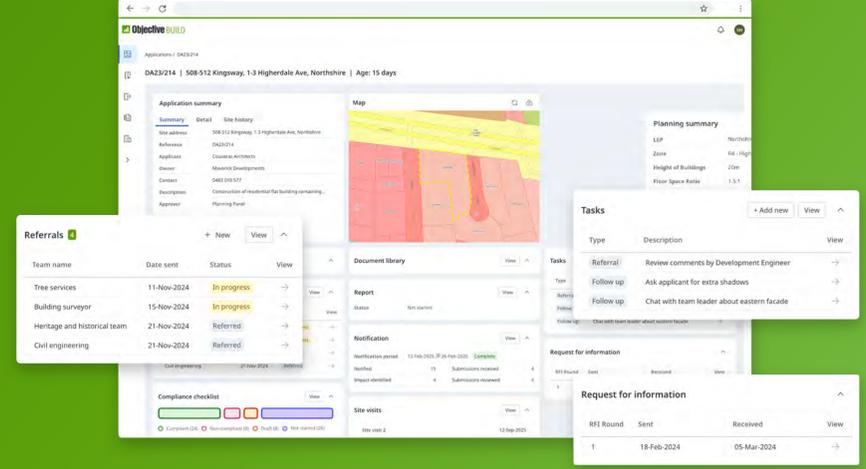
Information Intelligence

Empowering people and processes with information.



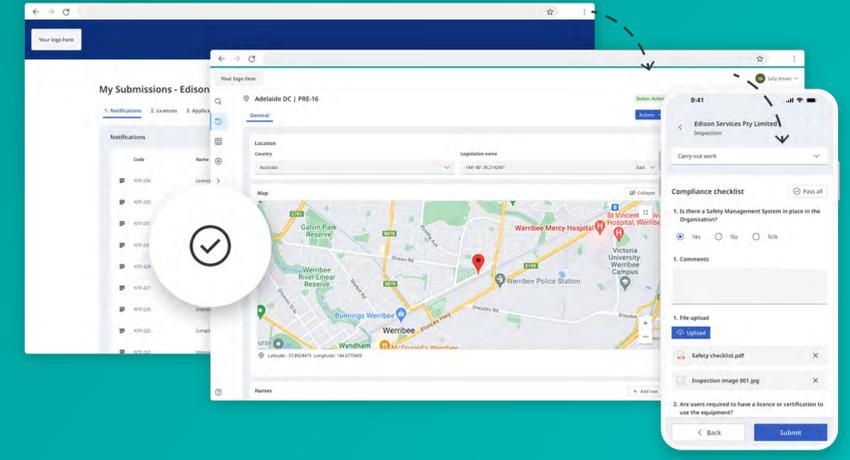
Planning & Building

Streamlining the building assessment and consent process.



Regulatory Solutions

End to end regulation, made simple.



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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.



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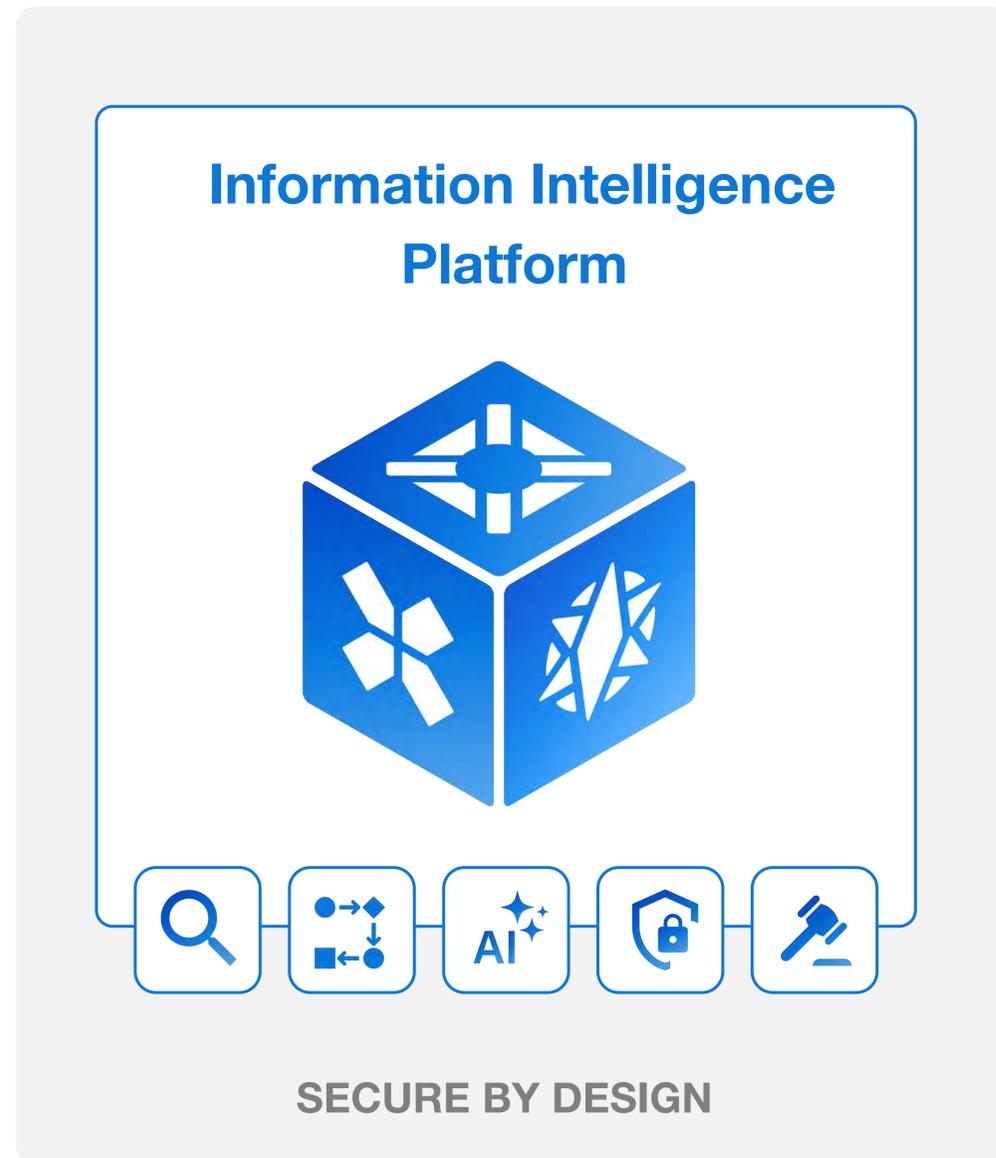
Regulatory Solutions

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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.

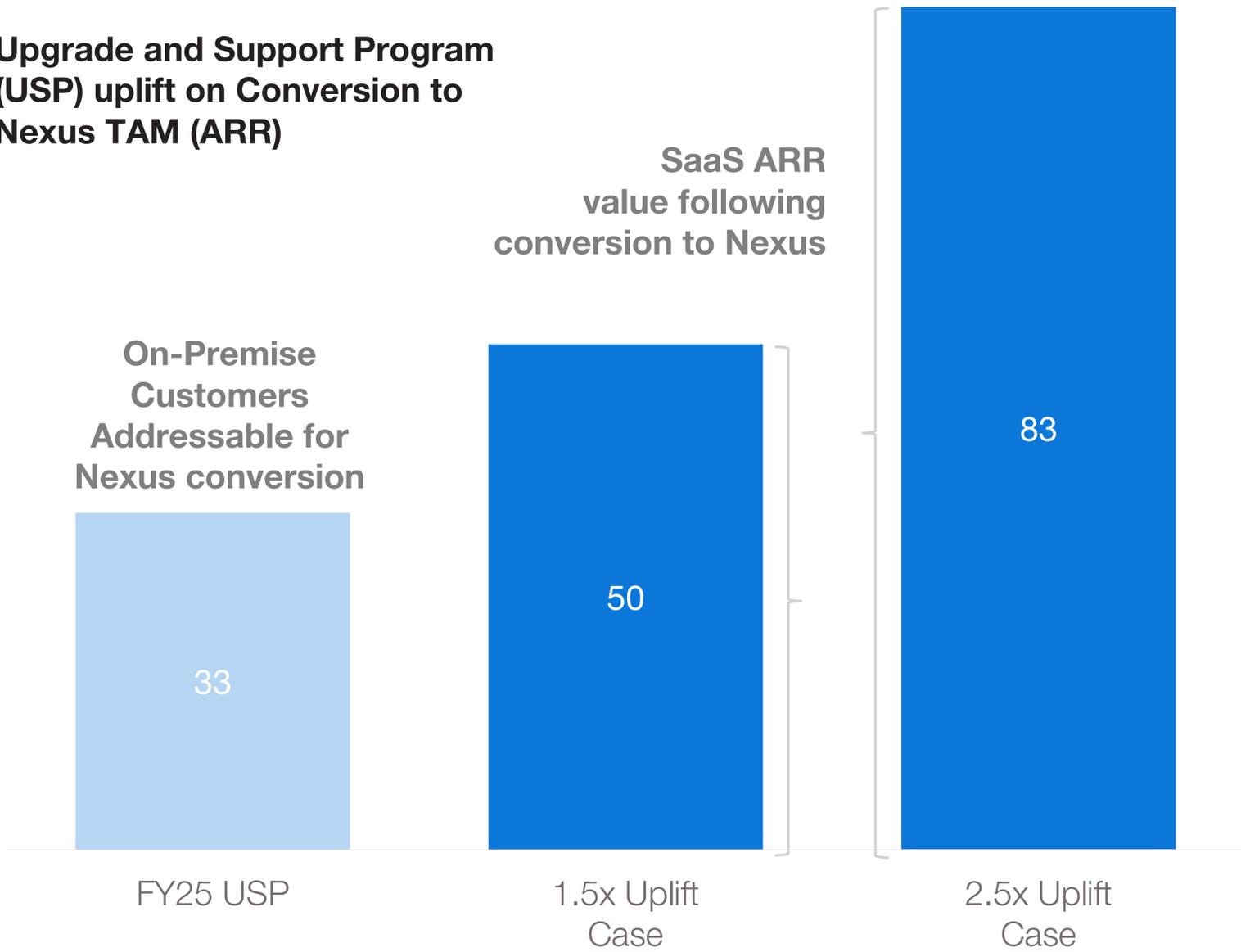
Conversions to Nexus cloud



Cloud Content Management

Upgrade and Support Program (USP) uplift on Conversion to Nexus TAM (ARR)

SaaS ARR value following conversion to Nexus



Customer transitions from on-premise to cloud Objective Nexus continue to accelerate

20,000+ USERS



Information Intelligence

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



Sales Revenue

\$43.0m	\$41.1m	↑5%
1HY2026	1HY2025	% CHANGE

ARR

\$84.4m	\$77.0m	↑10%
1HY2026	1HY2025	% CHANGE

1HY2026 Business Line highlights

- During 1HY2026, the Content Solutions line of business was renamed Information Intelligence, to align with the launch of our Information Intelligence platform. The Information Intelligence platform is a single platform for data governance across organisations, incorporating the capabilities of Objective Nexus, Objective 3Sixty, Objective Connect and Objective Redact within an integrated solution.
- Momentum in the transition of on-premise customers to cloud continued with over 20,000 users now on-boarded, and additional customer sites committed during 1HY2026. Welcomed new customers in Australia and expanded capabilities of the platform to existing customers in Australia, New Zealand and UK.
- R&D focused on the development of multi-modal AI capabilities extending auto-redaction and content summarisation capabilities to image and video files; and expanding search and retrieve functionality to identify and preview relevant information. Private RAG capability was released to allow high security customers to securely access LLM functionality across restricted data sets within the Information Intelligence platform.
- Objective Connect delivered new capabilities in Digital Signatures and Tag Based Access Control to align with market development activity in Export Controlled Markets, particularly Defence Industry sensitive and classified file sharing.
- Objective Keystone positioned to meet growing customer demand in Climate Related disclosure and Fund Management documentation with the release of external data sources adapters integrated directly into Keystone documents and external file sharing capabilities. Objective Keystone further expanded its superannuation customer base with three new funds and expanded use of Keystone in two major existing customer sites.

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.



End-to-end intelligence for planning & building

Industry and Proponents



Compliance and Workflow



Construction and Completion



Objective INTELLIGENCE

A wide banner with a green-to-blue gradient background. It features the Objective logo (a stylized star) on the left and the text 'Objective INTELLIGENCE' in the center, with another stylized star on the right.

A robust foundation, **positioned for growth**

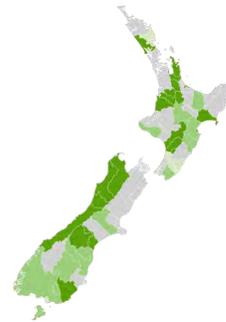
BROAD CUSTOMER FOOTPRINT



Objective TRAPEZE



Objective BUILD



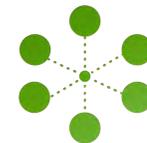
Objective ISOPLAN



EXPANDING PRODUCT OFFERING



Release Build AU, adapted to regulations in each state market.



Expand consent types managed within NZ – a single consenting platform for all Building Consent Authorities.



Integrate Isoplan to expand the end-to-end solution for the entire planning function.



Expand AI through all products to further leverage the unique data sets for customers.

Planning & Building

 **Objective BUILD**

 **Objective TRAPEZE**

 **Objective ISOPLAN**



Sales Revenue

\$9.0m	\$6.5m	↑39%
1HY2026	1HY2025	% CHANGE

ARR

\$18.0m	\$13.9m	↑29%
1HY2026	HY2025	% CHANGE

1HY2026 Business Line highlights

- Migration of customers to Objective Build continued ahead of the GoGet sunset date of 30 June 2026. 40 councils are now live on Objective Build or in migration, together representing more than 50% of New Zealand councils. From 30 June 2025, all customers in New Zealand moved to an aligned pricing model for building consents processed through Objective solutions.
- In partnership with our Australian foundation council partners, we made significant progress on the development of Objective Build for the Australian market. R&D investment delivered multiple foundation releases during 1HY26 ahead of full product go-live in Q4 FY2026. We expanded the group of foundation partners beyond New South Wales to include new council partners in Queensland, Victoria and Western Australia.
- Isovist has been rapidly integrated into the Planning & Building line of business across R&D, customer success and go-to-market functions. Strong engagement with IsoPlan customers since joining Objective has resulted in a successful new customer go-live in Queensland and opened opportunities for extending the scope of digital planning within Objective Build.
- Remote Inspections was released to New Zealand customers in 1HY2026, enabling all inspections to be completed via mobile and integrated with the building consent process in Objective Build. R&D has focused on delivering AI functionality to improve application quality, and increasing the consent types processed; each representing an incremental revenue opportunity while reinforcing Objective Build as the leading consenting system.
- Objective Trapeze was enhanced with Advanced PDF Editing, broadening use of the software to more users within customers, expanding its footprint in local government.

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.



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 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.

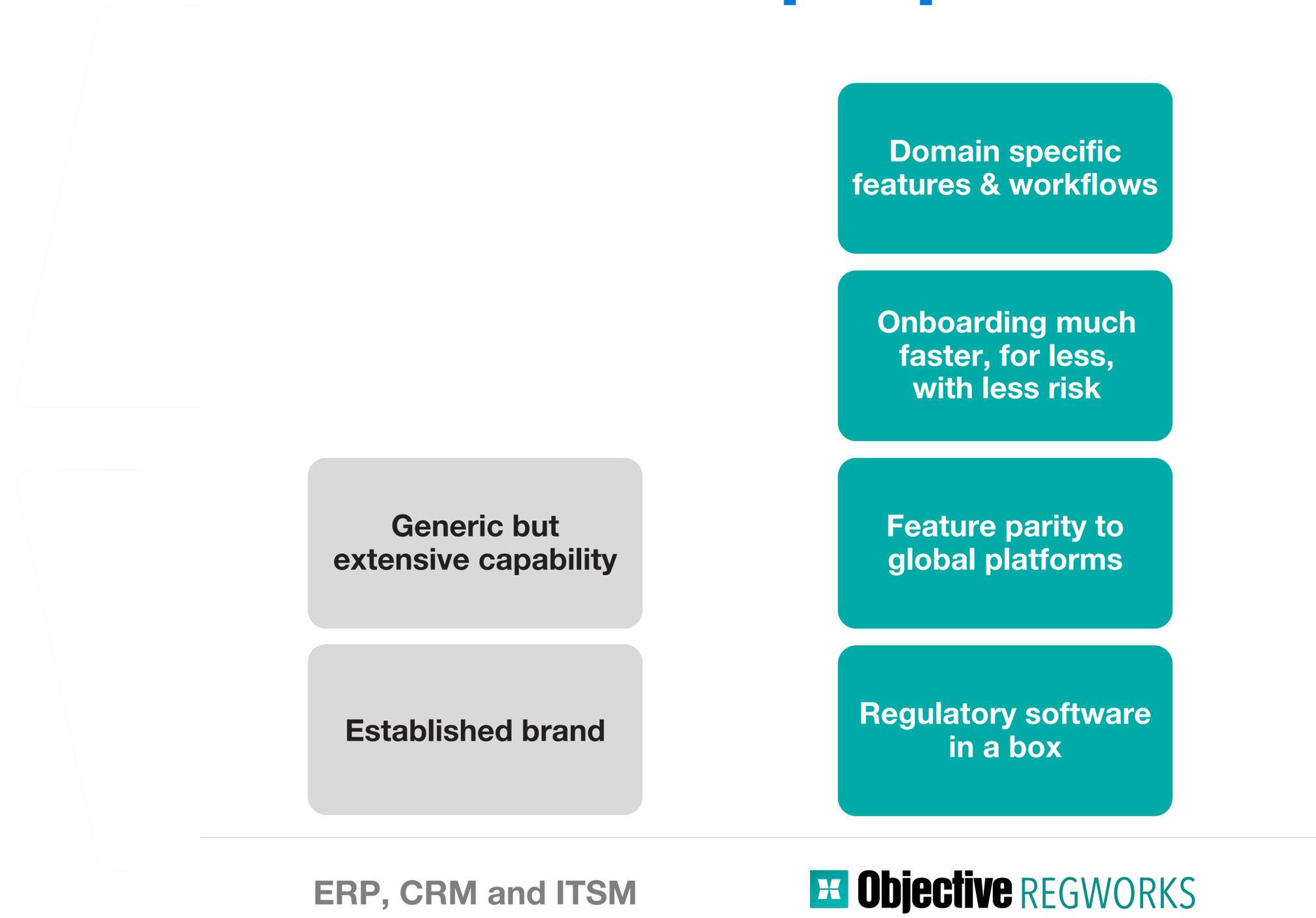
AI Assistant - Advice and Guidance

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

Unbeatable **value proposition**



Objective REGWORKS



ERP, CRM and ITSM

Objective REGWORKS

Regulatory Solutions

 **Objective** REGWORKS

Sales Revenue

\$12.9m **\$11.9m** **↑ 8%**
 1HY2026 1HY2025 % CHANGE

ARR

\$17.6m **\$16.1m** **↑ 9%**
 1HY2026 1HY2025 % CHANGE

1HY2026 Business Line highlights

- Continued investment in go-to-market, product, and internal processes supports scaling Objective RegWorks as the leading software for regulators, globally. We expanded our addressable market through market engagement activities in Canada and completed IRAP assessment in Australia, which underpins expansion into federal government. Across all markets that we target, we are engaged on a strong pipeline of opportunities.
- During 1HY2026 we expanded the scope of the Accelerate solution to incorporate additional functionality into the existing standardised implementation framework. Accelerate packages are a strong differentiator against competitor platforms which require bespoke implementations at every site. We also released advanced in-app configuration capabilities that will further reduce time-to-value for customers during the implementation phase and after go-live.
- R&D investment focused on delivering AI powered capabilities within Objective RegWorks that support the demands of modern regulators. AI features included public forms assistants to streamline engagement with the community, case summaries that deliver immediate insight to case workers and policy interpreters that accelerate accurate public enquiry responses.
- During 1HY2026, the Gambling Commission, a high-profile reference site in the UK market, went live with Objective RegWorks. The solution continued to demonstrate value to the community with the successful external review of the Firearms Registry in New Zealand, and in Victoria the Social Services Register achieved 98% of registrations within statutory timelines.



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FY2026 Objective Strategic Plan

Mission

Outstanding GovTech driving stronger communities and nations

Ambition

Unparalleled Domain Expertise

#1 in Our Markets - New Business

Profitable Growth

Energy

Target ARR growth of 15%

Strategic Pillars



INVEST IN OUR PEOPLE

Hire, retain, and invest in our great people.



BUILD OUTSTANDING PRODUCTS

Invest our time and effort to foster and nurture an environment of constant innovation.



ACHIEVE OUR GTM PLANS

Work efficiently and cross-functionally to win new customers and expand across our base.



DELIGHT OUR CUSTOMERS

Deliver great customer experiences through deep domain knowledge and customer success frameworks.



BE READY TO SCALE

Prepare for scale through organic growth or M&A by defining and implementing the Objective playbook across our business.

Enduring Values

INTEGRITY

**GREAT PEOPLE
GREAT TEAMS**

**ENTREPRENEURIAL
SPIRIT**

EXPERTISE

TENACITY

RESULTS MATTER

FY2026 Outlook

GROW SAAS PROFITABLY

- FY26 ARR growth of 10-14%¹.
- Strong EBITDA margin.
- Investing for target 15% ARR growth.

WIN IN AI

Leverage leadership in AI to deliver outstanding value and productivity to our customers.

R&D INVESTMENT

Expand use cases for Objective Intelligence across our product portfolio.

FOCUS ON ORGANIC OPPORTUNITIES

Execute organic growth projects across LOB, product portfolio and geographic regions.

¹ Constant currency basis



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Objective

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