Objective

Investor Presentation

1HY2024 Financial Results

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

Objective

AGENDA

Objective

1HY2024 Financial Highlights

REVENUE

$58m

+ 5% vs. 1HY2023

ANNUALISED RECURRING REVENUE

$97m

+ 10% vs. 1HY2023

EBITDA

$22m

+71% vs. 1HY2023

NET PROFIT AFTER TAX

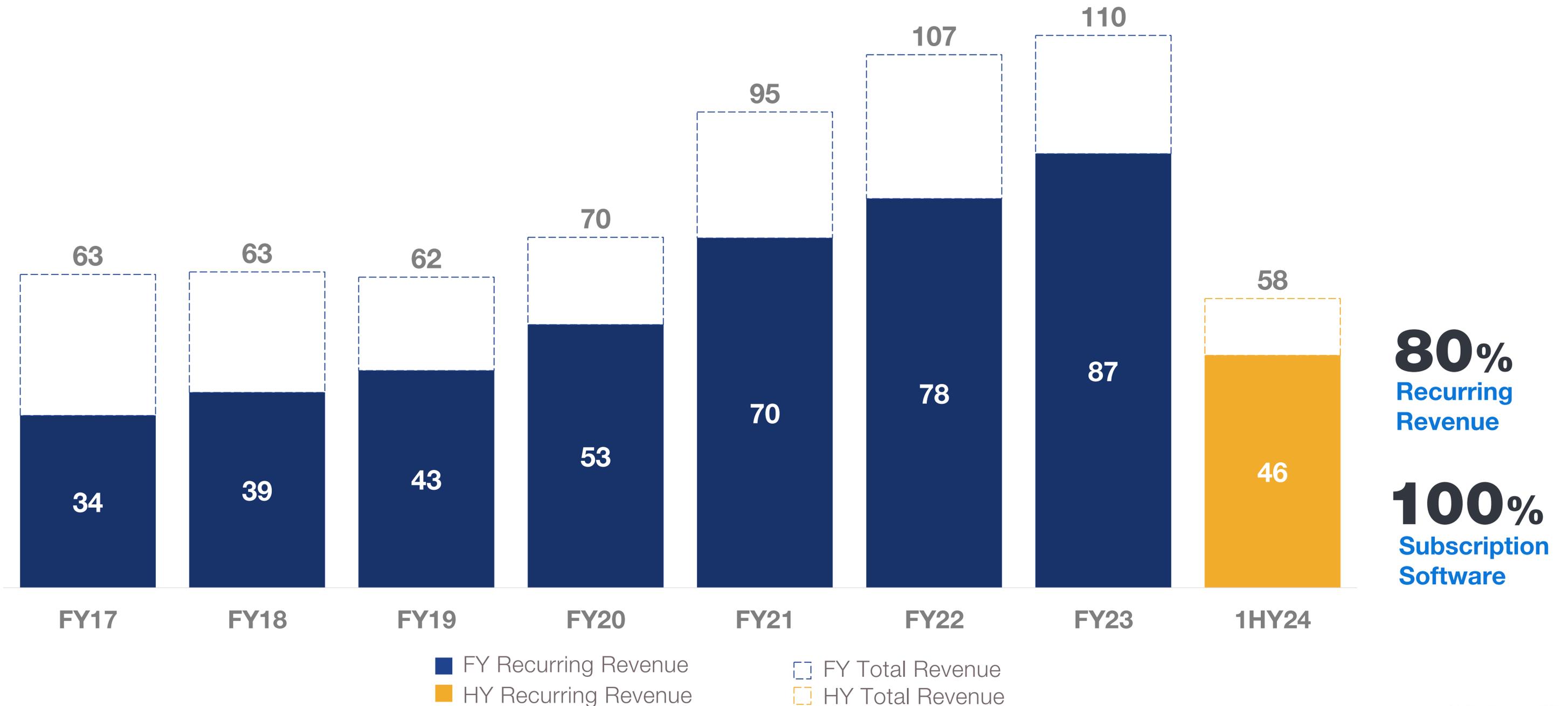# $16m

+ 53% vs. 1HY2023

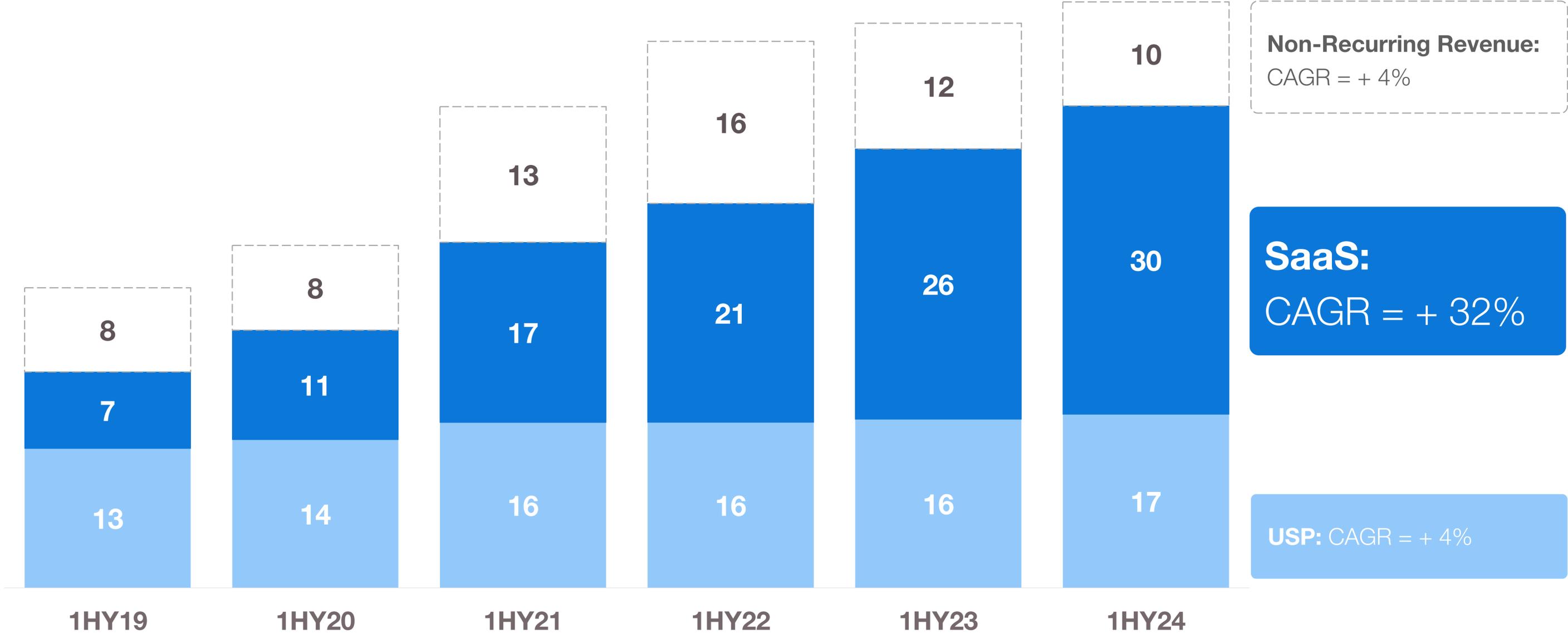**RESEARCH + DEVELOPMENT**

$14m

29% OF SOFTWARE REVENUE

CASH

$67m

+24% vs. 1HY2023

Objective

Successful transition to subscription revenue

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	1HY24
Total Revenue	63	63	62	70	95	107	110	58
Recurring Revenue	34	39	43	53	70	78	87	46

80% Recurring Revenue

100% Subscription Software

Legend:
- FY Recurring Revenue
- HY Recurring Revenue
- FY Total Revenue
- HY Total Revenue

Objective

SaaS revenue drives growth

	1HY19	1HY20	1HY21	1HY22	1HY23	1HY24
Non-Recurring Revenue	8	8	13	16	12	10
SaaS	7	11	17	21	26	30
USP	13	14	16	16	16	17

Non-Recurring Revenue: CAGR = + 4%

SaaS: CAGR = + 32%

USP: CAGR = + 4%

Objective

Consistent + significant R&D investment

1HY2024 RESEARCH + DEVELOPMENT

29%
OF SOFTWARE REVENUE

43% of all time R&D investment in last 5 years

FY	Cumulative R&D $ million	Annual R&D $ million
FY00	1	
FY01	3	
FY02	5	
FY03	8	
FY04	11	
FY05	15	
FY06	21	5.7
FY07	30	8.7
FY08	39	8.8
FY09	48	9.6
FY10	58	9.4
FY11	67	9.3
FY12	76	9.1
FY13	85	9.4
FY14	95	9.7
FY15	106	11.0
FY16	117	11.3
FY17	130	12.9
FY18	143	13.1
FY19	157	13.2
FY20	172	15.7
FY21	195	23.1
FY22	220	25.0
FY23	248	27.2
1HY24	261	13.6

- Cumulative R&D $ million
- Annual R&D $ million

Objective

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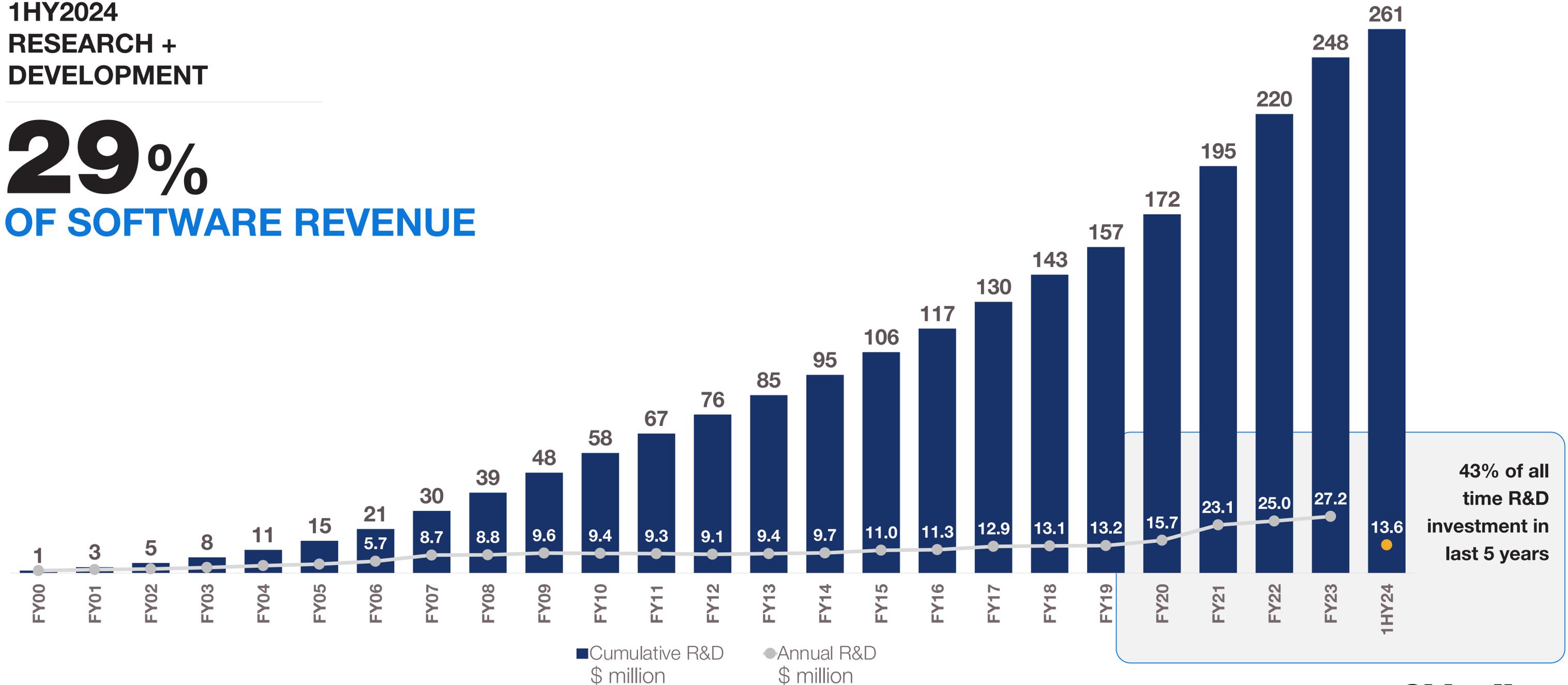
Margin expansion

Continued investment in R&D

13	13	13	16	23	25	27	14
FY17	FY18	FY19	FY20	FY21	FY22	FY23	1HY24

29%

■ Annual R&D Investment   ■ 1HY24 R&D Investment
●R&D Investment as % of Software Revenue
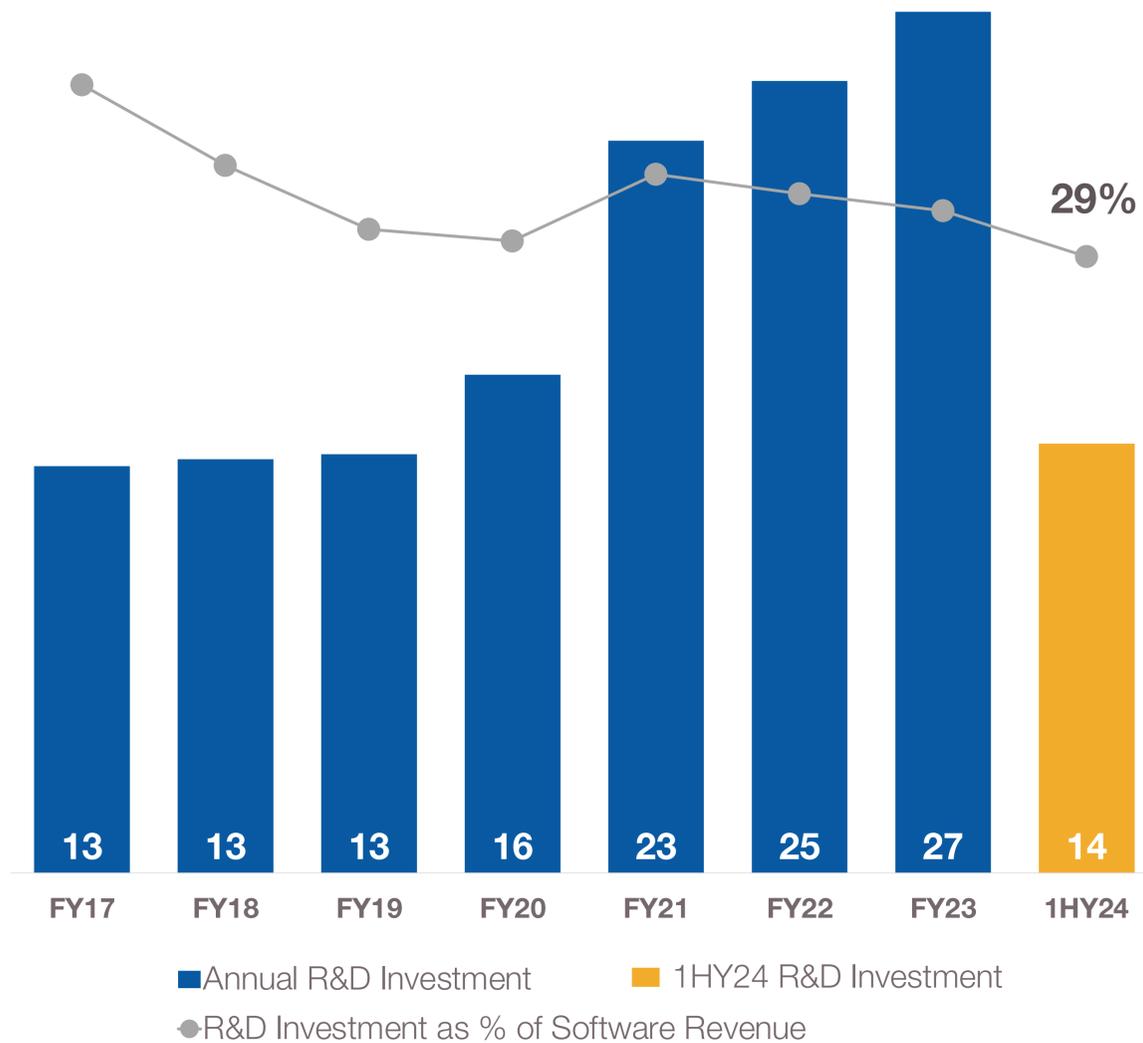
And Increased Operating Leverage
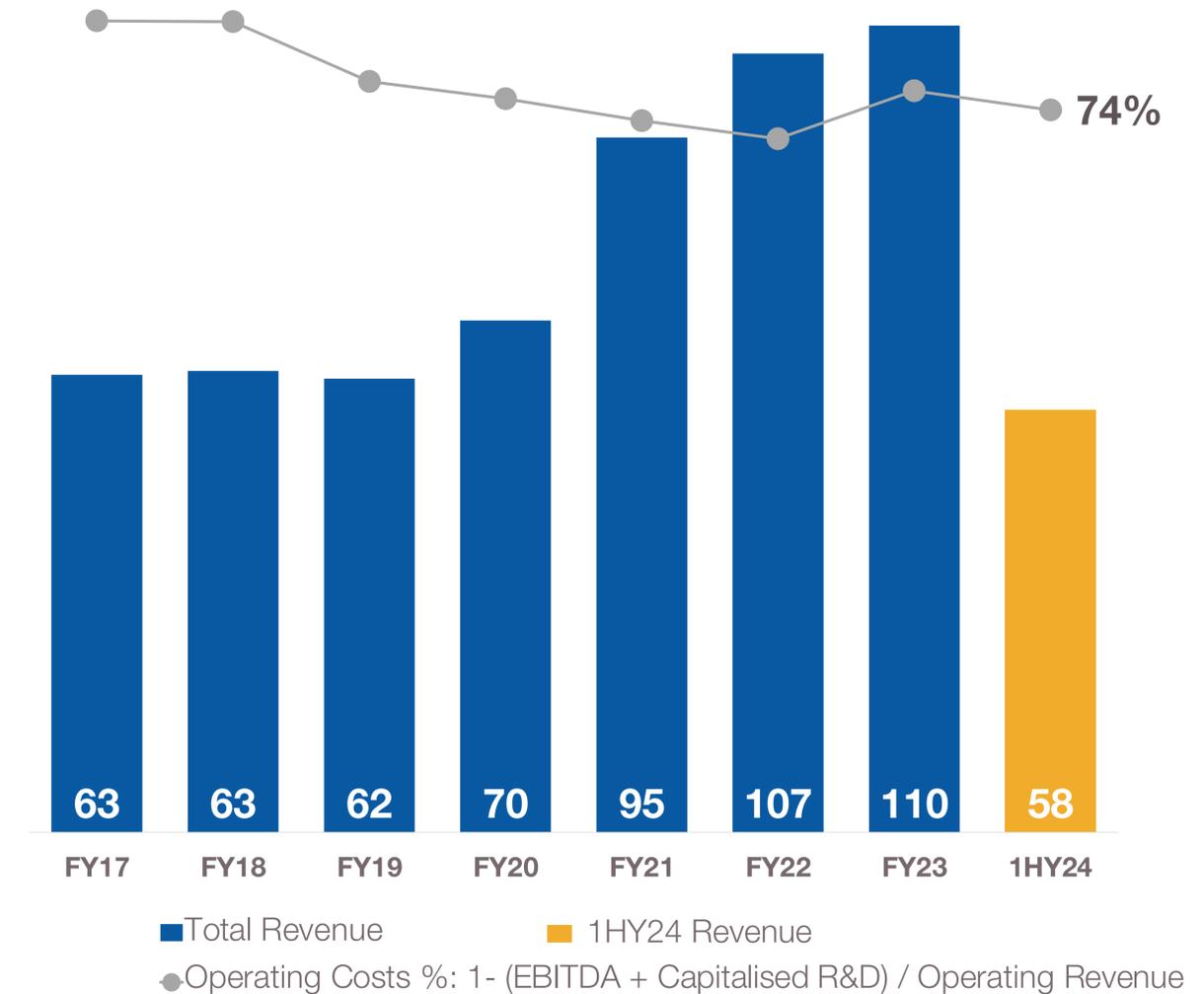
63	63	62	70	95	107	110	58
FY17	FY18	FY19	FY20	FY21	FY22	FY23	1HY24

74%

■ Total Revenue   ■ 1HY24 Revenue
●Operating Costs %: 1- (EBITDA + Capitalised R&D) / Operating Revenue

Objective

AGENDA

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02   1HY2024 Highlights

03   Business Line Overview

04   Outlook
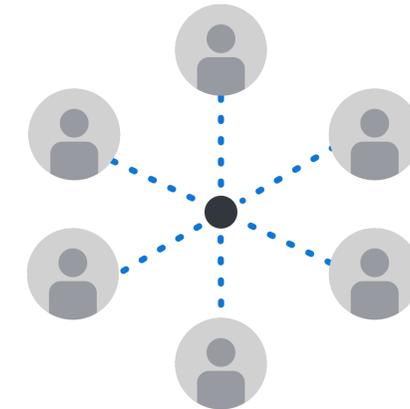
Objective

Objective Flywheel of Innovation

1 Increase investment in R&D

leads to...

2 Outstanding software

Delivering outstanding solutions is central to everything we do.

so that we can...

delivering...

4 Financial Performance

...resulting in

3 Outstanding Customer Experience

MINISTRY OF HEALTH MANATŪ HAUORA

NSW GOVERNMENT | Premier & Cabinet

The Scottish Government

NSW GOVERNMENT | Transport for NSW

Australian Government Department of Defence

Llywodraeth Cymru Welsh Government

Objective

Objective value proposition
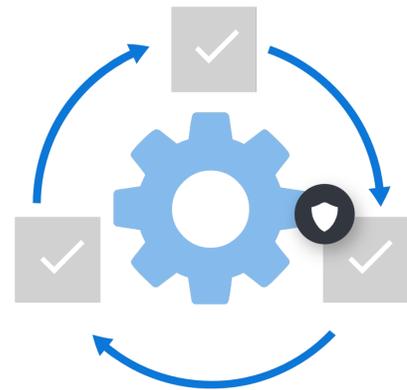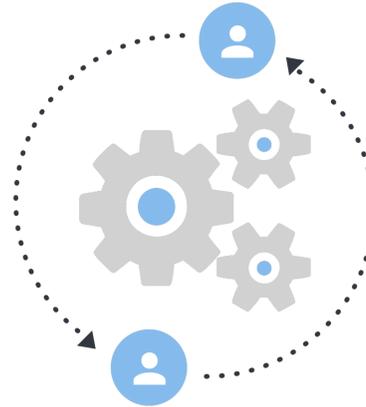
REGULATION & GOVERNANCE

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

**DIGITAL TRANSFORMATION:
CITIZENS & PROCESSES**

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

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

**NATIONAL & COMMUNITY
VALUED OUTCOMES**

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

Objective

Growing demand through customer value

Objective NEXUS

Proof Points

New and existing customers now live on Objective Nexus and referenceable. Proof point for cloud information governance in the public sector.
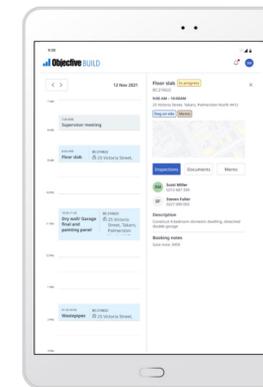
Objective 3SIXTY

Transition to Cloud

Leveraged Objective 3Sixty to accelerate migration of on-premise Objective ECM customers to Objective Nexus and to implement expanded information governance solutions across organisations.

Objective BUILD

Deep Engagement

New capability "Inspections" released, following deep market consultation. Objective Build now a complete, end-to-end consenting solution.

Objective REGWORKS

Thought Leadership

2nd Government Regulatory Technology Report published, reinforcing our position as thought leaders and trusted advisers.

Objective

Investing for life, building for forever
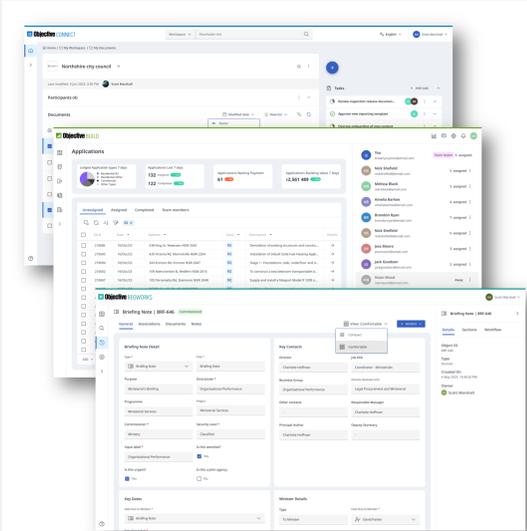
Research & Development

Objective Design Language – consistent, clear and accessible UX.

Shared development components – shared innovations, efficiencies in development faster time to market.

Seamless integration between products – consolidated portfolios, broader solutions.

Security

Mission critical solutions – in public sector, defence, justice and national security. Protecting information & enabling them to serve their communities.

Drives demand – provides confidence to invest in protecting our customers for the long term.

Our products, people & environment – we invest in staying current.

Customer Success

Building trust – by nurturing long term customer relationships, that span decades.

Delivering value to customers – to get the most from our solutions, and in turn, grow their use and application.

Deep market understanding – to develop product that meets market needs, maintain reputation as trusted advisers.
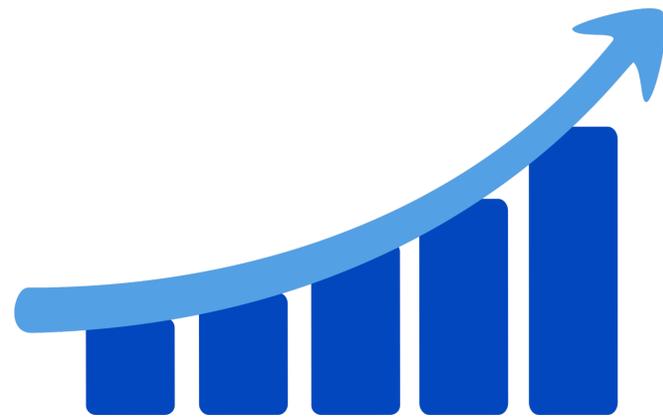

M&A

Investigated opportunities – none met thresholds for strategic fit or expected ROI.

Gained valuable market insight – to invest in people to grow niche segments organically, with great return on capital.

Long play – not looking for short term ARR injection. Seeking targets that present product or market alignment to our strategy .

Objective

Scaling **profitably**

Focus on ARR

100% of revenue is subscription. The ARR balance has more than doubled in the past 5 years. We continue to support customers transitioning from on-premise solutions to cloud-first models.

Operating Cost Control

Focus on cloud cost optimisation and operational excellence drives margin expansion whilst growing revenue. Long-term payoffs are achieved through applicability of the Objective playbook to organic and M&A driven growth.

Efficient Solution Delivery

Investment in refining implementation models creates opportunity to accelerate ARR growth and increases the proportion of software subscriptions within total revenue.

Objective

AGENDA

Objective

Making a difference in the community

Content Solutions

Accountability that builds trust in government

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

Planning & Building

Creating tomorrow's communities, today

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

RegTech

Protecting what matters

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

Objective

Content Solutions

Accountability that builds trust in government

Empower people and processes with information.

> If Connect was suddenly taken away from us, it would be a big impact on the organisation and its ability to function.

Andy Parker
Information and Records Management - Senior Operations Manager, Welsh Government

MORE CUSTOMER STORIES ▶

Sales Revenue

$39.5m
1HY2024

$38.1m
1HY2023

↑4%
% CHANGE

ARR

$71.2m
1HY2024

$64.5m
1HY2023

↑10%
% CHANGE

1HY2024 Business Line highlights

- Improved conversion of sales opportunities in 1HY2024 with strong pipeline for 2HY2024. New and existing customers embraced Objective Nexus with go-lives across the globe.

- 20% of existing customers expanding their use of our solutions by purchasing additional licenses.

- R&D investment leveraged the capabilities of Objective 3Sixty to deliver clustered search (an AI powered capability) and enhanced document migration capability that will streamline the transition of customers from Objective ECM to Objective Nexus.

- Consolidated information governance portfolio featuring Objective Nexus, Objective 3Sixty, Objective Connect and Objective Redact

- Objective Connect extended its leadership position anchored by implementations where Objective Connect is integrated directly into customers enterprise content management systems.

- Objective Keystone won new customers across FSI and government, extended projects within existing customers and won its first customer with the new use case in climate risk disclosure, a major NZ bank.

- Aligned to the UK Levelling-Up and Regeneration Act becoming law, Objective Keyplan delivered innovations to meet anticipated demand in the areas of support for digital plans including AI decision support capabilities.

Objective

Planning & Building

Creating tomorrow's communities, today

Streamline the building assessment and consent process.

Objective Build provides a more seamless process for our customers, it's easier, more intuitive and faster.
And for our staff it makes it more efficient and means we can be more responsive to meet the needs of our customers.

Josh Lloyd
Community, Infrastructure & Development Manager, Central Hawke's Bay District Council

MORE CUSTOMER STORIES ▶

Sales Revenue

$6.1m	**$5.9**m	↑**4**%
1HY2024	1HY2023	% CHANGE

ARR

$13.1m	**$12.2**m	↑**7**%
1HY2024	HY2023	% CHANGE

1HY2024 Business Line highlights

- While consenting volumes have moderated from the heightened levels of 2022, ARR grew following new customer wins. 50% of NZ Councils have already committed to Objective Build and are progressively going live.

- New capability in Objective Build, Inspections, has just gone live completing end-to-end functionality in the solution: application, processing, inspection and certification.

- The addressable customer set for Objective Build is expanding in NZ following regulatory changes to address the housing shortage crisis in NZ which permit independent building consenting authorities to complete building approvals. Kāinga Ora (NZ Homes and Communities) is an existing Objective customer in this segment, and we contracted with a new entrant, Building Consent Approvals NZ in 1HY2024.

- Strengthened market engagement in geographies beyond NZ, conducted 100+ interviews researching AI opportunities which has prioritised new streams of development work. An increasing proportion of product and development resources in NZ are working on other developments for other geographic regions.

- In Australia, further investment in Customer Success has deepened engagement with Objective Trapeze customers and is delivering feedback to optimise and expand the use cases for the 4,500 professionals that use Objective Trapeze every day.

Objective

RegTech

Protecting what matters

Easy and efficient regulation for government and financial services.

We've helped Victorians reclaim over $2 million in unpaid long service leave – money that is rightfully theirs.

Robert Hortle
Commissioner, the Wage Inspectorate Victoria

MORE CUSTOMER STORIES ▶

Sales Revenue

$10.8m	$10.4m	↑4%
1HY2024	1HY2023	% CHANGE

ARR

$13.2m	$11.6m	↑14%
1HY2024	1HY2023	% CHANGE

1HY2024 Business Line highlights

- Welcomed a new customer, the NSW Natural Resources Access Regulator, tackling water theft and misuse with Objective RegWorks – to be implemented via our new Accelerator delivery model.

- Transition of Return to Work South Australia, Department of Conservation NZ, WorkSafe Tasmania and Queensland Rail to the latest version of Objective RegWorks.

- Reinforcing thought leadership in the regulatory software market, the second Government Regulatory Technology Report for Australia and NZ was published. The UK survey is now closed, report to be published in 2HY2024, partnering with the UK Institute of Regulation.

- R&D investment delivered accessibility improvements to the citizen-facing interface, user experience enhancements and improvements to database performance.

- Te Tari Pūreke – Firearms Safety Authority, NZ marked its 1st anniversary with some notable achievements: cleared backlog of 5,700 license applications and applicants can now utilise the portal to pay license fees online.

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FY2024 Outlook

1 Engineer **#OUTSTANDING** solutions

2 **Deliver** more opportunities for **Customers**

**3** **Grow** our **Family**

4 Attract **New Fans**

Outlook: Strategic priorities for FY2024

Outstanding Innovation

- Consolidation of Content Solutions portfolio, anchored by Objective Nexus.

- Leveraging AI capabilities across all product development teams.

- Implementing modular, reusable UI elements; shared development components, code and frameworks across all products.
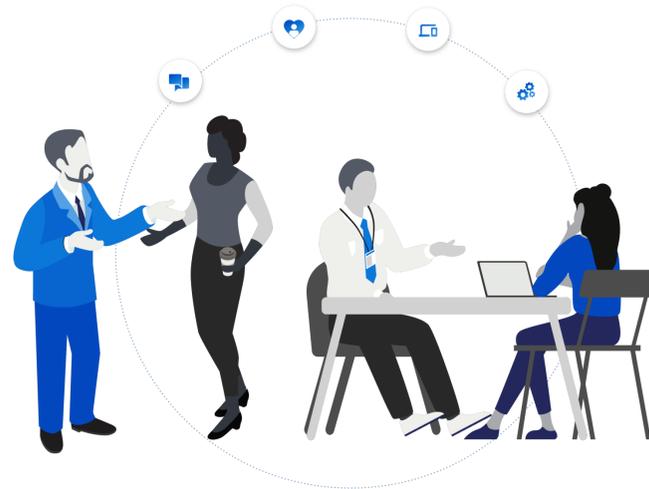
Deep Customer Engagement

- Leverage customer success and deep market engagement to drive R&D program.

- Expand go-to-market capabilities beyond current geographic regions for each LOB.

- Investment in North American go-to-market and customer support.

Operational Excellence

- Target 15% ARR growth.

- Deliver on-going margin expansion.

- Investment in delivery models to increase pace of software deployment and decrease time (and cost) to customer value per $ of ARR added.

Objective

OBJECTIVE.COM