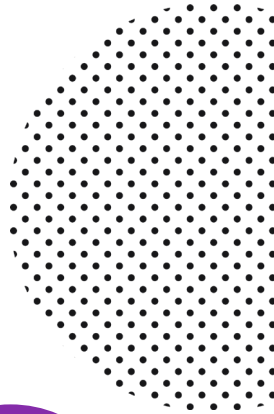


Integrated Research Limited (ASX: IRI) FY2023 Annual General Meeting

22 November 2023



How to ask a Question?

- 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

Broadcast Vote **Q & A** Documents

Your question(s)

You may enter a question using the field below.

Select Topic ▼

Questions are limited to 2000 characters.

0 character(s) Send

How to Vote?

- 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 displays a web interface for voting. At the top, there are four navigation tabs: 'Broadcast' (with a monitor icon), 'Vote' (with a document icon and a red '1' notification bubble, and a purple underline), 'Q & A' (with a speech bubble icon), and 'Documents' (with a folder icon). Below the tabs is a grey header bar labeled 'Items of Business'. The first item is '2A Re-elect Mr Sam Sample as a Director', followed by three buttons: '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 'Click here to change your vote.'.



Chair's Address

Cathy Aston



CEO Address

John Ruthven



We are IR

A leading global software company providing performance and experience management solutions for the world's mission critical ecosystems.

Real-time analytics, fast troubleshooting, dynamic alerts, comprehensive reporting and customizable dashboards delivers a seamless user experience across ...



collaborate

highly complex and expanding
communications environments



transact

increasingly complex and expanding
global payments networks



infrastructure

business critical network
infrastructure

Blue Chip Customer Base

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



Tech | Telco



5/10 top US telcos

BFSI



7/10 top US banks

Health | Gov | Edu



5/25 Fortune 500 top companies

Retail | Industrial | Other

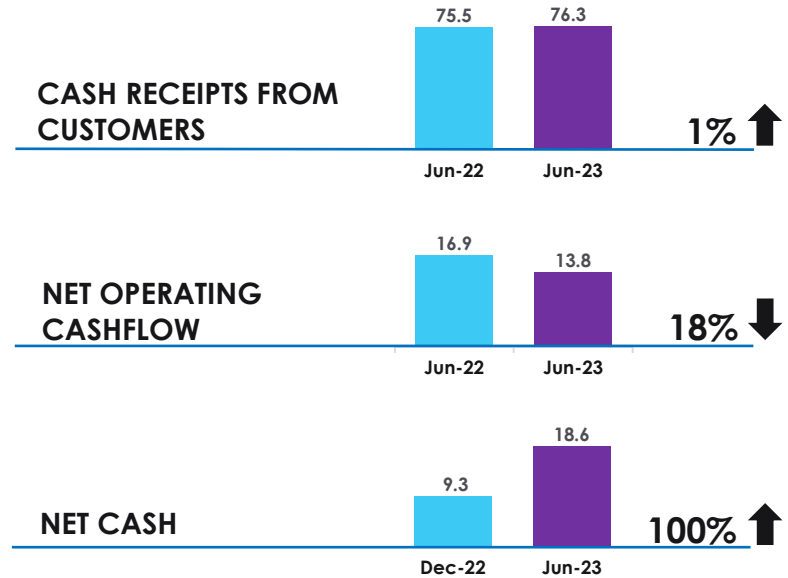
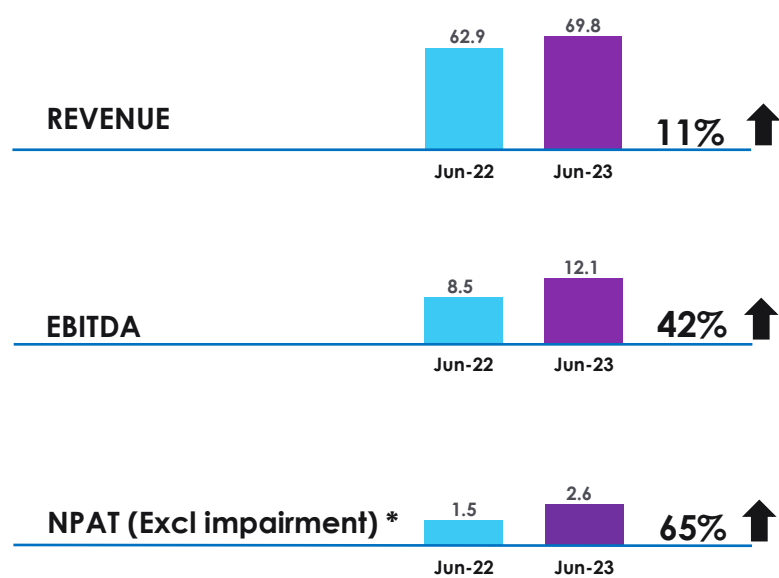


5/20 largest Australian companies (market cap)



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

Strong TCV growth drives statutory revenue

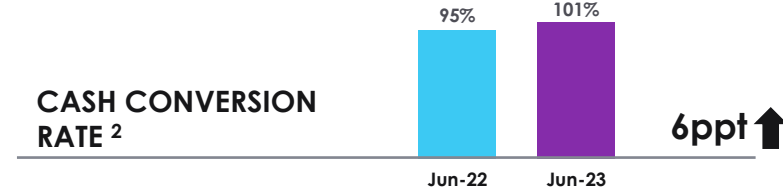
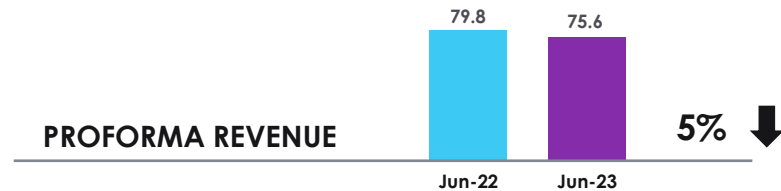
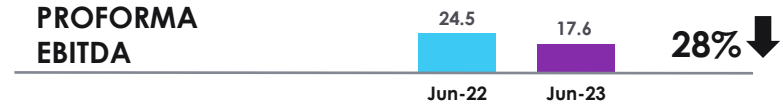
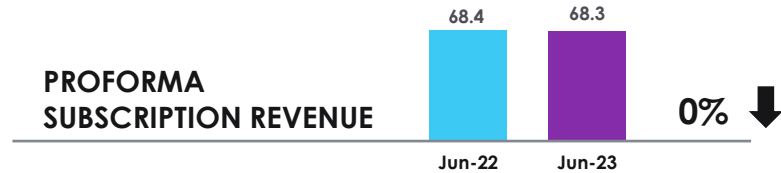
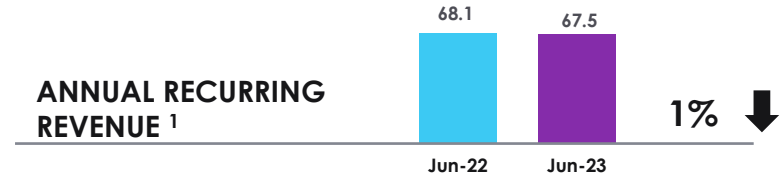
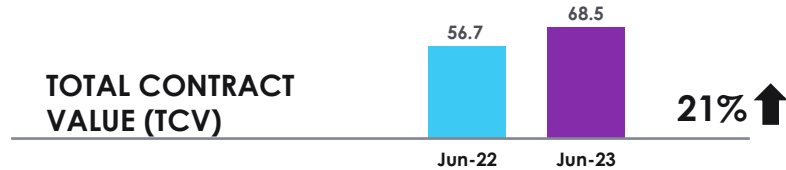


*NPAT excludes \$31.8m impairment of goodwill and intangible assets.



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

TCV is a sales indicator, together with ARR, of the future direction of key proforma metrics



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

Balance Sheet

Supporting self-funded organic growth



Strong balance sheet with net cash of \$18.6M and no debt carried forward.

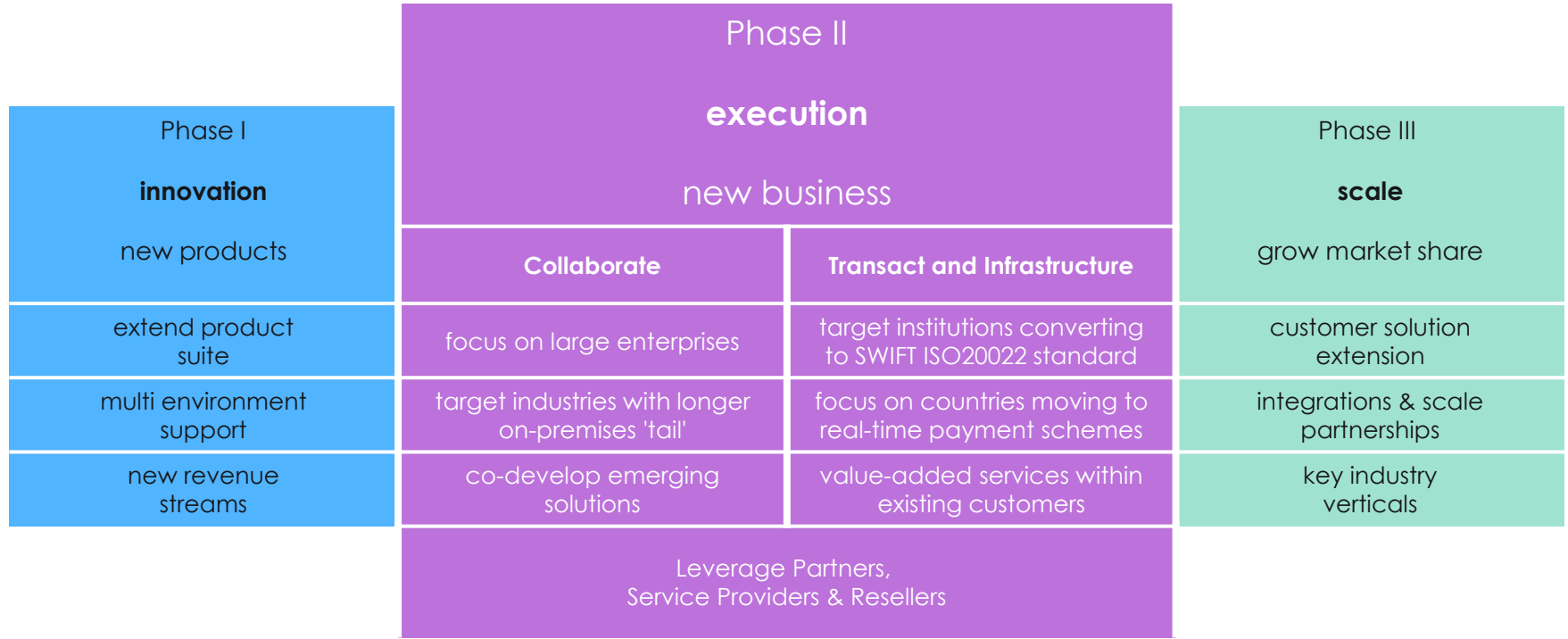
Trade receivables: a strong source of future cashflow. High quality, low doubtful debt risk.

The June 2023 balance sheet includes a \$31.8M impairment of goodwill and intangible assets.

| Key Balance Sheet Metrics | | | |
|-----------------------------|-------------|-------------|--------------|
| Period Ended (as at) | Jun 22 | Jun 23 | YoY |
| | A\$M | A\$M | |
| Cash and cash equivalents | 12.3 | 18.6 | 50% |
| Trade and other receivables | 68.8 | 63.5 | (8%) |
| Intangible assets | 31.3 | 0.0 | (100%) |
| Net assets | 87.1 | 59.9 | (31%) |

Product strategy

Execution phase extended



Collaborate – Strategy & Roadmap



| | Strategy | Drivers | Challenges | Addressing challenges |
|------------------|--|--|--|--|
| Customers | <ul style="list-style-type: none"> – Customer success – Renewal yield – Upsell seats – Upsell new products – Migration assurance | <p>High single digit growth in Collaboration market</p> <p>Clients transitioning to hybrid collaboration environment</p> | <p>Cloud-based vendors limiting API access to data</p> <p>Cloud-based vendor tools proving competitive in less complex deployment models</p> | <ul style="list-style-type: none"> – GTM re-focused on large multi-vendor customers & prospects – Product roadmap investment on vendor differentiation [value beyond the vendor] |
| Prospects | <ul style="list-style-type: none"> – >25k user customers – Multi-vendor MSP's – Demand generation; <ul style="list-style-type: none"> o Trade shows o Face to face o Partner referrals | <p>Increased complexity drives demand</p> <p>Increasing user expectations</p> | <p>Customers looking for new data points to assure user experience</p> | <ul style="list-style-type: none"> – Customer migration assurance and vendor co-sell |
| Product | <ul style="list-style-type: none"> – Maintain & extend the 'core' – Invest in user experience – Customer co-development | <p>Multiple work environments - work from anywhere</p> | <p>Customers moving away from on-premises infrastructure</p> | <ul style="list-style-type: none"> – Optimising the cost base and operating model |
| Partners | <ul style="list-style-type: none"> – Expand / extend partnerships – Partner co-development – Vendor co-sell | | | |

Collaborate Customer Wins

Providing assurance for the mission critical services of our customers



| Multinational financial technology company (USA) | Cigna Healthcare (USA) | Multinational technology and services provider (USA) |
|--|---|---|
| 2-year term | 3-year term | 3-year term |
| New customer | Renewal & expansion | New customer [service provider] |
| 29,000 users | 135,000 users | 7,000 users |
| Challenge: Monitor, Troubleshoot, Proactively Alert and Report on their MS Teams environment using a single platform | Challenge: Migration from legacy to Cisco - efficiently run their operations. | Challenge: Monitoring a managed service platform |
| Solution: Collaborate, Reporting and MS Teams | Solution: Full suite of Collaborate products, including Testing | Solution: Collaborate SP, Reporting, Path Insight, Monitoring Troubleshooting, Contact Centre and IVR |

Transact & Infrastructure – Strategy & Roadmap



| | Strategy | Drivers | Challenges | Addressing challenges |
|------------------|--|---|---|---|
| Customers | <ul style="list-style-type: none"> – Customer success – Renewal yield – Upsell capacity – Upsell new products | <p>Double digit market growth</p> <p>Structural market change</p> | <p>Customer inertia - slow to adopt new products</p> <p>New markets evolving slowly</p> | <p>Re-balanced GTM across customers and new prospects</p> <p>Targeted co-development with customers</p> |
| Prospects | <ul style="list-style-type: none"> – Large Financial Institutions & Retailers – Processors & new schemes – Developing Markets | <p>Expanding payment types and channels</p> <p>Increasing complexity</p> <p>New payment schemes</p> | <p>Customers migrating off NonStop</p> <p>Customer journey to Cloud is inconsistent</p> | <p>Broadening monitoring strategy – ecosystem play</p> |
| Product | <ul style="list-style-type: none"> – Extend the 'core' – New products; <ul style="list-style-type: none"> o High Value Payments o Real Time Payments o Business Insights | <p>Increasing user expectations</p> <p>Data driven decision making</p> | <p>Vendor alignment on priorities</p> <p>Competition is evolving</p> | <p>Align to customer journey – leverage the on-premise 'long-tail'</p> <p>Enhance customer product footprint with upsell of 'new'</p> |
| Partners | <ul style="list-style-type: none"> – Expand / extend partnerships – Product co-development – Vendor co-sell | <p>ISO 20022 compliance</p> | | <p>Expand and extend vendor partnerships</p> |

Transact Customer Wins

Ensuring reliability in today's complex payments environments



| Network International LLC (MEA) | Worldpay (USA) |
|--|--|
| 3-year term | 5-year term |
| Renewal with major extension | Renewal |
| Solution: Transact and Infrastructure | Solution: Transact and Infrastructure |
| Challenge: Expansion in MEA, Modernisation, and Monitoring | Challenge: Ensure e-payment networks are operating at optimal levels |
| Solution: Transact Real-Time payments monitoring, Transact Cards and Non-stop Plus solutions | Solution: Transact-Cards Plus monitoring |

FY24 Key Priorities



Markets – continue growth momentum across all regions



New business – win more new business and expand product footprint



Existing customers – improve customer retention and renewal yield



Cost base – tightly manage to align with expected developments in the trading environment



Product innovation – co-develop with customers to reduce development cycles and validate use cases



Financial – increase profitability and retain a strong balance sheet

YTD Summary Report



| <i>Priority</i> | <i>Status</i> | <i>Notes</i> |
|---|---------------|---|
| Markets – continue growth momentum across all regions | on plan | YTD TCV is ahead of pcp, and customer sentiment appears to have normalised. TCV growth expected for the full year. |
| New business – win more new business and expand product footprint | on plan | YTD we have won 9 new customers and total pipeline supports a growth outlook. |
| Existing customers – improve customer retention and renewal yield | on plan | The renewals book exceeds prior year, balanced across H1 & H2, and skewed towards Collaborate clients. Collaborate churn is expected to persist as clients migrate to a SaaS environment. |
| Cost base – tightly manage to align with expected developments in the trading environment. | on plan | Reduced headcount; operating budgets trimmed; operating expense expected to be down on prior year. |
| Product innovation – co-develop with customers to reduce development cycles and validate use cases | reset | Reduced R&D spend; targeted approach to product development; capitalisation of R&D expected to be minimal. |
| Financial – increase profitability and retain a strong balance sheet | on-plan | Year-end cash balance expected to be higher, assisted by increased sales, reset of cost base, and focused receivables collections program. |



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