



**Objective**

# Investor Presentation

1HY2026 Financial Results

**OBJECTIVE.COM**

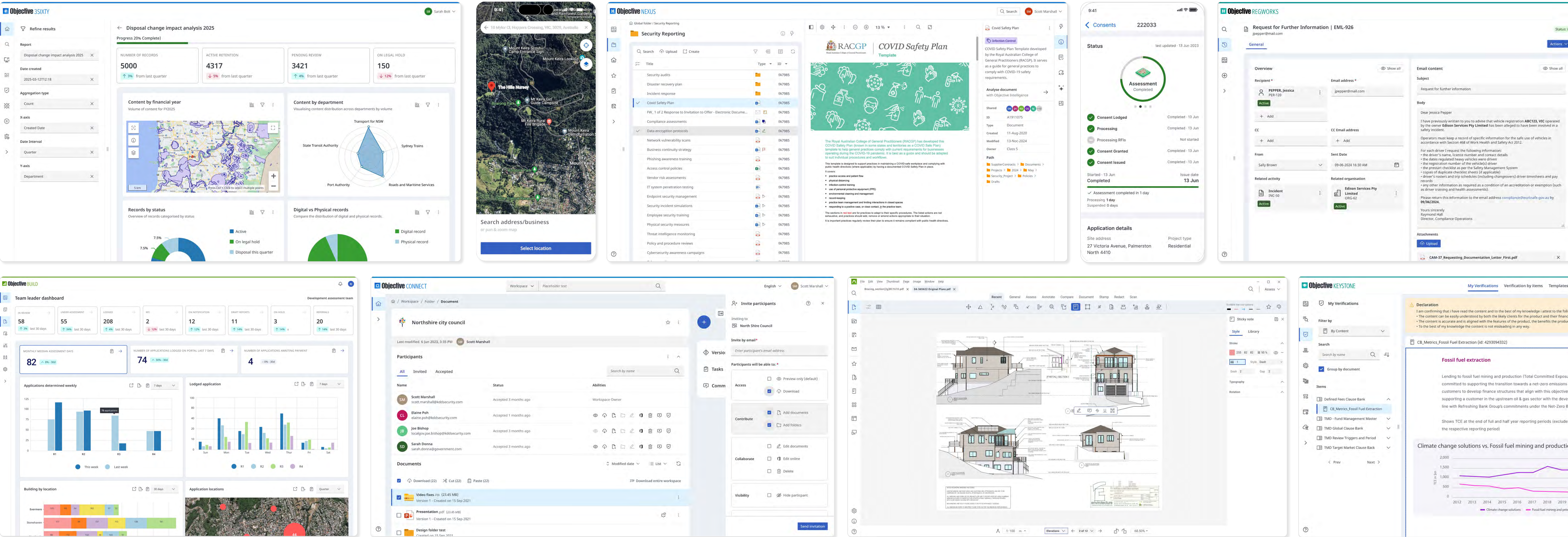
© 2026, Objective Corporation Limited. Commercial in Confidence.



Outstanding  
**GovTech** driving  
stronger communities  
and nations

# 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.



# 2000+ customer relationships

20+ YEARS



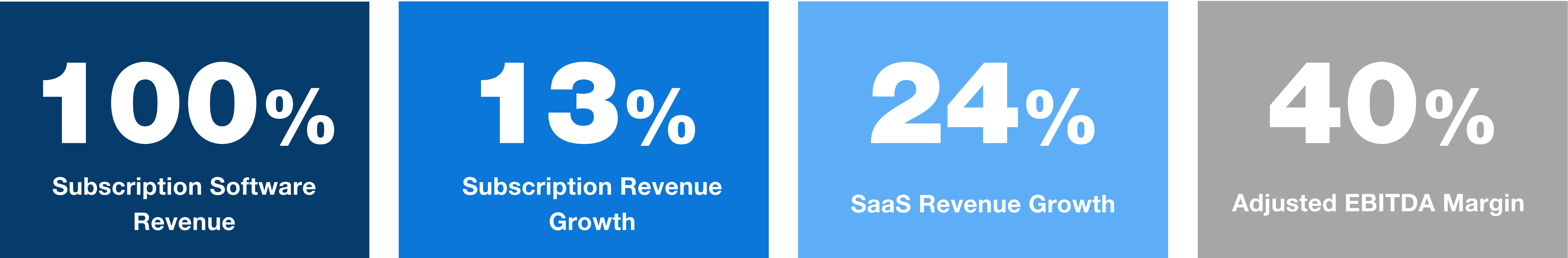
A SELECTION  
10+ YEARS



# 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

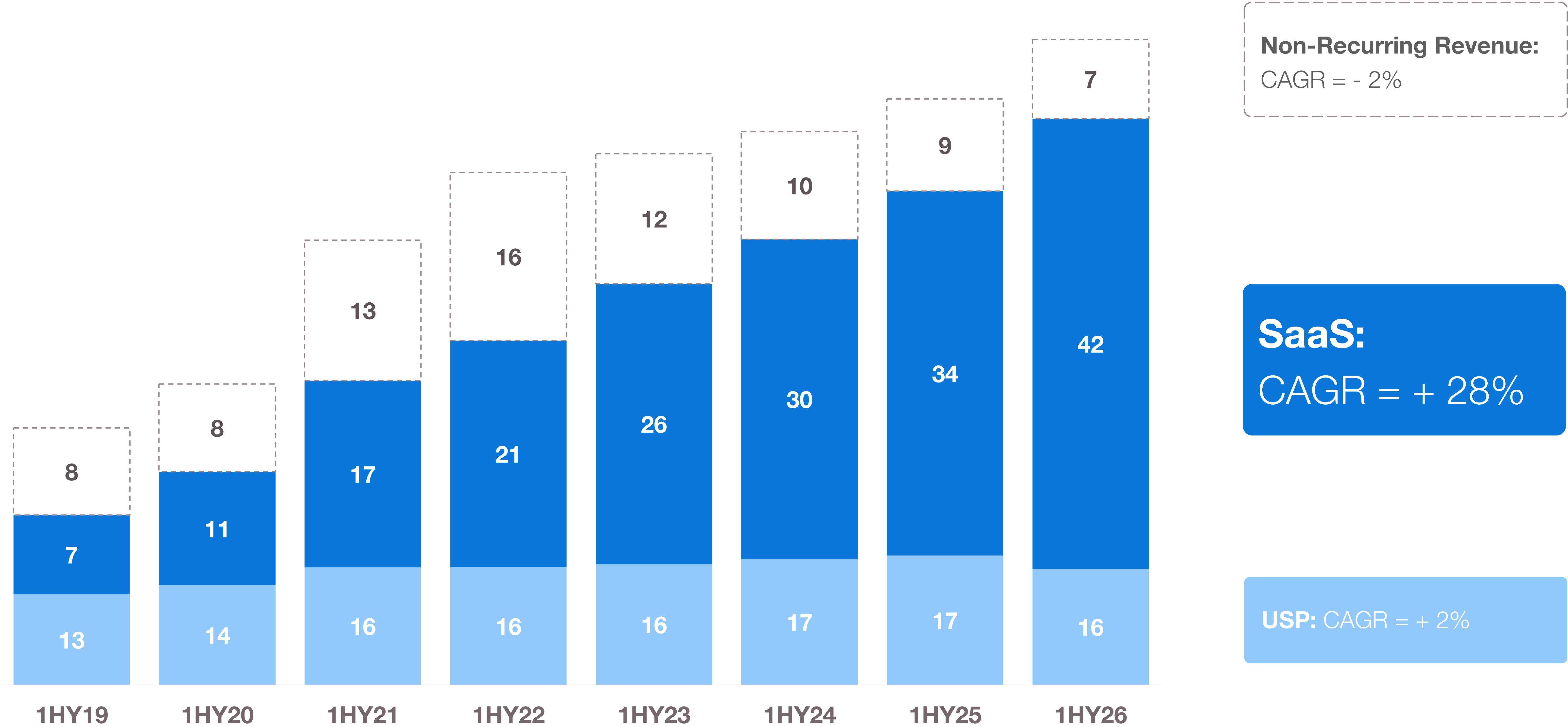
INTERIM DIVIDEND

**13cps**

Unfranked

**Objective**

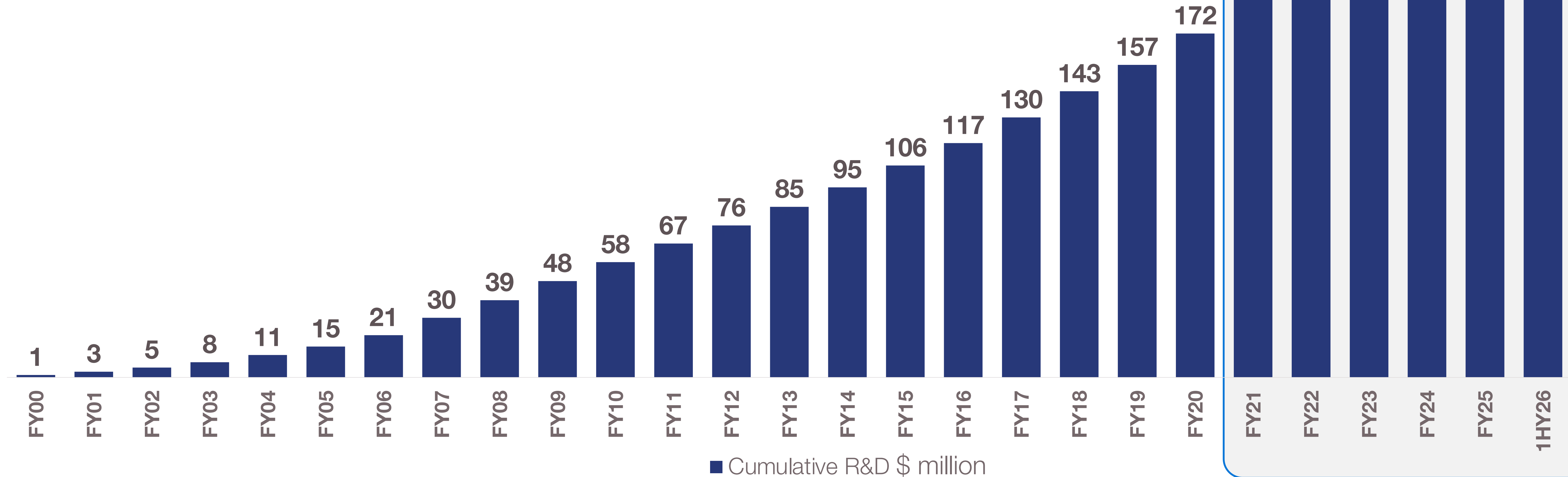
# SaaS revenue drives growth



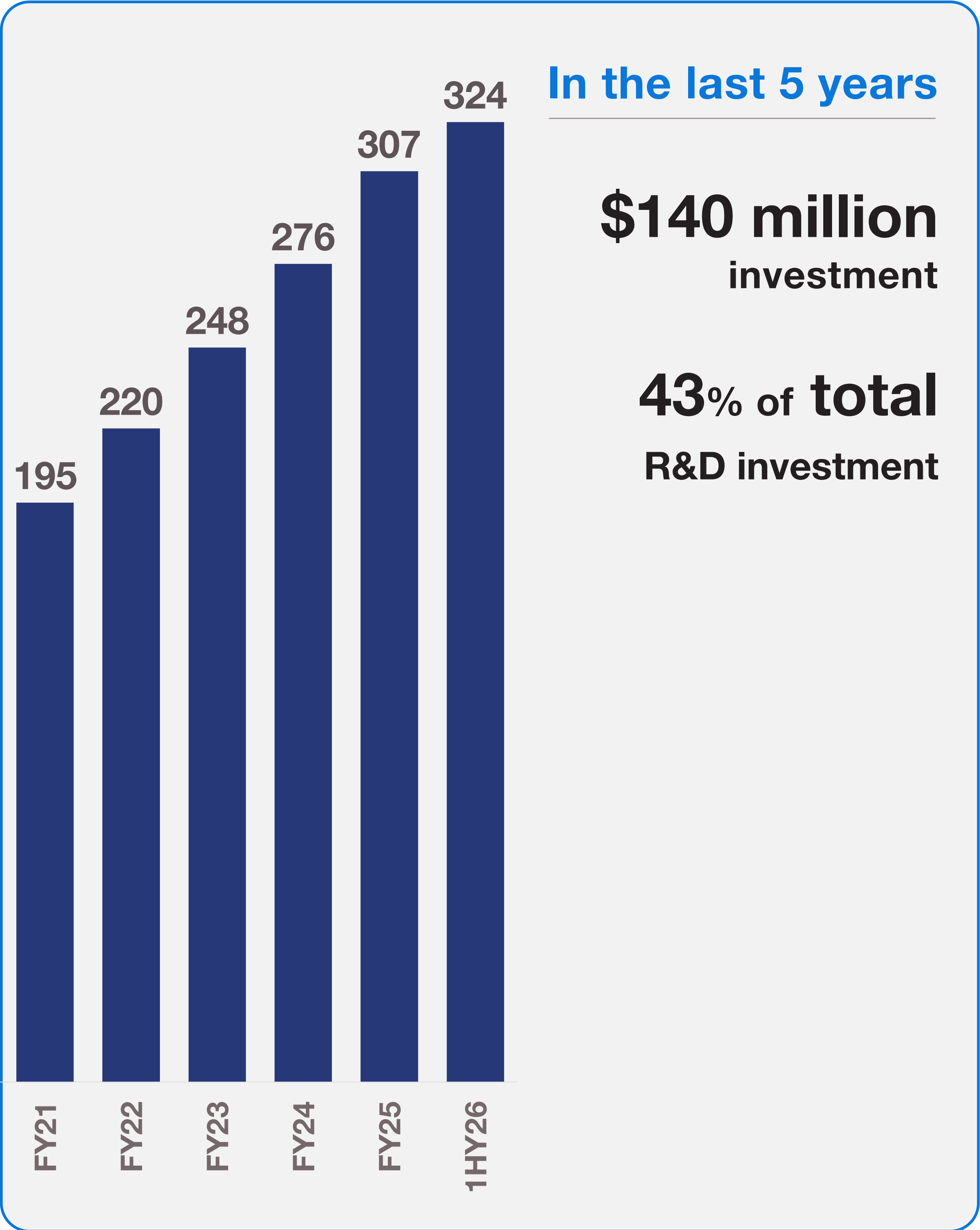
# Consistent + significant R&D investment

1HY2026  
RESEARCH +  
DEVELOPMENT

28%  
OF SOFTWARE REVENUE



■ Cumulative R&D \$ million



In the last 5 years

\$140 million  
investment

43% of total  
R&D investment

# 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

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**Community expectations around governance**



**Effective regulation compliance**



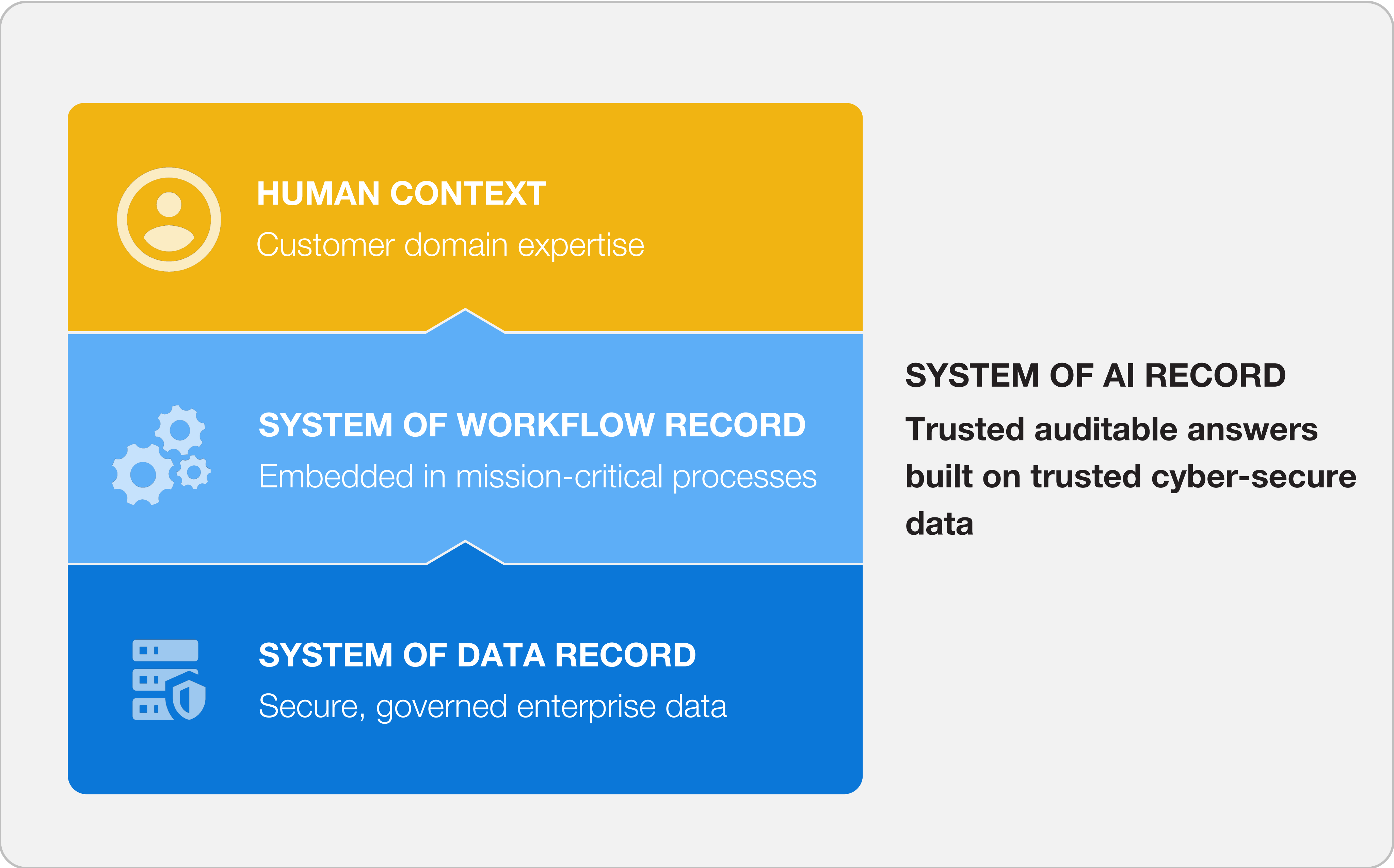
**Efficiency through end-to-end digital service delivery**

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# 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.

# Objective Intelligence

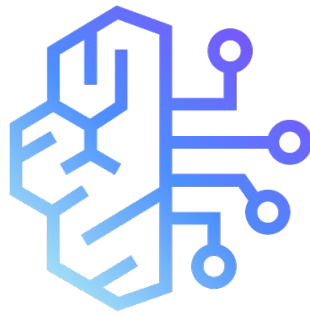
An AI operating system for Objective products.

## SERVICE PROVIDERS

 OpenAI

 ANTHROPIC

 Azure AI Foundry

 Amazon Bedrock

 Model Context Protocol

## MCP

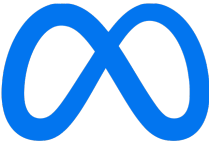
## MODELS

 ChatGPT

 Mistral AI

 Claude

 Grok

 LLaMA

 Gemini

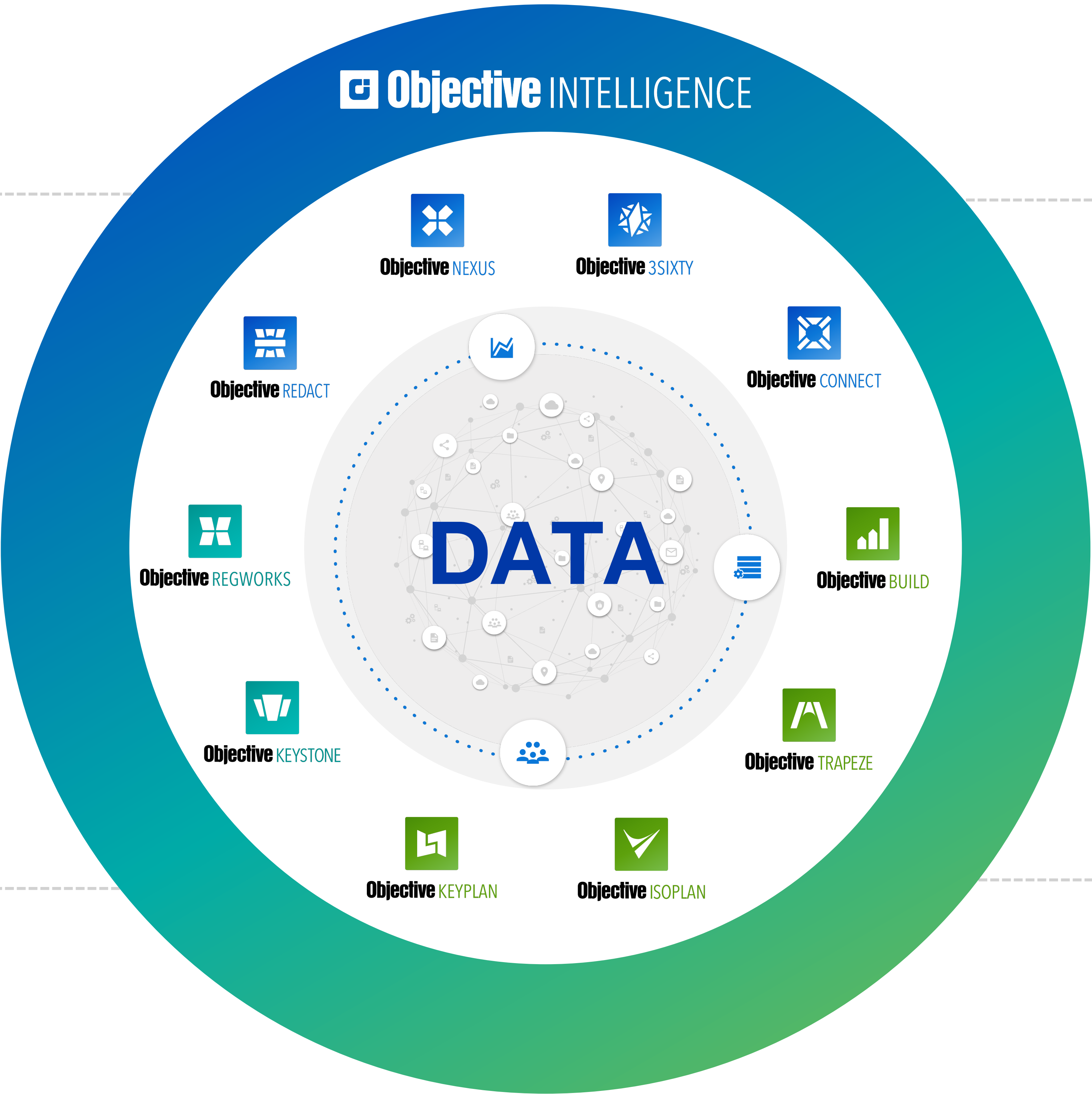
 Google

 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) |  AUTOMATED DOCUMENT INTELLIGENCE |  COMPUTER VISION            |  NATURAL LANGUAGE PROCESSING |
|------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
|  <b>Objective</b> BUILD               |  <b>Objective</b> BUILD          |  <b>Objective</b> BUILD     |  <b>Objective</b> BUILD      |
|  <b>Objective</b> REGWORKS            |  <b>Objective</b> KEYSTONE       |  <b>Objective</b> TRAPEZE   |  <b>Objective</b> KEYSTONE   |
|  <b>Objective</b> NEXUS              |  <b>Objective</b> REGWORKS      |  <b>Objective</b> REGWORKS |  <b>Objective</b> REGWORKS  |
|  <b>Objective</b> 3SIXTY            |  <b>Objective</b> NEXUS        |                                                                                                                |  <b>Objective</b> NEXUS    |
|  <b>Objective</b> CONNECT           |  <b>Objective</b> 3SIXTY       |                                                                                                                |  <b>Objective</b> 3SIXTY   |
|                                                                                                                        |  <b>Objective</b> CONNECT      |                                                                                                                |  <b>Objective</b> CONNECT  |









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)  
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

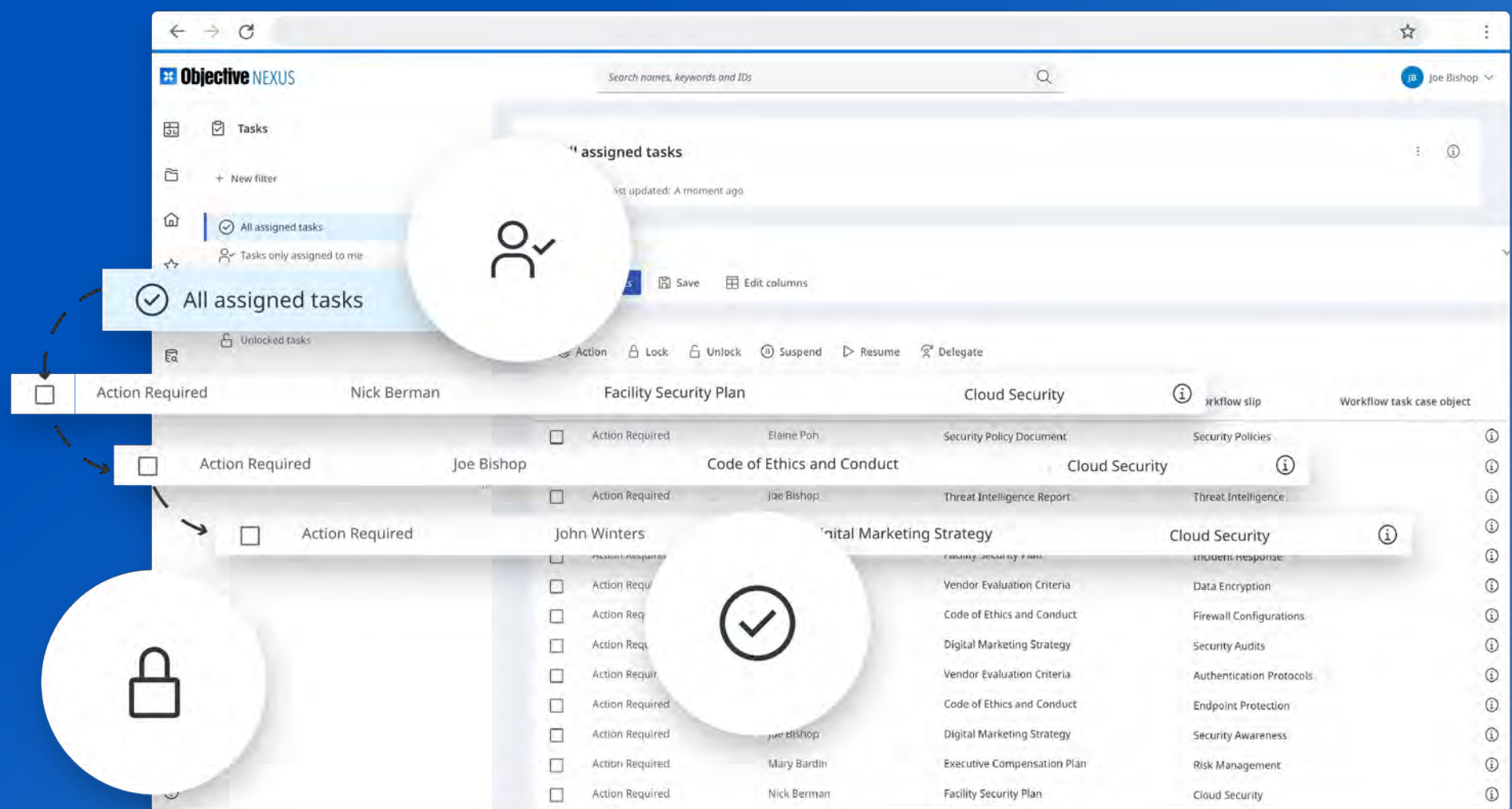
How can I help you today?



# AI delivered through domain-specific solutions

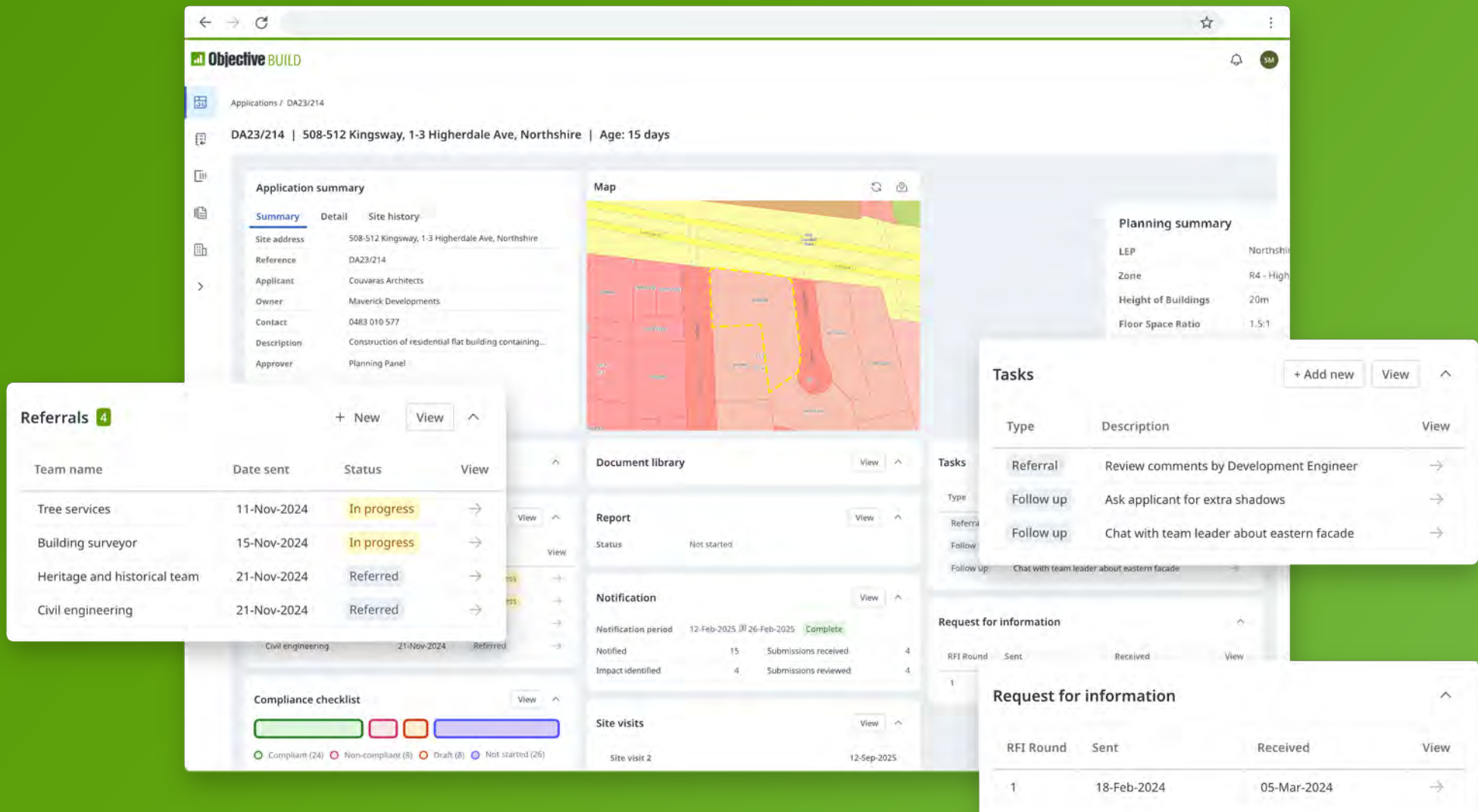
## Information Intelligence

Empowering people and processes with information.



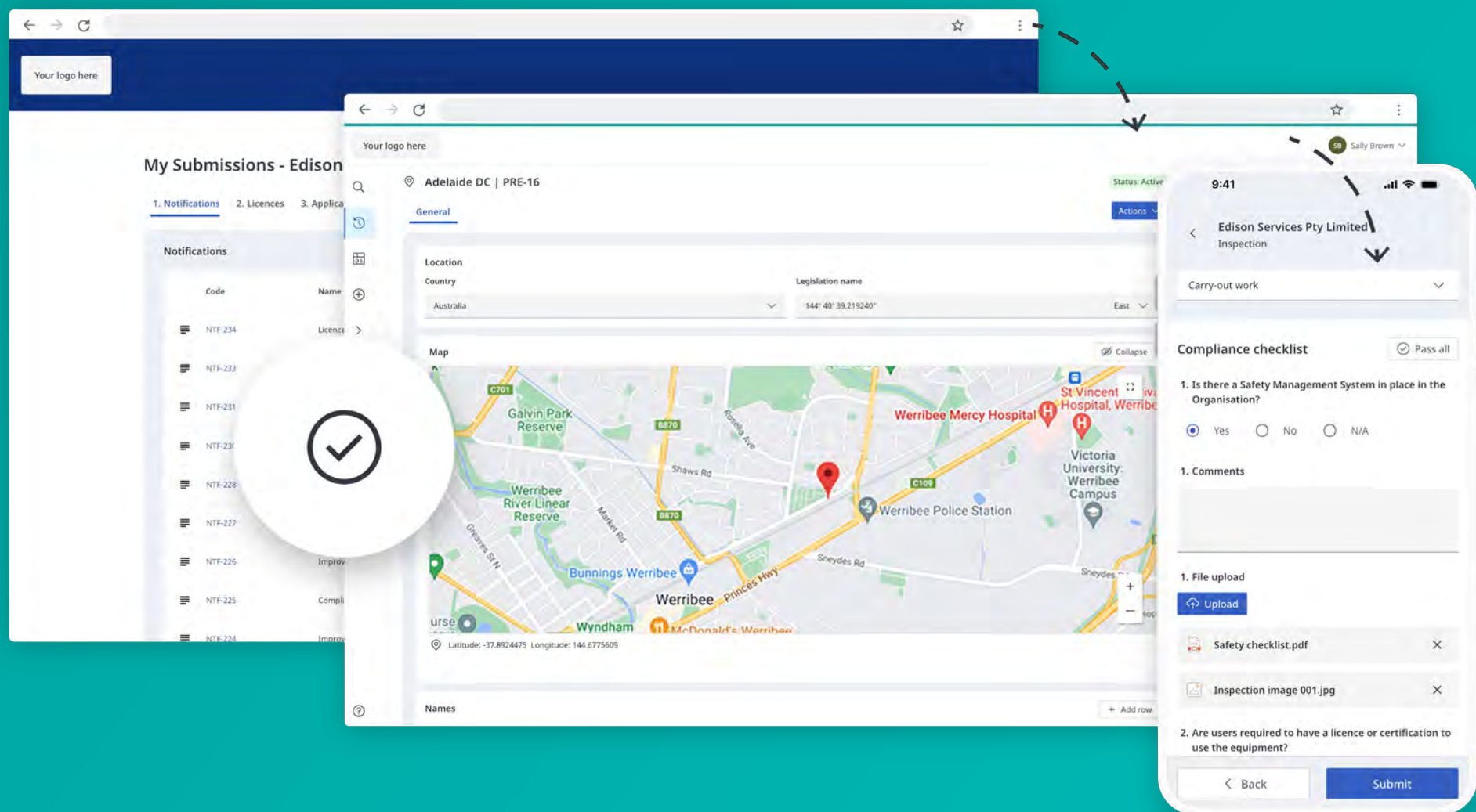
## Planning & Building

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.



# Governance + Regulation + Digital Service

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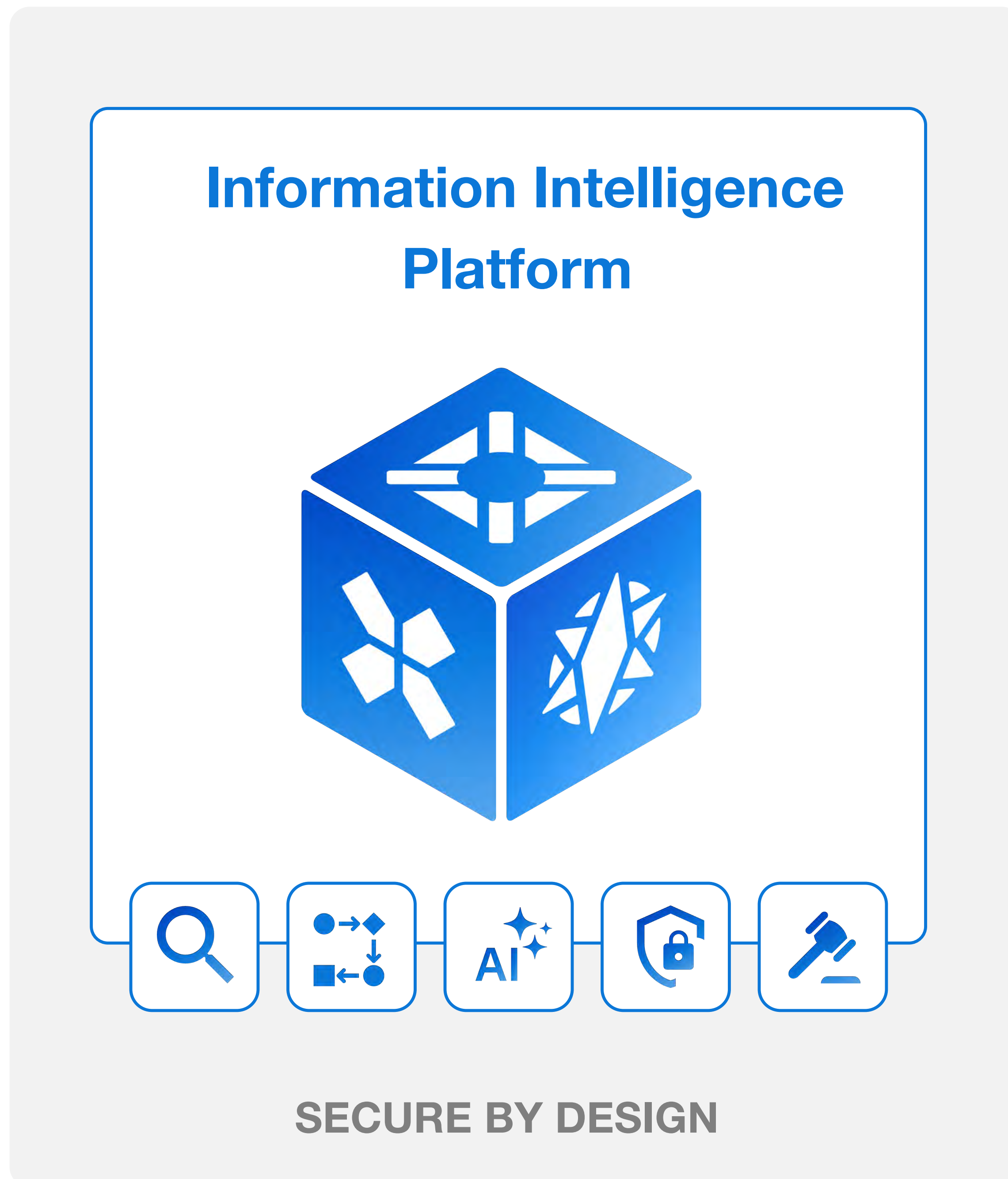
## Regulatory Solutions

**Protecting what matters**

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



# 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.

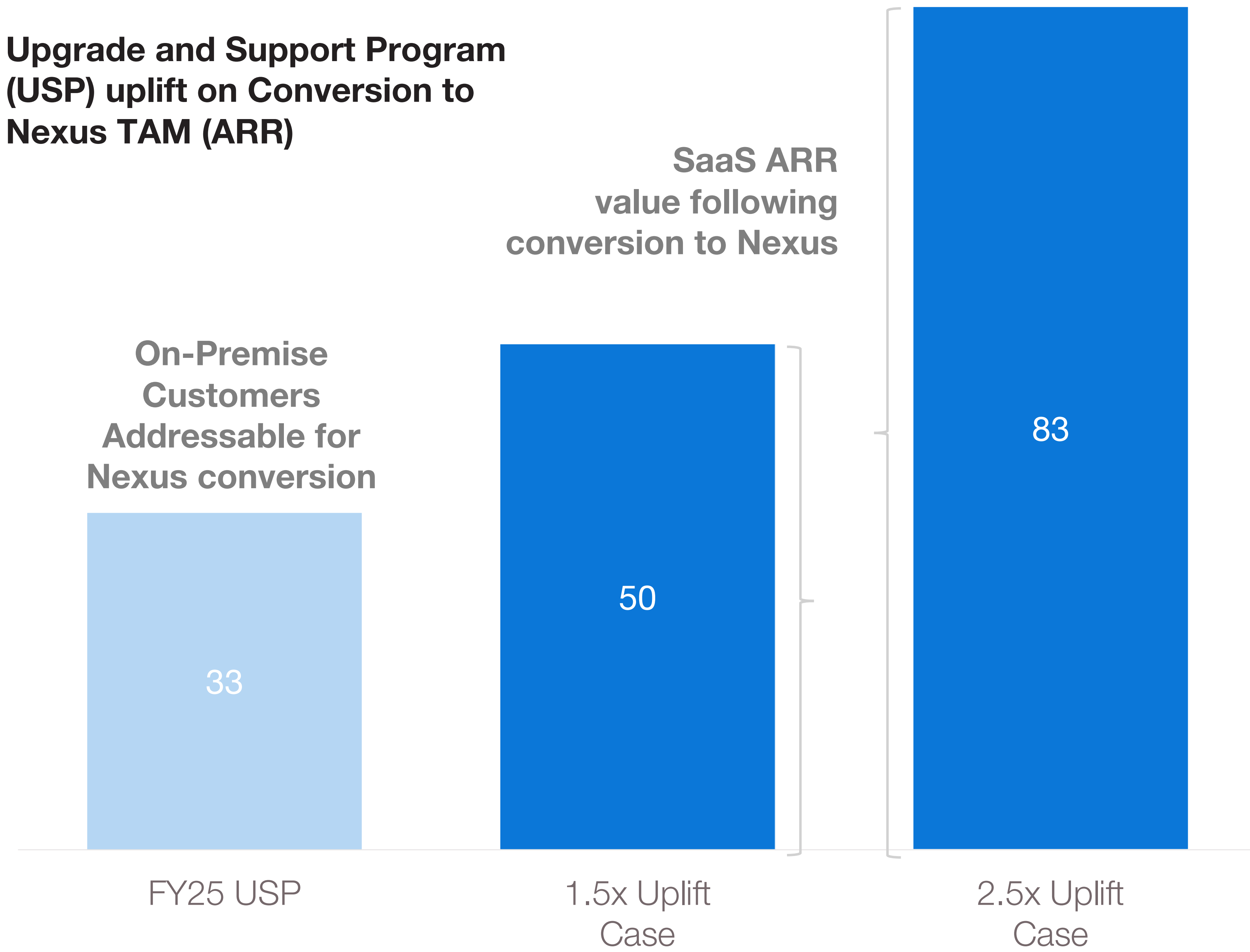
### Deliver trusted AI

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



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



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

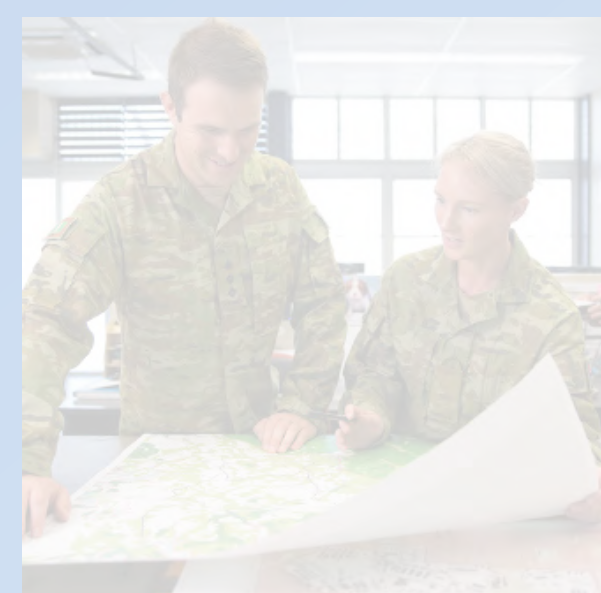
- During 1HY2026, the Content Solutions line of business was renamed Information Intelligence, to align with the launch of our Information Intelligence platform. The Information Intelligence platform is a single platform for data governance across organisations, incorporating the capabilities of Objective 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.



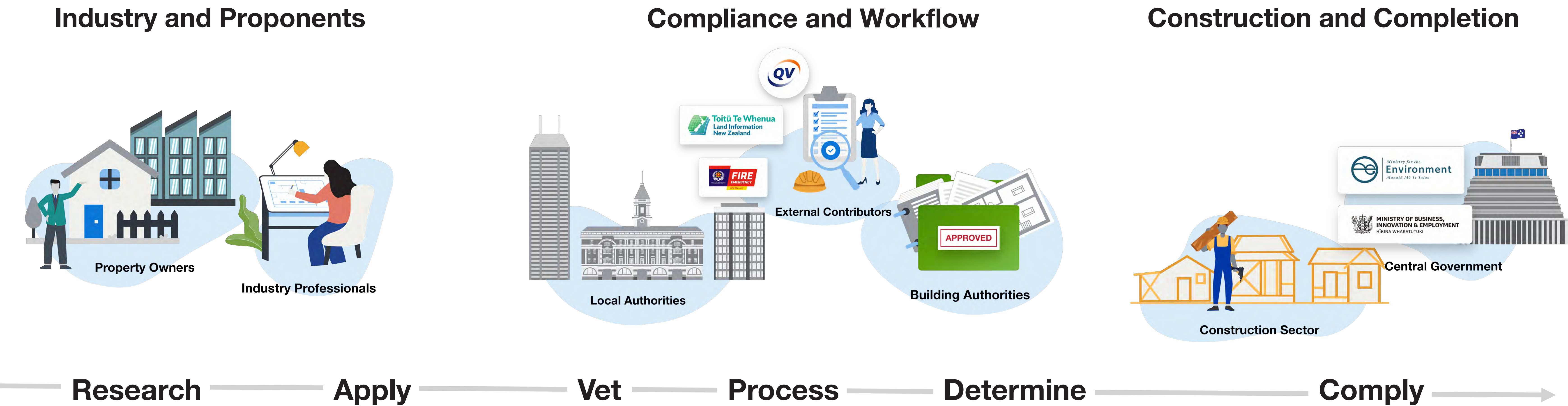
## Regulatory Solutions

**Protecting what matters**

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

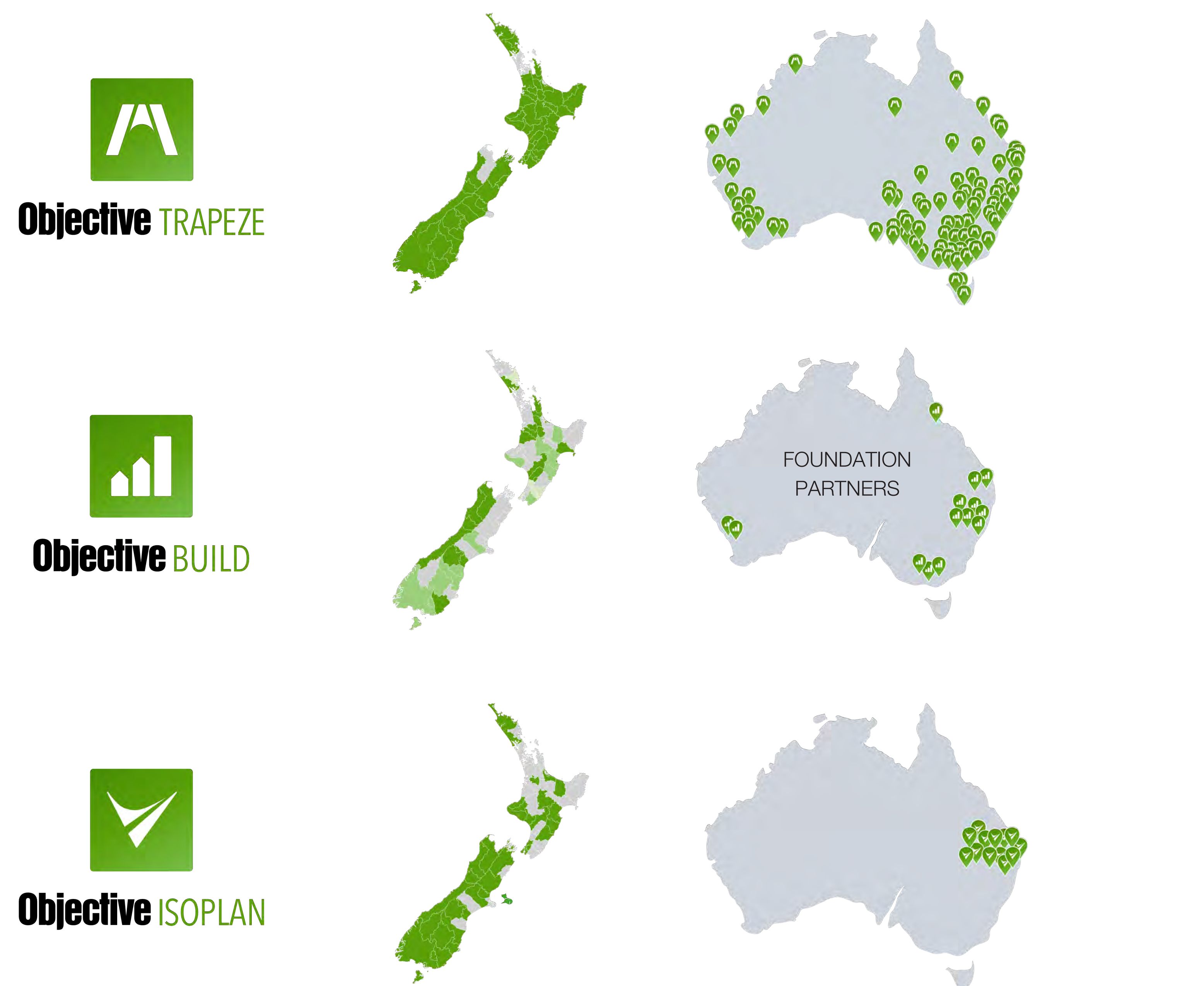


# End-to-end intelligence for planning & building

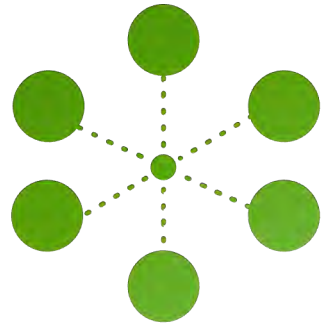
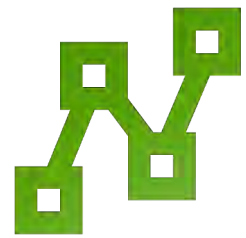
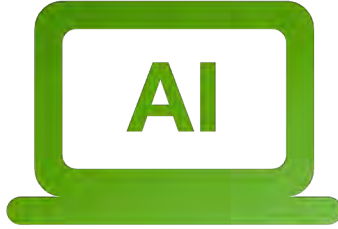


# A robust foundation, positioned for growth

## BROAD CUSTOMER FOOTPRINT



## 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

|               |               |             |
|---------------|---------------|-------------|
| <b>\$9.0m</b> | <b>\$6.5m</b> | <b>↑39%</b> |
| 1HY2026       | 1HY2025       | % CHANGE    |

## ARR

|                |                |             |
|----------------|----------------|-------------|
| <b>\$18.0m</b> | <b>\$13.9m</b> | <b>↑29%</b> |
| 1HY2026        | HY2025         | % CHANGE    |

### 1HY2026 Business Line highlights

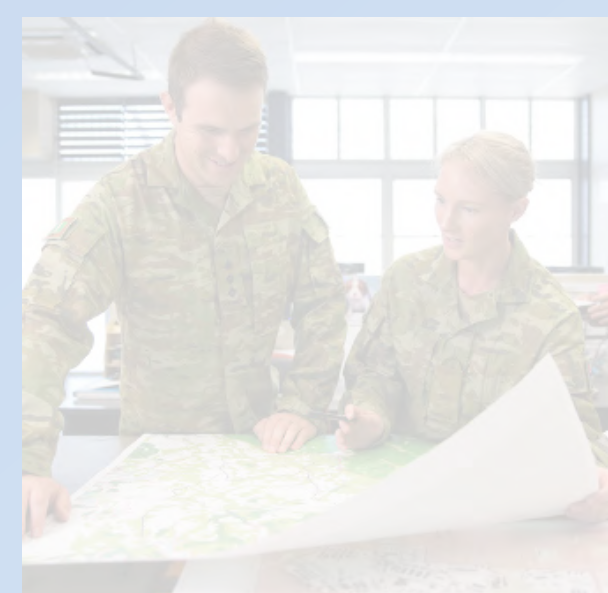
- Migration of customers to Objective Build continued ahead of the GoGet sunset date of 30 June 2026. 40 councils are now live on Objective Build or in migration, together representing more than 50% of New Zealand councils. From 30 June 2025, all customers in New Zealand moved to an aligned pricing model 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

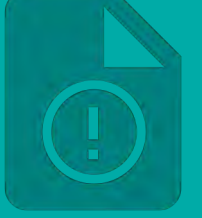
**Protecting what matters**

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



# The Software for Regulators

## REGULATORY SOFTWARE IN A BOX

|                                                                                                                            |                                                                              |
|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
|  <b>Registration &amp; Licensing</b>      | Application, assessment and approval of licences, registrations and permits. |
|  <b>Compliance &amp; Monitoring</b>       | Planned and responsive compliance monitoring activities.                     |
|  <b>Enforcement</b>                     | Enforcement decision and undertaking.                                        |
|  <b>Investigation &amp; Prosecution</b> | Confirm alleged breaches and offences. Initiate and track legal proceedings. |
|  <b>Education</b>                       | 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**



# Regulatory Solutions



| Sales Revenue |         |          | ARR     |         |          |
|---------------|---------|----------|---------|---------|----------|
| \$12.9m       | \$11.9m | ↑8%      | \$17.6m | \$16.1m | ↑9%      |
| 1HY2026       | 1HY2025 | % CHANGE | 1HY2026 | 1HY2025 | % CHANGE |

## 1HY2026 Business Line highlights

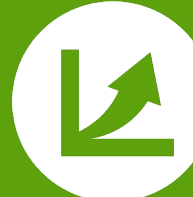
- Continued investment in go-to-market, product, and internal processes supports scaling Objective RegWorks as the leading software for regulators, globally. We expanded our addressable market through market engagement activities in Canada and completed IRAP assessment in Australia, which underpins expansion 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 | <div> INVEST IN OUR PEOPLE</div> | <div> BUILD OUTSTANDING PRODUCTS</div> | <div> ACHIEVE OUR GTM PLANS</div> | <div> DELIGHT OUR CUSTOMERS</div> | <div> BE READY TO SCALE</div>        |                |
|                   | Hire, retain, and invest in our great people.                                                                      | Invest our time and effort to foster and nurture an environment of constant innovation.                                   | Work efficiently and cross-functionally to win new customers and expand across our base.                              | Deliver great customer experiences through deep domain knowledge and customer success frameworks.                     | Prepare for scale through organic growth or M&A by defining and implementing the Objective playbook across our business. |                |
| Enduring Values   | INTEGRITY                                                                                                          | GREAT PEOPLE<br>GREAT TEAMS                                                                                               | ENTREPRENEURIAL<br>SPIRIT                                                                                             | EXPERTISE                                                                                                             | TENACITY                                                                                                                 | RESULTS MATTER |

# FY2026 Outlook

## GROW SAAS PROFITABLY

- FY26 ARR growth of 10-14%<sup>1</sup>.
- 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.

<sup>1</sup> Constant currency basis



# Objective

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