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MARKET ANNOUNCEMENT

2026 Annual General Meeting – Chair's Address

Sydney, 25 November 2026 – Integrated Research (Company, IR) (ASX: IRI) provides the attached Chair's address to be delivered at today's Annual General Meeting commencing at 10.00am AEDT.

This announcement is approved for release by the Board.

Leanne Ralph
Company Secretary
Integrated Research Limited
ABN: 76 003 588 449

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About IR
At IR, we power elite business performance. Trusted by the world's largest organizations for more than 30 years, our market-leading observability solutions are powered by Prognosis – the real-time intelligence platform built for multi-vendor infrastructure, UC&CX and payments environments. Find out more: www.ir.com.

Integrated Research Limited
Chair's Address, 2026 AGM
25 November 2026

Good morning and welcome to the 2026 Annual General Meeting of Integrated Research Limited.

On behalf of the Board, thank you for joining us.

This morning I want to speak plainly about where we are, what we have learned, and the decisions the Board has taken in response. I also want to update you on several important developments for the company.

An ambitious agenda

At last year's meeting, I spoke about our product-led growth strategy and our intention to return IR to growth.

We set ourselves an ambitious agenda for FY26: to develop new products, win new customers, and build new revenue streams alongside our established business.

We made some progress and secured $5.5 million in new customer wins.

We increased our investment in product and technology by 29%. In the past year, we have brought to market Iris, our AI-powered insights capability; Prognosis Elevate, our observability-as-a-service platform; and Agentic SQA.

Our high-value payments product, developed in partnership with a top 10 US bank has been successfully deployed.

And Clarion, a new end point management capability was released this past October.

We have also embraced AI across the business. We use it to accelerate our own product development, to deliver new AI-powered products and features to our customers, and to make our operations more efficient.

However, this progress wasn’t fully reflected in our financial performance for FY26, with results falling short of our targets. Notably, Statutory Revenue of $57.6m was Down 16% on FY25 and EBITDA was a Loss of $2.1m, Down on an FY25 EBITDA profit of $15.9m.

And the headwinds have strengthened into FY27.

The single biggest factor has been the speed at which AI is reshaping our market. It is affecting our customers, the software industry, and IR itself.

It is affecting us in three main ways.

First, AI is making large enterprises more cautious. Our customers are reassessing their technology strategies and their spending priorities. As a result, procurement discussions are taking longer and new customer sales cycles are extending.

Second, customers are asking for shorter contract terms. AI is putting pressure on technology budgets, and customers want to keep their options open while the landscape settles. Where customers once routinely renewed for three years or more, many now prefer to commit for a single year.

This matters because a significant portion of our licence revenue is recognised when a contract is signed. Shorter contract terms reduce the total contract value (or TCV) we secure and the revenue we report in the year, even when the customer relationship continues.

In FY26, TCV of $54.3m was Down 19% on FY25 of $67.3m, with the average contract term reducing to 3.2 years in FY26 from 3.4 years in FY25. This term contraction trend has continued into the current half year.

Third, AI is heightening security risk. Large organisations, particularly in the banking, payments, and telecommunications sectors we serve, are responding by limiting or reducing their cloud connectivity. This has slowed adoption of some cloud-delivered capabilities.

Together, these factors are putting pressure on revenue from both new and existing customers.

How we are now responding

We must also concentrate efforts in two areas. We must support existing customers better by focusing the way we build incremental product improvements, new features, and to service customers. We must also leverage AI to make operations more efficient and more effective.

Our existing customers include many of the world's leading banks, payment providers, and enterprises. They rely on IR to keep their mission-critical systems running, and they are the foundation of our business.

Our goal is to generate and preserve cash, so we can develop and commercialise new products.

We will continue to invest in new product development. It is essential to our future. But we will invest with greater discipline. Investment will be staged, tied to clear evidence of customer demand, and assessed against the returns it can realistically deliver.

Restructure

As a first step, we have launched a restructuring program that significantly reduce annualised operating expenses. We expect most of the savings to come through in 2H FY27, with the full annualised benefit from FY28. We expect to incur one-off restructuring costs of about $1.1 million in the current half-year.

This has meant farewelling valued colleagues. These were not easy decisions. On behalf of the Board, I thank every one of those employees for their contribution to IR, and I acknowledge the professionalism with which they and their teams have handled this change.

Continued investment

Even as we reduce costs, we remain committed to investing in new functionality.

First, our existing products: Transact, Collaborate, and Infrastructure. Enhancements to these products protect and extend the value we deliver to our customers, and they are where most of our revenue is earned today.

Second, through IR Labs, our dedicated AI innovation team. The Agentic SQA product is currently in Alpha release and is being evaluated by the market.

Leadership change

There will also be a change in the company's leadership.

The Board and Ian Lowe have mutually agreed that Ian will step down as Managing Director and Chief Executive Officer on 31 December 2026.

Ian has led IR through a demanding period. Under his leadership, the company sharpened its focus on customers and product quality, launched a new generation of products, and embraced AI across the business. He has also led the restructure with care and integrity.

On behalf of the Board, I thank Ian for his commitment and his contribution to IR, and I wish him well for the future.

The Board is working through its succession plan, and we will keep shareholders informed as it progresses.

Governance and accountability

The Board recognises its own accountability for the company's performance.

We have reviewed our strategy, our cost base, and our operating model, and we have acted. Executive remuneration outcomes for FY26 reflect the company's performance.

I thank my fellow directors for their support and commitment during a challenging year.

Financial position

IR continues to have no debt and holds cash of $42.9 million at 31 October 2026. This gives us the flexibility to execute our plan.

We will continue to manage capital prudently, with cash preservation as a near-term priority.

Looking ahead

FY27 is a year of reset and disciplined execution.

We are realistic about the market we face. AI is changing how our customers buy, and how long they are prepared to commit. We have adjusted our approach accordingly.

We are also confident in the strengths we have: a loyal base of blue-chip customers, deep expertise in mission-critical systems, a new generation of products, and a leaner, more focused organisation.

Our priority is to stabilise the business, generate cash, and build the foundation for a return to sustainable growth.

Thank you

On behalf of the Board, I thank our employees around the world for their resilience and dedication through a difficult year.

To our customers and partners, thank you for your trust and collaboration.

And to our shareholders, thank you for your patience and support. We do not take it for granted.

Peter Lloyd
Chairman
Integrated Research Limited