

ASX RELEASE

2025 Annual Meeting Chair and CEO Addresses and Presentation

Auckland, 20 August 2025 – Straker Ltd (ASX: STG, 'Straker' or 'the Company') attaches the Chair and CEO addresses and presentation for Straker's 2025 Annual Meeting.

Authorisation

This announcement has been authorised for release by the Company Secretary of Straker Limited.

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About Straker

Straker provides next generation language services supported by a state-of-the-art technology stack and robust AI layer to clients around the world. By combining the latest available technologies with linguistic expertise, Straker's solutions are scalable, cost-effective, and accurate. Through technical innovation and data analytics, Straker is a proven partner in future-proofing global communications.

For more information visit: www.straker.ai

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FY25 AGM – Chair Speech

Good morning, my name is Linda Jenkinson, and I am the Chair of Straker Ltd. On behalf of the Board and executive team, welcome to the 2025 Annual General Meeting.

Before we move to the formal part of the meeting, I will share some comments on Straker's performance for the Financial Year to 31 March 2025 and other matters before handing over to Grant Straker, the Company's Founder and CEO, for his presentation on how Straker is positioned to benefit from the industry's dynamics.

Financial Performance

Straker's financial results for FY25 yet again demonstrate the combined benefits of outstanding cost control and a dynamic product offering in an environment of rapidly changing market conditions and technology innovations.

Whilst Revenue declined by 10%, we have worked hard to shift our revenue to high-margin AI-driven revenue. We also grew our level of profitability. The Company's Gross Margin reached a record 67% for FY25 and, combined with improved productivity, saw the Company continue to be Operating Cash Flow positive and generate Free Cash Flow, whilst maintaining high levels of investment in R&D. This yielded a record Adjusted EBITDA of \$4.8m and further cash build on our balance sheet. We finished the year with \$12.9m in cash and no debt. This consistent financial strength means Straker has not had to raise equity funding to invest in new AI driven product offerings.

AI and the Translation Industry

Almost 50% of Straker's share price is represented by our cash balance, leaving a modest valuation for a business that generates cash, a record level of Adj EBITDA and operates in a highly fragmented multi-billion-dollar industry.

We suspect this disconnect can be explained partly by the perception of some investors that translation is a business well on its way to being disintermediated by AI. In our view, this is mistaken. One needs to look no further than the strong strategic partnership we have with IBM for clear proof of that. Our mission statement, *"To harness the power of human insight and artificial intelligence to drive unparalleled productivity"*, encapsulates how we see the future of the industry.

The integration of AI into the translation industry marks one of the most profound shifts in the history of language services. What was once a field entirely dependent on human intellect, linguistic intuition, and cultural knowledge has now become a dynamic intersection of human expertise and machine efficiency. From facilitating rapid multilingual communication to enabling real-time interpretation, AI has dramatically expanded the possibilities of translation. Yet, the story of AI in translation is not one of replacement but of transformation, adaptation, and collaboration.

AI has unquestionably improved the speed and accessibility of translation. Tools like Google Translate have democratised translation and brought language support to the fingertips of millions. However, the widespread adoption of AI translation tools has also exposed their limitations.

Straker stands at this intersection of language and technology. Our core AI Verify product is a prime example of this, combining the speed of AI translation with the accuracy of human language experts. Using Verify, our clients can upload content, have Verify's custom AI models based on our proprietary Tiri language model translate that content, provide a quality score and then send the lower-scoring segments to internal team members or externally to Straker for finessing. Growing Verify's customer base is a key priority of the sales team.

The ability to integrate our AI translation tools with existing digital platforms and services used by clients is another benefit of our approach. Verify, for example, can be integrated into apps like Slack and Teams or other platforms like Foxit, offering efficiency for the client and scale distribution opportunities for Straker. Thousands of IBM employees are now using Straker via Slack, and it is unambiguously the way of the future. In his presentation. As the industry evolves, Straker is uniquely positioned to deliver for the needs of the future. Grant will discuss more about the platform aspect of our strategy.

Board changes

As the business evolves, we have been reviewing our board skills to ensure they appropriately support the ongoing strategy.

Shortly after the end of the Financial Year, James Johnstone resigned as a Non-Executive Director of the Company. I would again like to thank Mr Johnstone for his service to Straker and his highly valued counsel. Mr Johnstone was the representative of Bailador Technology Investments Ltd, a key longtime investor in Straker.

He was replaced by Ms Helen Foley, the Chief Financial Officer of Bailador. Ms. Foley brings extensive experience in technology investment, strategy, and governance, and the Board is fortunate to be able to avail itself of her deep understanding of the technology landscape and growth-oriented businesses. Ms Foley has also joined the Company's People and Culture Committee.

Following this AGM, Stephen Donovan will step down as a Non-Executive Director after more than two decades of service. Mr Donovan has played a central role in guiding Straker through its formative years, the IPO on the ASX, and its development as a listed company. The Board would like to sincerely thank Stephen for his invaluable contribution, his wisdom, and his steadfast commitment to Straker's success.

We are also delighted to announce the appointment of Mr Ron Heinz as a Non-Executive Director, effective 1 September 2025. Mr Heinz brings decades of experience in the

technology sector, specifically AI and infrastructure. This has included senior executive roles at Xerox and Novell, and as CEO of Phobos and Helius. He later founded and continues to serve as General Partner of the venture capital firms Signal Peak Ventures and Oquirrh Ventures, investing in technology businesses from early-stage through to global expansion. His deep expertise in managing technology businesses and in strategic investment makes him an excellent addition to the Board at a pivotal time for Straker, as a huge global market in AI data verification beckons.

Acknowledgements

I'd like to thank my board colleagues for their support during the year, as well as the entire Straker team in our offices around the world, for their hard work and dedication. The 2025 Financial Year was a year of significant progress against our strategic priorities, during which the management team has positioned the business for long-term growth.

My fellow directors and I also express our sincere gratitude to all shareholders for your support. Behind the drop in Revenue in recent times, much is changing inside Straker. The outlook for our Company is positive, and we are confident you will benefit from your investment in the Company in the years to come.

I'd now like to ask Grant to present his report to the meeting.



STRAKER AGM 2025

**Thank you for waiting, the
presentation will begin shortly**

Linda Jenkinson

Chair



VIRTUAL MEETING AND VOTING

1. Go to <https://meetings.openbriefing.com/STG25>
2. Click “Get a Voting Card”
3. Enter your Shareholder Number and Postcode, or Proxy Number, then click “Submit Details and Vote.”
4. Fill out your voting card and click “Submit Vote” or “Submit Partial Vote.”

HELP NUMBER: +61 1800 990 363

Online Meeting Guide



Step 1

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Step 2

Log in to the portal using your full name, mobile number and email address.

Please read and accept the terms and conditions before clicking on the **‘Register and Watch Meeting’** button.

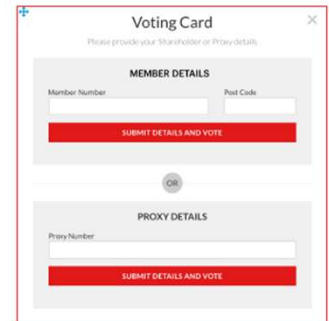
- On the left – a live webcast of the Meeting starts automatically once the meeting has commenced. If the webcast does not start automatically please press the play button and ensure the audio on your computer or device is turned on.
- On the right – the presentation slides that will be addressed during the Meeting
- At the bottom – buttons for ‘Get a Voting Card’ and a list of company documents to download

Note: If you close your browser, your session will expire and you will need to re-register. If using the same email address, you can request a link to be emailed to you to log back in.

1. Get a Voting Card

To register to vote – click on the ‘Get a Voting Card’ button.

This will bring up a box which looks like this.



If you are an individual or joint shareholder you will need to register and provide validation by entering your shareholder number and postcode.

If you are an appointed Proxy, please enter the Proxy Number issued by MUFG in the PROXY DETAILS section. Then click the **‘SUBMIT DETAILS AND VOTE’** button.

Once you have registered, your voting card will appear with all of the resolutions to be voted on by shareholders at the Meeting (as set out in the Notice of Meeting). You may need to use the scroll bar on the right hand side of the voting card to view all resolutions.

Shareholders and proxies can submit a either Full Vote or Partial Vote.

Directors



Grant Straker
Chief Executive Officer
and Managing Director



Amanda Cribb
Independent Non-
Executive Director

4



Steve Donovan
Non-Executive
Director



Steve Bayliss
Independent
Non-Executive
Director



Helen Foley
Non-Executive
Director

Agenda

1. Welcome
2. Chair's address
3. CEO & Managing Director's address
4. Financials
5. Outlook
6. Q&A
7. Formal business
8. Meeting close

Chair's address



CEO and Managing Directors address





Straker: Harnessing the AI Revolution

AGM 2025 | From Industry Headwinds to AI Leadership

Grant Straker

Co-founder and Managing Director



Our Journey into the AI Frontier



Today we'll walk you through our transformation and the path ahead:



Caught in a Current of Market Sentiment



We know investors have seen market caps for traditional Language Service Providers decline.

Straker has been caught up in this industry-wide sentiment.

Ensuring we are seen as an AI company, on the back of our unique AI technology platform has been a major objective for management

Listed language companies

Company	Ticker	3-Year Change (%)	Market Cap
RWS Holdings plc	RWS.L	-78.66%	£293.26M
Appen Limited	APX.AX	-74.86% (from Aug '22)	A\$235M
ZOO Digital Group plc	ZOO.L	-52.11%	£12.79M
Straker Limited	STG.AX	-54.95%	A\$28.95M
Honyaku Center Inc.	2483.T	-7.85%	JPY 6.51B

AI startups

Company	Primary Focus	Latest Valuation (\$B) & Date	Most Recent Revenue/ARR (\$M) & Period	Implied Revenue Multiple	YoY Revenue Growth (%)	Total Funding (\$M)	Key Enterprise Traction
Cohere	Enterprise LLM Platform	\$5.5B (Jul 2024)	\$100M (ARR May 2025)	55.0x	669% (vs. \$13M late 2023)	\$970M	Oracle, Salesforce, McKinsey, RBC
ElevenLabs	Voice & Audio AI	\$3.3B (Jan 2025)	\$90M (FY 2024)	36.7x	260%	\$281M	>60% of Fortune 500
Synthesia	Enterprise AI Video	\$2.1B (Jan 2025)	\$100M (ARR Mar 2025)	21.0x	110.5%	\$336M	>60% of Fortune 100
DeepL	AI Translation	\$2.0B (May 2024)	\$185.2M (FY 2024)	10.8x	>100% (vs. ~\$50M late 2022)	\$415M	100,000+ businesses
Jasper	AI Marketing Content	\$1.5B (Oct 2022)	\$35M (FY 2024)	42.9x*	-53.3%	\$131M	~20% of Fortune 500

We are not a traditional LSP.
The rest of this presentation will show how our pivot to a solutions-based AI model makes us fundamentally different.

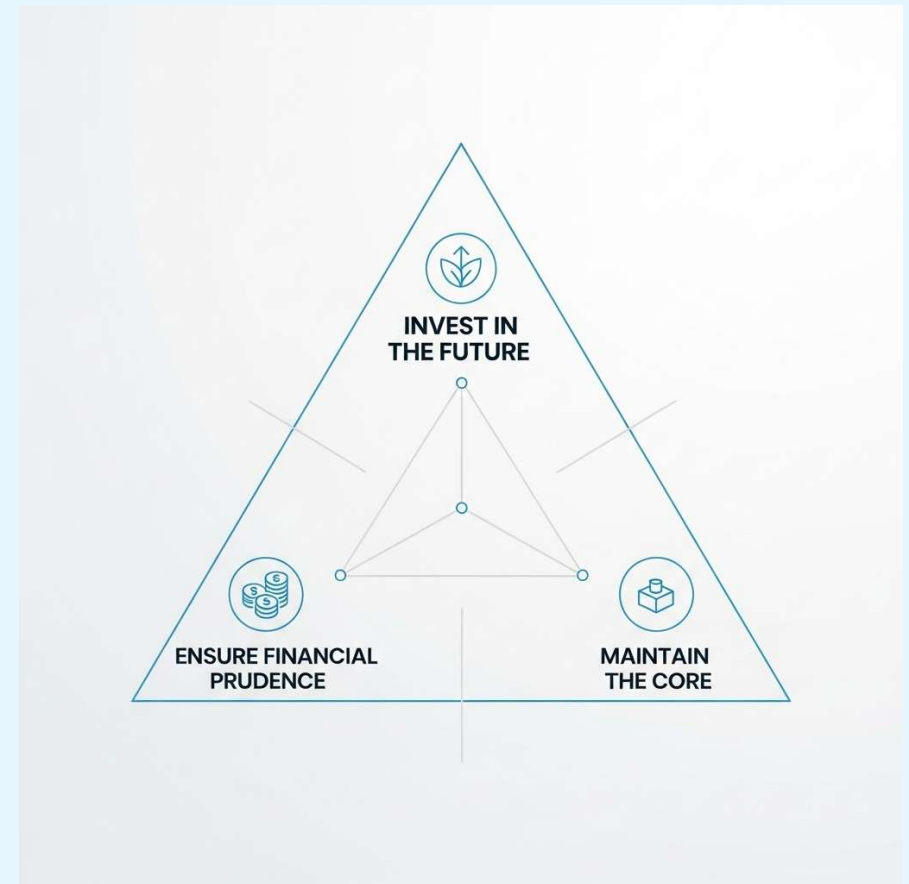
The Strategic Trilemma: A Balancing Act in a New Era

Over the past 24 months, we faced three competing, critical priorities. Successfully managing this trilemma was our primary operational challenge, requiring disciplined execution across the entire business.

The ability to simultaneously address these three competing priorities has been the defining feature of our successful transformation.

The big advantages we have are

- World leading Enterprise AI software
- Global Team in place
- A well-established customer base
- Partnerships



Executing on All Fronts: How We Succeeded

Our team didn't just survive the trilemma; we mastered it, emerging in a stronger financial and technological position.

Financial Prudence

- Remained cash flow positive throughout transformation
- Invested strategically in R&D without compromising stability
- Executed a share buyback programme, reflecting our confidence
- Maintained healthy balance sheet despite industry pressures

Future Investment

- Built world-leading solution in Verify platform
- Developed an enterprise AI model team with unique capabilities
- Created our own AI model with Tiri, establishing proprietary IP
- Invested in data generation and model training infrastructure

Core Maintenance

- Retained majority of legacy business despite industry headwinds
- Developed AI transition plan for existing customers
- Leveraged established relationships to pilot new solutions
- Maintained service excellence through transition period

Our Two Key Audiences

The Legacy Audience

Our Foundation

Who they are: Localization managers and project managers within established enterprises

Their World: Governed by traditional processes, long-term vendor contracts, and complex, manual workflows. They are looking to use AI and want a trusted technology partner

Our Strategy: Pragmatic transition these customers to the new paradigm with **Verify**, showing them a better way to achieve quality and efficiency, saving significant cost and headcount.

The AI-Native Audience

Our Future

Who they are: Developers, startups, and content creators building the next generation of companies

Their World: Agentic, real-time, and seamlessly integrated. They have never used a traditional TMS and expect to interact with services via APIs and AI-native interfaces.

Our Strategy: A tech-led Go-To-Market approach. Win them by being the default localization agent inside the ecosystems they already use—MCP, Zapier, n8n, Foxit, and developer platforms.



Strategic Partnership:



Our relationship with IBM continues to expand beyond our original supplier-based framing as we actively integrate IBM technology into our product stack.

Evolving Partnership

- Straker has evolved from being simply IBM's globalisation partner to **becoming an IBM build partner**,
- We are working closely with the IBM Japan ecosystem team on **several AI-powered vertically targeted solutions**.

SwiftBridge Solution

- **Co-developed with IBM Japan, SwiftBridge** is a vertically oriented solution allowing listed companies to attract global investors.
- We currently have **12 prime listed companies under pilot programs** and are working with our Japan distribution partner Iguazu to scale this solution for the December reporting period.

Watson Integration

- Our partnership with IBM's Globalisation team continues to expand as we **embed Watson-powered solutions to support IBM's globalisation needs**.
- Using our model development, agent, and training platform Tiri, we are training **and testing custom Tiri models for deployment across IBM's globalisation touchpoints**.

Commercial Applications

- We're targeting a **Q4 launch of our Watson-powered translator agent** into IBM's agent marketplace for use by internal IBM teams and their customers.
- Using the Tiri platform coupled with IBM's extensive training data sets, we're seeing **excellent model performance against industry benchmarks**, highlighting the commercial value of small language models.

Go-To-Market: Scaling Through Ecosystems & Connectors

straker.ai 

Verify Connect

Our strategy is to go where our customers already are. By **embedding our AI tools into the world's leading platforms**, we can achieve massive reach and frictionless adoption.



1



2



3



n8n



Document Ecosystems



Adobe
Experience
Manager

Direct integration into Foxit, one of the world's largest PDF platforms. This **puts our verification technology directly into the workflow of millions of users** creating and managing critical documents.

Enterprise AI Integration

For our largest customers, we provide a dedicated solution to connect our AI services directly into their secure, on-premise, or private cloud environments.



Our Go-Forward Strategy

Near Term (Next 6 Months)

1

- Scale our Verify platform across enterprise clients
- Expand IBM partnership with Watson-powered translator agent
- Advance SwiftBridge for Japanese listed companies
- Continue automation of internal production systems
- Activate live ecosystem users

Long Term (18+ Months)

3

- Establish Straker as the leading platform for AI trust and verification
- Build a thriving ecosystem of partners and developers
- Achieve 70%+ of revenue from AI solutions
- Expand into adjacent AI governance and compliance markets

2

Medium Term (6-18 Months)

- Expand ecosystem partnerships beyond current platforms
- Launch AI agent product line based on internal tools
- Develop custom model offering for enterprise clients
- Increase AI solutions to 60% of total revenue

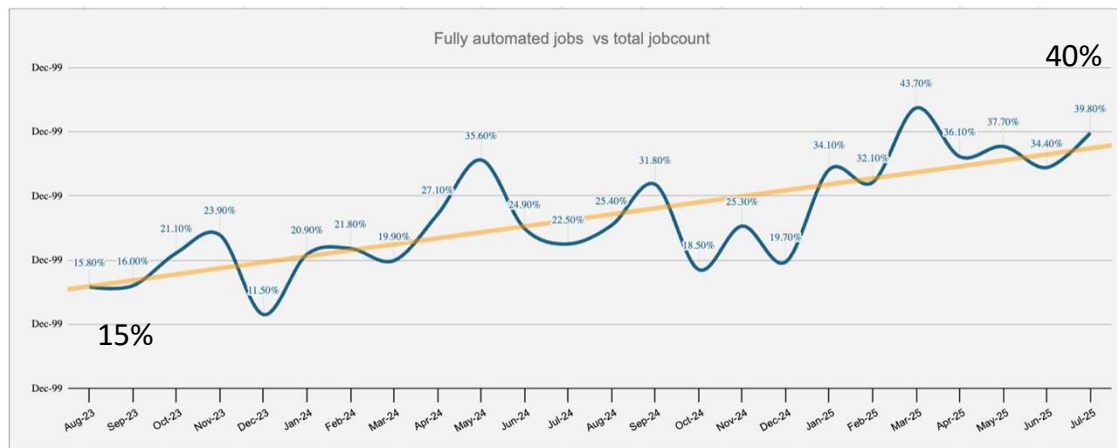
Our strategy is clear: continue to leverage our unique position at the intersection of AI and language to build scalable solutions for the AI-powered future, while helping traditional enterprises navigate this transition successfully.

AI in Action: Automating Our Own Core

Our AI investment functions as a flywheel—driving internal productivity improvements that in turn generate new commercial products. The primary goal of the implementation of AI agents is on-demand scalability

Massive Productivity Gains from AI Agents

40% of production systems now fully automated with AI agents, up from just 15% two years ago



AI agents

AI agents to be rolled out across H2

LISA AI
IRIS v2 (Vendor agent)
Delivery agent
Pre-quoting agent
Client comms agent
Automated agentic newsletter
Vendor selector agent

Emily our AI Email Agent

Emily, our AI email automation agent has processed 3,297 emails with a 95.8% success rate in categorization, saving approximately \$40,000 annually. The production query manager has drafted nearly 60 emails, with 93% of the content forwarded to clients without changes, resulting in a 60% reduction in time spent on this task by the cut team.

AI in Action: AI Quality Boost Engine

AI Quality Boost was rolled out in Q1. The highly advanced engine running on top of Tiri increases the quality of translated output. Before quality boost translators were going at 614 words per hour, post they go at more than 1,000 words per hour offering significant savings.

Quality boost is being rolled out across all language cloud clients in Q2 and integrated into the Enterprise TMS in Q3 as part of our TMS to Verify transition plan

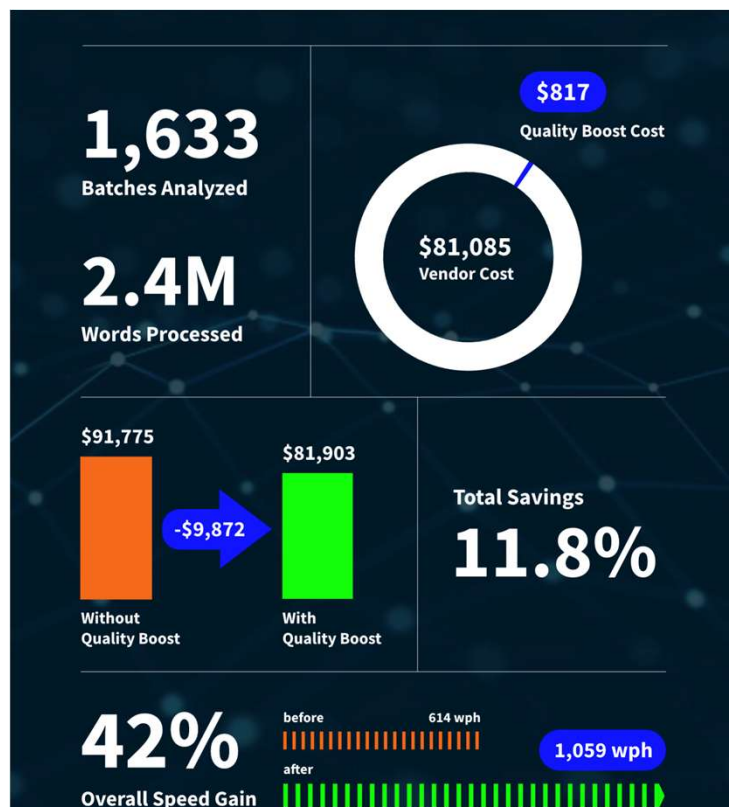
Significant savings

Initial calculations on the success of quality boost show if rolled out across all projects, on an annualized basis would offer more than \$1m in cost savings.

Low token cost – big human savings

At a spend of \$817 in tokens, Quality Boost delivered nearly \$10k in savings on internal test projects

Initial results from Q1 quality boost roll out

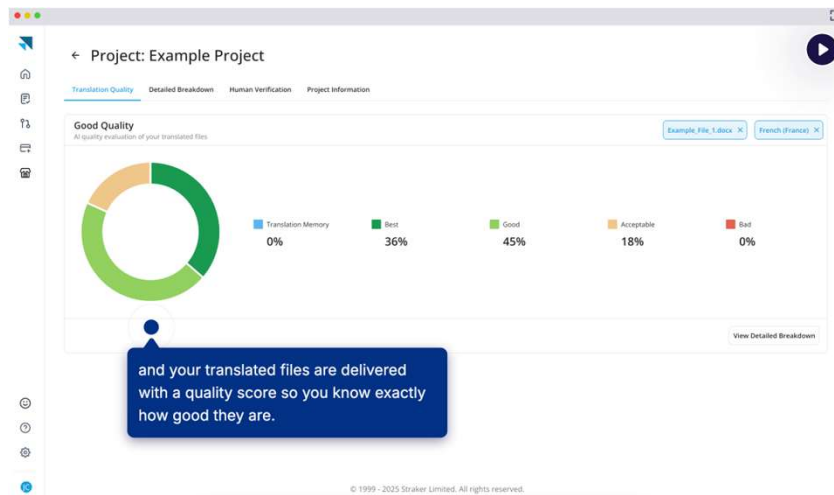


AI in Action: GenAI Verification

Our AI investment functions as a flywheel—driving internal productivity improvements that in turn generate new commercial products. Verify is a world leading solution for using a human crowd to Verify AI generated content.

Expert Verification, not Translation

Using Straker's advanced Tiri quality estimation models to save customers money by only translating content below a quality threshold

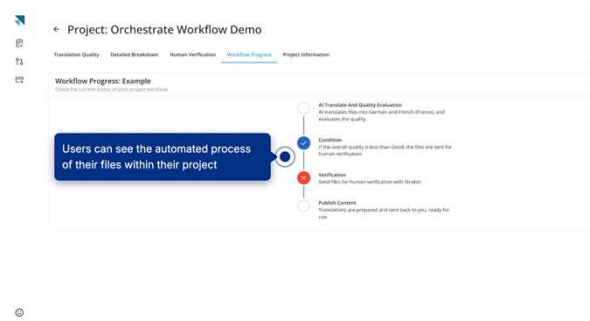


Collaborate

Our Verify Collaborate platform allows access to human verification inside of our Verify platform.

Verify Orchestration workflows

Our internal production agents are becoming a new commercial product range to complement our Verify toolkit



AI in Action: Tiri Language Model

Generic AI does not understand unique business needs. The Tiri family was developed to ensure customers can maximise their unique data assets

Superior outcomes, reduced cost

Custom-trained models deliver higher accuracy and quality.

Consistency

Ensures consistent terminology and style across all outputs, guided by your data.

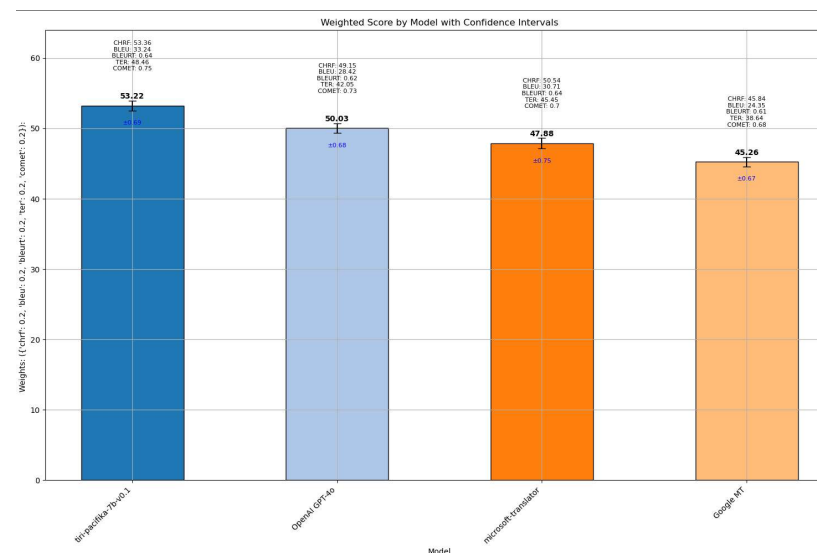
Security & Ownership

Customer data is used to build their proprietary model. They maintain control.

Advanced Model leadership

Our ability to develop and run our own models at an Enterprise scale positions us as a unique player in the industry

Tiri outperforms the major LLMs for language translation



Simple Access, Complex Technology

The world's fastest-growing, high value AI companies in our space, like **DeepL** and **ElevenLabs**, share a common strategy: they mask powerful, complex backend technology with simple, accessible, and easy-to-integrate products. This is precisely our strategy for **Verify**.

Complex Backend

Our AI Engine:

- Straker AI Models (Tiri)
- Straker AI Vision (Orchestrate, Collaborate)
- Straker AI Agents



Simple Frontend

Our Products:

- Easy-to-use platforms
- Simple, powerful connections (**Verify Connect**)
- Native integrations
- AI interface



FINANCIALS

Financial Performance

	2025	2024	Change	
	\$'000	\$'000	\$'000	%
Revenue	44,863	50,014	(5,151)	-10%
Cost of sale	(14,819)	(18,093)	3,274	18%
Gross profit	30,044	31,921	(1,877)	-6%
Gross margin %	67.0%	63.8%	3.1%	5.0%
Other income	182	355	(173)	-49%
Capitalised software development	2,152	2,671	(519)	-19%
Underlying operating expenses*	(27,628)	(30,448)	2,820	9%
Percentage of operating revenue	61.6%	60.9%	0.7%	1.0%
Adjusted EBITDA	4,750	4,499	251	6%
Percentage of operating revenue	10.6%	9.0%	1.6%	18.0%
Acquisition & Restructure costs	(187)	(245)	58	24%
EBITDA	4,563	4,254	309	7%
Percentage of operating revenue	10.2%	8.5%	1.7%	20.0%
Amortisation of software development	(5,176)	(1,987)	(3,189)	-160%
Depreciation, and amortisation of right-to-use assets	(679)	(613)	(66)	-11%
Amortisation of acquired assets	(3,531)	(4,322)	791	18%
Impairment losses	(6,818)	(2,677)	(4,141)	-155%
Net finance income	1,142	2,874	(1,732)	-60%
Loss before income tax	(10,499)	(2,471)	(8,028)	-325%
Income tax credit	341	282	59	21%
Net loss after tax	(10,158)	(2,189)	(7,969)	-364%

Strong GM % reduced impact of revenue decline

Underlying operating expenses dropped 9%

Record Adjusted EBITDA, 10.6% of revenue

One-off impact of changing useful life assumption from 5 years to 3

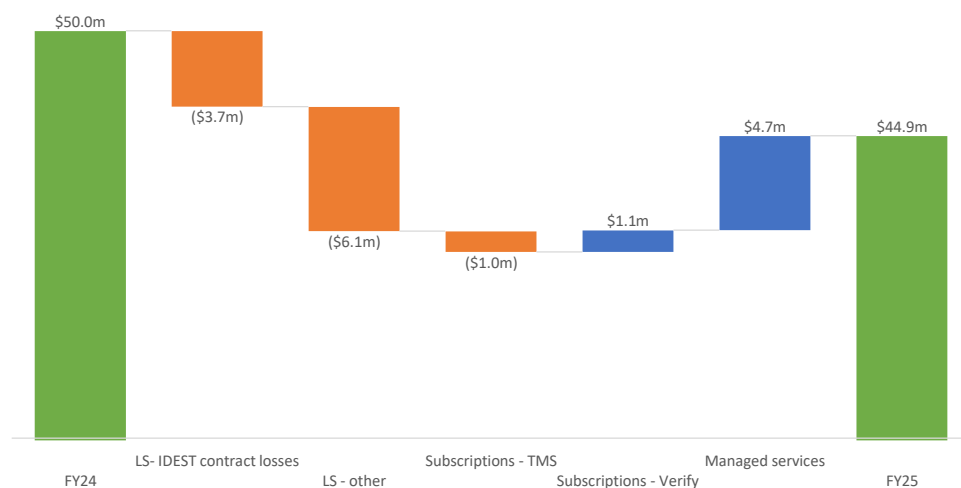
All acquired intangible assets fully amortised in FY25

IDEST acquisition fully impaired in H1 FY25 due to 2 contracts ending; NAM CGU goodwill fully impaired

Mostly unrealised FX on intercompany loans

*Underlying operating expenses are excluding depreciation, amortisation, acquisition & restructure costs, and impairment losses

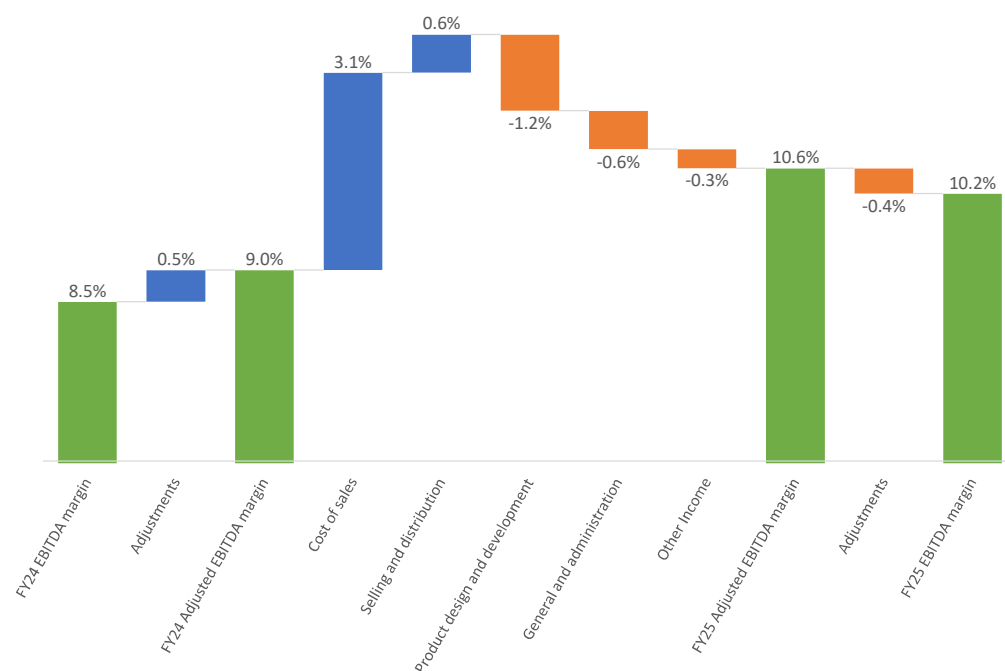
Revenue analysis



- Drop in **Language Services (LS)**
 - IDEST contracts ending in FY25 H1
 - Macro-economic and AI headwinds
- Initial **Verify** revenue
- **Managed Services** – 1st full year of operation
- +1% constant currency impact

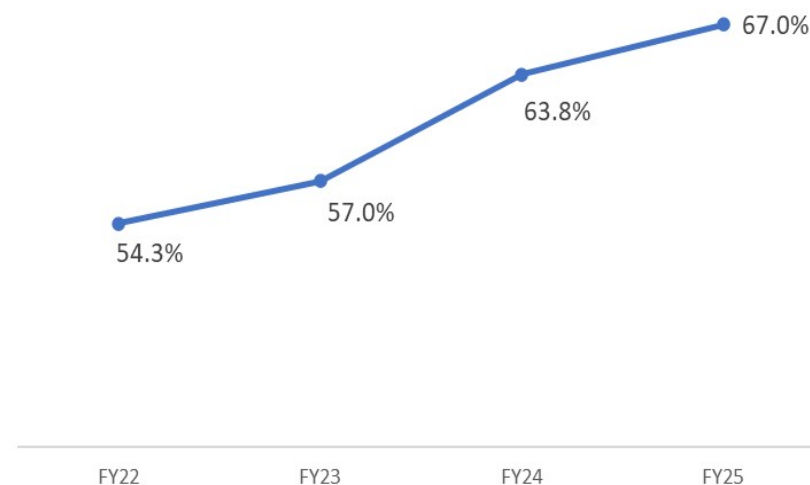
Progress on key metrics

Movement in EBITDA margin %¹



1. Chart might not add through due to rounding

Gross Margin %

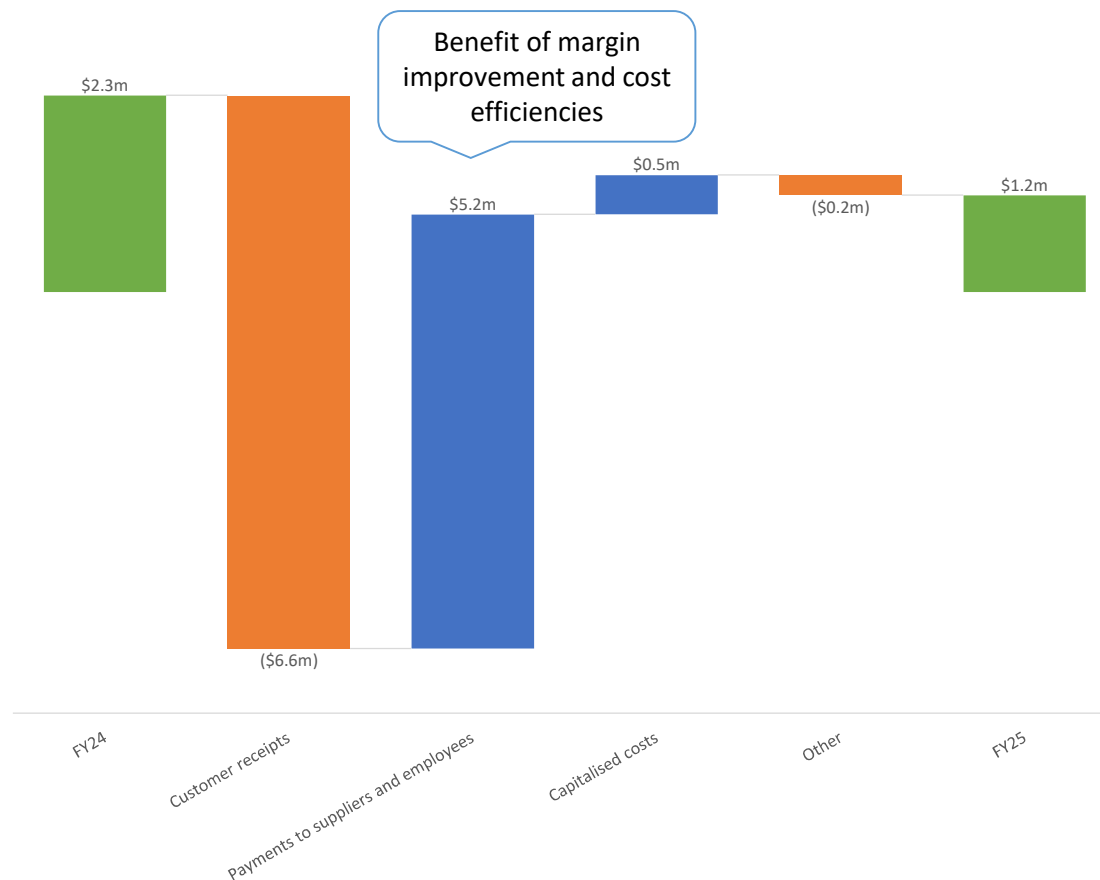


Strong balance sheet

	FY24	FY25	Δ YOY
	\$'000	\$'000	\$'000
Cash and cash equivalents	12,165	12,915	750
Working Capital	11,052	13,374	2,322

- Cash position grew \$750k YOY
- Working capital strengthened to by 21% to \$13.4m
- Nil debt

Resilient free cash flow



1. Chart might not add through due to rounding

Outlook

Our industry is undergoing a fundamental transformation, **driven by the power of artificial intelligence**. While others may see uncertainty, **we see a clear path to leadership**. We are proactively navigating this shift by guiding our customers into the future, **transitioning them from legacy systems to our next-generation suite of AI products**, spearheaded by our flagship 'Verify' platform.

This strategic transition is not just about technological advancement; **it is about delivering superior value and building deeper partnerships with our clients**. As part of this, we continue to **invest significantly in research and development** to accelerate innovation, strengthen our technology leadership, and ensure our solutions remain at the forefront of the industry.

Based on current momentum and adoption trends, we now anticipate **Revenue in the range of \$38 million to \$41 million**, with **positive Adjusted EBITDA**. This reflects the near-term impact of our transition strategy, but we remain confident that our long-term future is firmly rooted in innovation, growth, and sustained R&D investment.

Thank You

Questions & Answers

We appreciate your continued support as we lead the transformation of our industry and build the future of AI verification and trust.

Contact Information

investors@straker.ai

Follow Our Progress

www.straker.ai/investors



Formal business

To receive and consider the Financial Report and Audit Report for the year ended 31 March 2025, all of which are set out in the Company's 2025 Annual Report.

There is no formal resolution required for this item but questions for the Board, CFO or the Auditor are welcome.

“To record that BDO Auckland continue in office as the Company’s Auditor and to authorise the Directors to fix the remuneration of BDO Auckland as the Company’s Auditor for the ensuing year.”

	FOR	AGAINST	OPEN
Number of Votes	31,111,073	11,055	60,408
Percentages of Votes	99.77%	0.04%	0.19%

“That, Ms Helen Foley be elected as a Director of the Company”

	FOR	AGAINST	OPEN
Number of Votes	25,935,729	7,696	60,408
Percentages of Votes	99.74%	0.03%	0.23%

“That, Mr Steven Bayliss be re-elected as a Director of the Company”

	FOR	AGAINST	OPEN
Number of Votes	25,853,900	114,525	60,408
Percentages of Votes	99.33%	0.44%	0.23%

“That, for the purposes of ASX Listing Rule 10.14 and for all other purposes, Shareholders approve the issue of 200,500 Options and the issue of underlying Shares in respect of the Options, to Grant Straker, the CEO of the Company, or his nominee(s), pursuant to the Company’s 2020 LTI Employee Share Option Plan, on the terms and conditions set out in the Explanatory Statement.”

	FOR	AGAINST	OPEN
Number of Votes	25,840,476	102,949	60,408
Percentages of Votes	99.37%	0.40%	0.23%

RESOLUTION 5: ISSUE OF OPTIONS TO CLOSELY RELATED PARTY TO A DIRECTOR – MERRYN STRAKER



“That, for the purposes of ASX Listing Rule 10.14 and for all other purposes, Shareholders approve the issue of 127,100 Options and the issue of underlying Shares in respect of the Options, to Merryn Straker, a related party of the Company, or her nominee(s), pursuant to the Company’s 2020 LTI Employee Share Option Plan, on the terms and conditions set out in the Explanatory Statement.”

	FOR	AGAINST	OPEN
Number of Votes	25,840,476	99,463	63,894
Percentages of Votes	99.37%	0.38%	0.25%

Voting

Disclosure statement

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