MACQUARIE AUSTRALIA CONFERENCE 2022

JONATHAN RUBINSZTEIN, CHIEF EXECUTIVE OFFICER



3 MAY 2022 Nuix Limited



nuix

ABOUT NUIX

Nuix transforms large amounts of unstructured data into actionable intelligence at scale and speed



The Patented Nuix Engine

A supercharged data processing, search, and intelligence platform



An End-to-End Solution

Products that solve realworld problems, from the endpoint to the courtroom



Investigative Analytics

Identify intelligence, patterns, and correlations that no human could otherwise find



A Fully Integrated Platform

Open, extensible, and intuitive for users



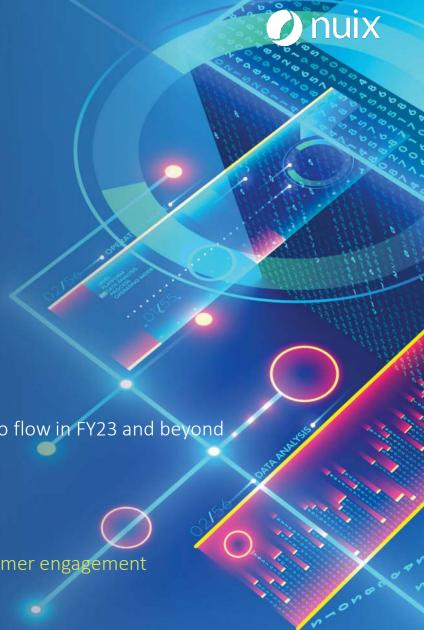
Our People

We hire the best and build their expertise into our software

TRADING UPDATE

Nine months to 31 March 2022¹

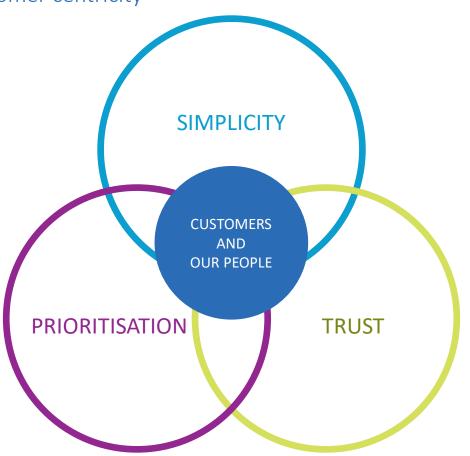
- » Annualised Contract Value down 2% on pcp
- » Statutory Revenue down 6% on pcp
 - Churn remains low
 - Two key MYD renewals shifted to Q4
 - Revenue from new customers 27% below pcp
 - June critical month for contract signing
- » Pro forma EBITDA down 63%, driven by:
 - Continued investment in sales, distribution and development capabilities, benefits to flow in FY23 and beyond
 - Ongoing migration of core engine to SaaS offering and other development
 - Material increase in non-operational legal costs (\$11m ytd)
- » Looking forward:
 - Strong conviction on opportunity arising from strategic refresh and associated customer engagement
 - Return of face-to-face sales engagement





INSIGHTS

Focus on customer centricity



- » Simplicity streamlining our processes and offerings
- » Prioritisation strengthening our people and leadership to improve decision-making
- » Trust building trust with our people, customers and shareholders





STRATEGIC THEMES

THREE CONCURRENT HORIZONS TO DRIVE GROWTH

HORIZON 1:

Sales excellence now to fund the future

Drive competitiveness and commercial performance of the core data processing business

- Drive sales and partnering enablement
- Refine enterprise-wide marketing strategy
- Build seamless end-to-end customer experience
- Learn from our customers and competitors
- Rigorously prioritise product and platform investments

HORIZON 2: Evolve technology to a modular platform

Build a cross-solution platform offering for large enterprise

- Validate commerciality of crosssolution offering
- Develop go-to-market strategy for cross-solution offering
- Build single, end-to-end investigations platform
- Expand offering with new use cases

HORIZON 3: Anticipate future use cases

Identify and monetise new use cases enabled by data processing

Establish innovation pipeline process to test, launch and scale-up new use cases



STRATEGIC PRINCIPLES

Focusing on top-line revenue growth to ensure our ability to compete and grow longer term

Enhancing customer experience and satisfaction

Creating clarity and simplicity

Fostering a culture of high performance

Competing on breadth of solution and client relationships, rather than just point-solution quality/technology

Technology serving future market needs and sustaining Nuix's competitive advantage



REBALANCED LEADERSHIP TEAM

CEO Jonathan Rubinsztein Rebalanced to focus on customer engagement People & Customer **Americas** International Alliances & **Marketing Technology** CFO/COO Culture Strategy & **Ethan Trees** Jonathan Paul Keen **Chad Barton** Channel Jee Moon Innovation Melissa Rees **TBC** Oliver Harvey Pascoe Culture Dev/test • Core Horizon 2/3 Horizon 1 accountability Horizon 1 Horizon 1 Leadership Ops • Finance • End-to-end customer sales and Alliance & Customer Trends • Drive focus on Development Security Legal delivery Alliance & Channel Use-case • Talent Acquisition Support Risk · All channels, including alliance Channel sales marketing innovation Retention Architecture and Pricing Product evolution partners and channel Professional Corporate technology Services and Intellectual Solutions Consulting marketing Performance strategy/trends Marketing execution Training Digital marketing **Property** improvement Innovation Bid Management • Investor Relations • NLP Company Secretary



LEADING, END-TO-END INVESTIGATIONS PLATFORM...

...DIFFERENTIATED BY EXCEPTIONAL UNSTRUCTURED DATA PROCESSING

STRATEGIC OUTCOMES

- Customer-centric organisation
- Return to strong top-line growth
- Simple structure and processes, with clear accountabilities
- Great place to work
- Build trust with our investors



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