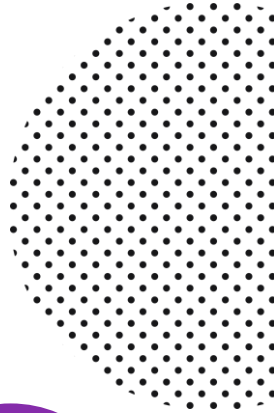


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Integrated Research Limited (ASX: IRI) FY2024 Annual General Meeting

25 November 2024





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How to ask a Question?

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- To ask a written question select the Q & A icon
- Select the topic your question relates to from the drop-down list
- Type your question in the text box and press the send button
- To ask a verbal question, follow the instructions below the broadcast window

The screenshot shows a user interface for asking a question. At the top, there are four navigation tabs: 'Broadcast' (with a monitor icon), 'Vote' (with a document icon), 'Q & A' (with a speech bubble icon and a purple underline), and 'Documents' (with a folder icon). Below the tabs is a large text input area labeled 'Your question(s)'. Underneath this area is the instruction 'You may enter a question using the field below.' followed by a 'Select Topic' dropdown menu. Below the dropdown is a smaller text input field with a character count of '0 character(s)' and a 'Send' button. A note above the smaller input field states 'Questions are limited to 2000 characters.'

How to Vote?

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- When the poll is open, select the vote icon at the top of the screen
- To vote, select either For, Against or Abstain
- You will see a vote confirmation
- To change or cancel your vote “click here to change your vote” at any time until the poll is closed

The screenshot shows a web interface with a navigation bar at the top containing four icons: a monitor for 'Broadcast', a document with a checkmark for 'Vote' (which is highlighted with a purple underline), a speech bubble for 'Q & A', and a folder for 'Documents'. Below the navigation bar is a grey header section titled 'Items of Business'. The first item is '2A Re-elect Mr Sam Sample as a Director', followed by three buttons labeled 'FOR', 'AGAINST', and 'ABSTAIN'. The second item is '2B Re-elect Ms Jane Citizen as a Director'. Below this item, there is a green checkmark icon, the text 'We have received your vote For', and a link that says 'Click here to change your vote.'.

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Chair's Address

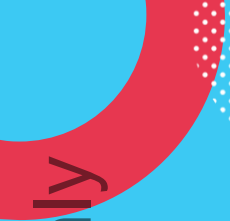
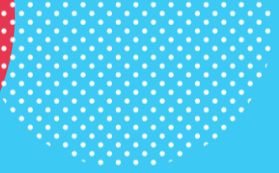
Peter Lloyd



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CEO Address

Ian Lowe





FY24 Key Highlights

A year of strong financial performance and people / strategy reset, designed to drive growth

Strong Financials

TCV up 22%
Revenue up 19%
NPAT up 963%*

Robust Growth in Americas and Europe

Americas TCV up ~50%
Europe TCV up ~30%

Reset For Product Led Growth Strategy

Focus on customer led innovation and M&A initiatives

Board Refresh

Growth oriented Board appointed

Balance Sheet Flexibility

Net cash of \$31.9m to assist in driving growth strategy

Re-instated Dividend

Declared 2.0 cents per share, fully franked, dividend

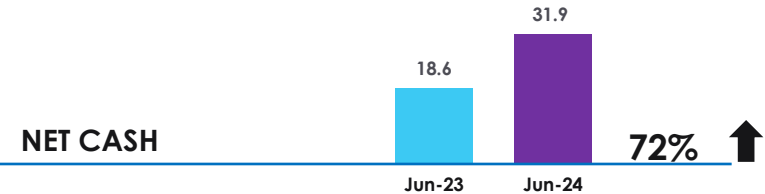
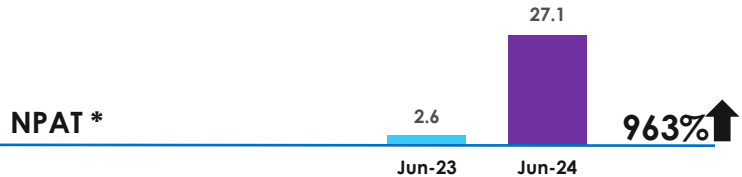
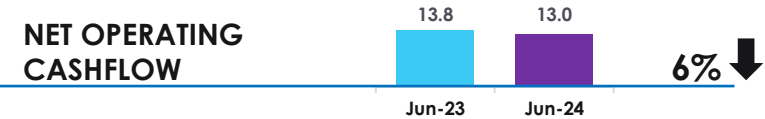
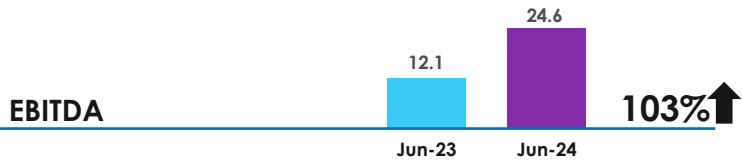
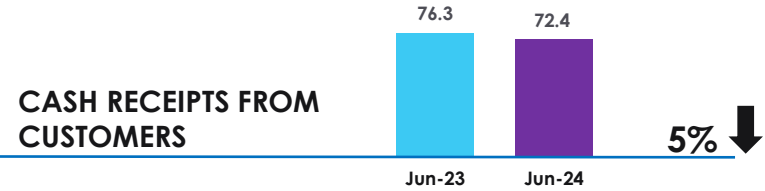
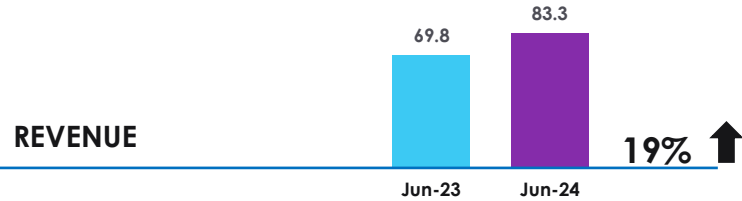
*Jun-23 NPAT excludes \$31.8M impairment of goodwill and intangible assets



Full-Year Performance Review: Statutory (A\$M)

Improving market dynamics and prudent cost management drives profits

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*Jun-23 NPAT excludes \$31.8M impairment of goodwill and intangible assets

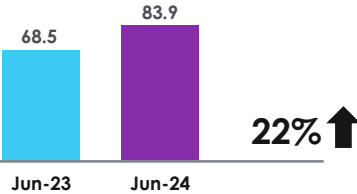


Full-Year Performance Review: Proforma (A\$M)

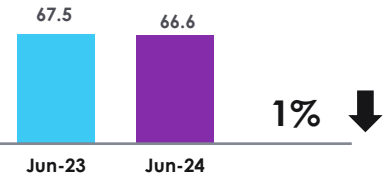
Strong year for renewals

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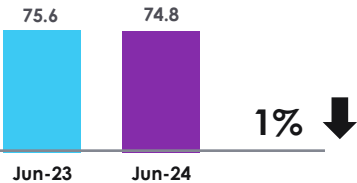
TOTAL CONTRACT VALUE (TCV)



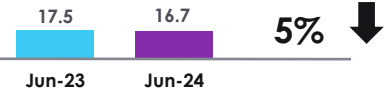
ANNUAL RECURRING REVENUE ¹



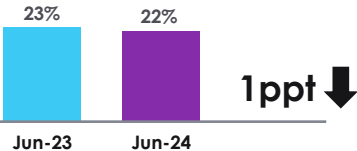
PROFORMA REVENUE



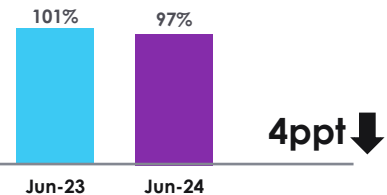
PROFORMA EBITDA



EBITDA MARGIN



CASH CONVERSION RATE ²



Note: Proforma revenue is a non-statutory alternate view of term licence and maintenance revenue (unaudited); refer to appendix for calculations

1. ARR (Annual Recurring Revenue) means monthly recurring revenue as of 30th of June multiplied by 12

2. Cash conversion rate equals cash receipts divided by proforma revenue

Capital Management and Dividend



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IR's Capital Allocation Priorities:

1. Invest in innovation:

- Allocate up to an additional 10% of TCV annually to product innovation for new revenue streams
- M&A considered if right-sized, synergistic, in growth markets and supportive of product strategy
- Targeting 3 – 5-year payback

2. Contingency Reserves:

- Maintain adequate working capital to support day-to-day operations and manage cash needs

3. Shareholder returns:

- Board declared a \$0.02 dividend, fully franked
- Dividend policy as a minimum 25% of Free Cash Flow (with Board discretion), to provide flexibility & sustainability

IR operates in the Observability market



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What is 'Observability'?

Real time observation of critical technology & infrastructure performance, including:

- Log management
- Application performance monitoring
- Infrastructure monitoring

Use cases include:

- Performance management/optimisation
- Security
- Compliance

The market is moving:

- Data driven technology such as Machine Learning & AI is opening up a new wave of innovation
- Enterprise clients are looking for new products that create new value

IR's Observability Offering



powered by **Prognosis**

Collaborate



Enterprise UC
Contact Center
Service Provider

Transact



Cards
High Value Payments
Real-Time Payments

Infrastructure



NonStop

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Global, blue chip client base

Long-term, high value relationships based on mission critical solutions

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Tech | Telco



5/10 top telcos

BFSI



6/10 top USA banks

Health | Gov | Edu



5/25 Fortune 500 top companies

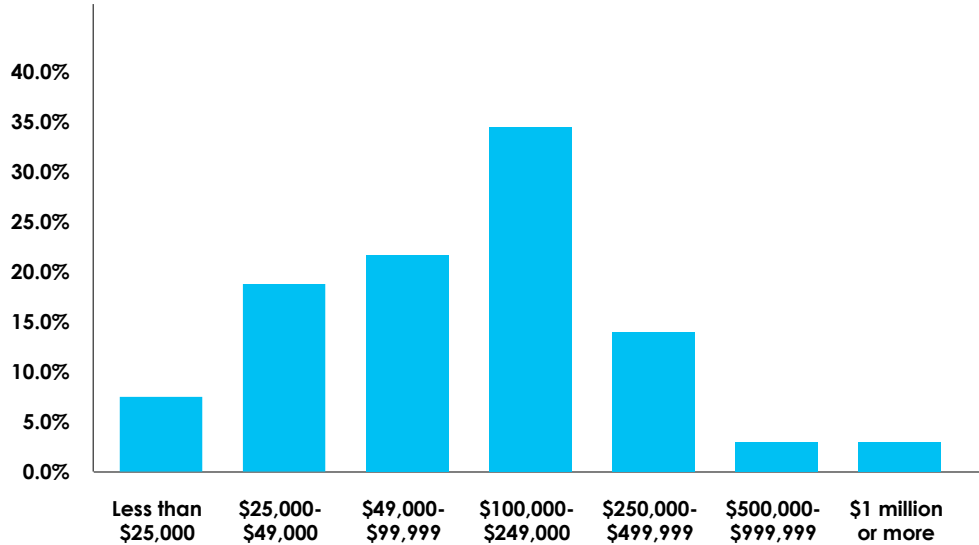
Retail | Industrial | Other



5/20 largest Australian companies (market cap)

Observability is a non-discretionary item

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- For approximately 53% of revenue generating services, the cost for 1 hour of critical infrastructure downtime is greater than USD \$100k

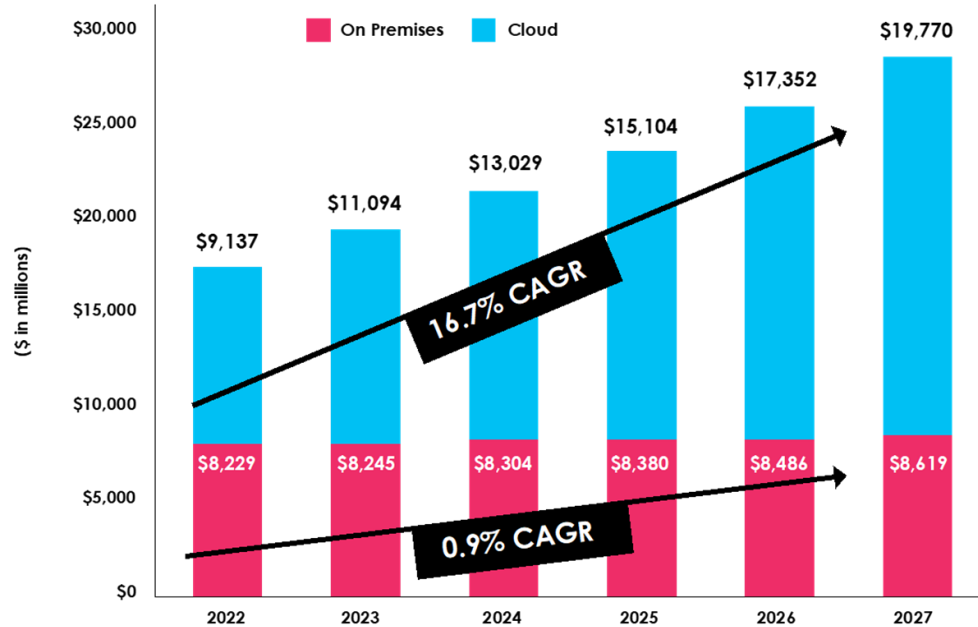
Source: IDC and William Blair Equity Research



Observability is a large and growing market...

(USD investment in Observability solutions)

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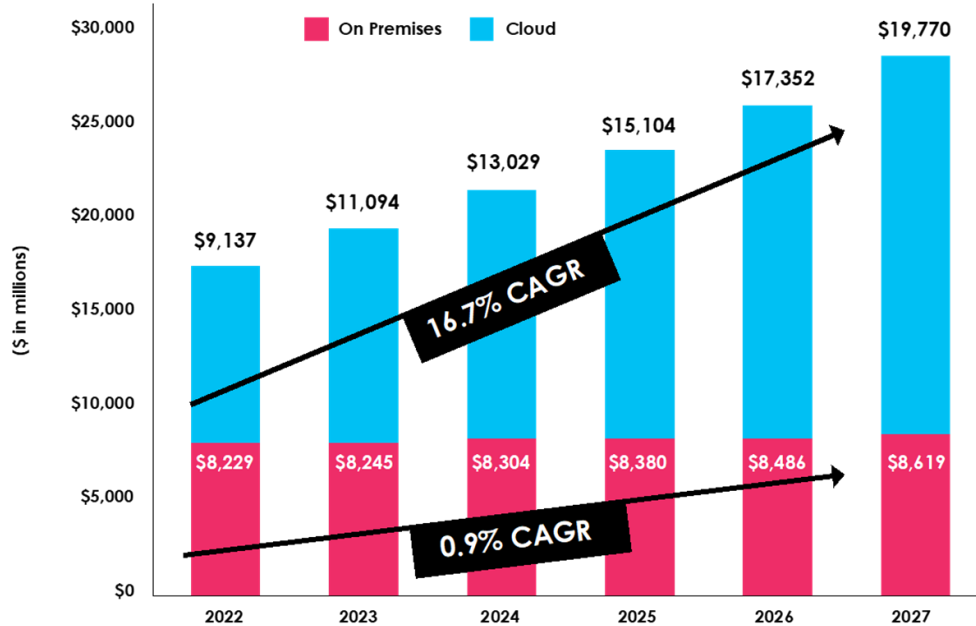
Source: IDC and William Blair Equity Research

- Adoption of cloud based solutions is driving market growth
- On-Premises remains a large market and holding ground
- **Enterprise clients are moving to a hybrid model: combination of on-premises + cloud**
- IR provides both on-premises and cloud solutions

IR provides solutions for both the on-premises and cloud segments...



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Source: IDC and William Blair Equity Research

- IR offering is well differentiated in the low growth 'on-premises' segment, but not well differentiated in the high growth 'cloud' segment
- Clear product differentiation aligned to the high growth cloud segment best positions the company for growth
- The market is evolving: enterprise clients are looking for new products to extract new value from their Observability data

Growth in non-renewal revenue is central to sustained growth



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- YOY revenue contribution from contract renewals is variable, and was significant in FY24.
- New products aligned with the high growth cloud segment:
 - Maximises our growth opportunity
 - Differentiates our cloud offering



What does it mean..?

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We need to evolve for growth.

- Generate new revenue by creating the new products we know enterprise clients need:
 - New revenue from existing clients
 - New revenue from new clients
 - Clearly differentiate our cloud based offering
- Focus the sales approach:
 - Target **enterprise** clients that meet our ideal client profile (ICP): enterprises of 10,000+ seats managing a hybrid technology ecosystem (on-prem + cloud)

Evolve our value proposition with new products & capabilities



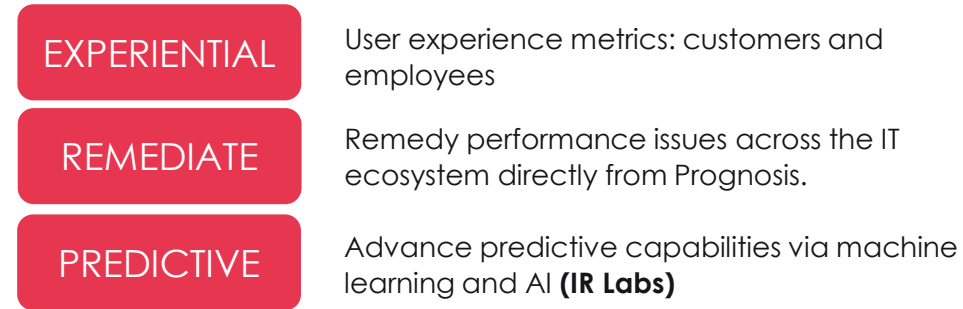
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Current State → Future State

- What is going wrong in my technology ecosystem?



- What does it mean for my customers and my employees?
- What can I anticipate might go wrong in the future and how do I avoid it?
- I've identified the problem, how do I fix it?



Leveraging existing assets

- Utilise the data, IP and expertise we already have
- IR Labs capability (Machine Learning & AI)
- Global, blue chip client base
- Global sales organisation

powered by **Prognosis**

IR Labs

Collaborate



Enterprise UC
Contact Center
Service Provider

Transact



Cards
High Value Payments
Real-Time Payments

Infrastructure



NonStop



Big Data, Real Time
Machine Learning
AI



In Summary...

- Observability is a large and growing market opportunity (\$28B by 2027)
- IR has a proven, established offering and a global blue chip client base
- Generate more new client revenue by creating new capabilities
- Continue to focus the sales approach (ICP)
- Modernise & simplify
- Management discipline: execute within the existing budget framework

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FY25 Priorities & Observations



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- New product capabilities to launch in 2H FY25 and ongoing
- Innovation via IR Labs to accelerate
- Value of FY25 contract renewals softer than FY24 and weighted to 2H
- Targeting improving renewal rate for Collaborate, to wash through off the back of focus on ICP
- Value of sales pipeline attributable to new clients/revenue expected to continue to lift
- Revenue contribution from new clients/revenue to improve in line with the current sales cycle
- The effective tax rate is expected to normalise in FY25 given brought forward R&D tax credits utilised in FY24



Our strengths are considerable...

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- Foundational elements of IR's business remain critically valuable:
 - **Independence:** IR is a specialist monitoring technology provider, not a vendor
 - **Aggregation:** the Enterprise technology supply chain is becoming more fragmented and more complicated - IR aggregates multiple vendors into a single view encompassing on-premises and cloud based solutions
 - **Vendor agnostic:** IR remains vendor agnostic, compatible with dozens of global technology vendors including those with the largest market share
- IR has market leading knowledge and expertise (we can execute)
- IR has a superior client register (we are trusted)



Vision...

To become the world's leading independent provider of business critical technology & infrastructure intelligence.

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